

MUHANDISLIK

& IQTISODIYOT

№4

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

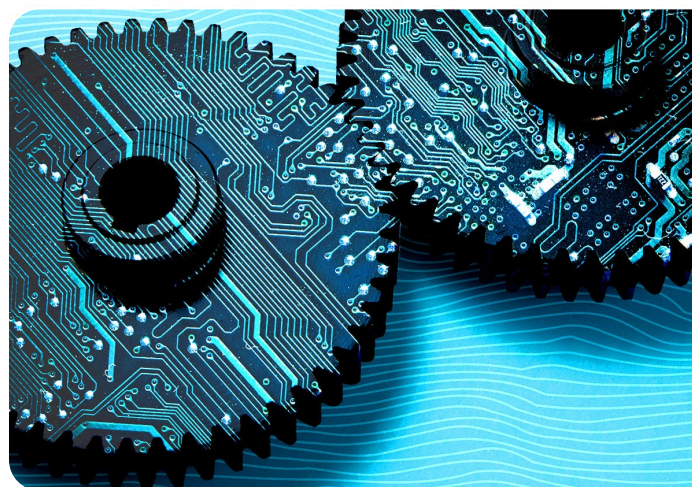
2026
APREL



Milliy nashrlar

OAK: <https://oak.uz/pages/4802>

05.00.00 - Texnika fanlari
08.00.00 - Iqtisodiyot fanlar



ISSN: 3060-463X



muhandislik **& iqtisodiyot**

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

Elektron nashr, 2026-yil, aprel.

Bosh muharrir:

Zokirova Nodira Kalandarovna, iqtisodiyot fanlari doktori, DSc, professor

Bosh muharrir o'rinbosari:

Shakarov Zafar G'afrovich, iqtisodiyot fanlari bo'yicha falsafa doktori, PhD, dotsent

Tahrir hay'ati:

Abduraxmanov Kalendar Xodjayevich, O'z FA akademigi, iqtisodiyot fanlari doktori, professor

Sharipov Kongratbay Avezimbetovich, texnika fanlari doktori, professor

Maxkamov Baxtiyor Shuxratovich, iqtisodiyot fanlari doktori, professor

Abduraxmanova Gulnora Kalandarovna, iqtisodiyot fanlari doktori, professor

Shaumarov Said Sanatovich, texnika fanlari doktori, professor

Turayev Bahodir Xatamovich, iqtisodiyot fanlari doktori, professor

Nasimov Dilmurod Abdulloyevich, iqtisodiyot fanlari doktori, professor

Allayeva Gulchexra Jalgasovna, iqtisodiyot fanlari doktori, professor

Arabov Nurali Uralovich, iqtisodiyot fanlari doktori, professor

Maxmudov Odiljon Xolmirzayevich, iqtisodiyot fanlari doktori, professor

Xamrayeva Sayyora Nasimovna, iqtisodiyot fanlari doktori, professor

Bobonazarova Jamila Xolmurodovna, iqtisodiyot fanlari doktori, professor

Irmatova Aziza Baxromovna, iqtisodiyot fanlari doktori, professor

Bo'taboyev Mahammadjon To'ychiyevich, iqtisodiyot fanlari doktori, professor

Shamshiyeva Nargizaxon Nosirxuja kizi, iqtisodiyot fanlari doktori, professor,

Xolmuxamedov Muhsinjon Murodullayevich, iqtisodiyot fanlari nomzodi, dotsent

Xodjayeva Nodiraxon Abdurashidovna, iqtisodiyot fanlari nomzodi, dotsent

Amanov Otabek Amankulovich, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent

Toxirov Jaloliddin Ochil o'g'li, texnika fanlari bo'yicha falsafa doktori (PhD)

Qurbonov Samandar Pulatovich, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Zikriyoyev Aziz Sadulloyevich, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Tabayev Azamat Zaripbayevich, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Sxay Lana Aleksandrovna, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent

Ismoilova Gulnora Fayzullayevna, iqtisodiyot fanlari nomzodi, dotsent

Djumaniyazov Umrbek Ilxamovich, iqtisodiyot fanlari nomzodi, dotsent

Kasimova Nargiza Sabitdjanovna, iqtisodiyot fanlari nomzodi, dotsent

Kalanova Moxigul Baxritdinovna, dotsent

Ashurzoda Luiza Muxtarovna, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Sharipov Sardor Begmaxmat o'g'li, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Tursunov Ulug'bek Sativoldiyevich, iqtisodiyot fanlari doktori (DSc), dotsent

Bauyetdinov Majit Janizaqovich, Toshkent davlat iqtisodiyot universiteti dotsenti, PhD

Botirov Bozorbek Musurmon o'g'li, Texnika fanlari bo'yicha falsafa doktori (PhD)

Sultonov Shavkatjon Abdullayevich, Kimyo fanlari doktori, (DSc)

Jo'raeva Malohat Muhammadovna, filologiya fanlari doktori (DSc), professor.

Yusupov Maxamadamin Abduxamidovich, iqtisodiyot fanlari nomzodi (DSc), professor

Kalonova Moxigul Baxritdinovna, iqtisodiyot fanlari nomzodi (PhD), dotsent

Mirzayev Kulmamat Djanzakovich, iqtisodiyot fanlari nomzodi (DSc), professor.

Karimova Nilufar Sadirdin qizi, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Norboyev Odil Abrayevich, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent

Nasimov Dilmurod Abdulloyevich, iqtisodiyot fanlari doktori (DSc), professor

Mirzayev Kulmamat Djanzakovich, iqtisodiyot fanlari doktori (DSc), professor

Karimova Nilufar Sadirdin qizi, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Pardaev Umidjon Uralovich, iqtisodiyot fanlari doktori (DSc), professor

Xolmirzayev Ulug'bek Abdulazizovich, Iqtisodiyot fanlari doktori (DSc)

muhandislik & iqtisodiyot

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
05.01.03 – Informatikaning nazariy asoslari
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
05.01.07 – Matematik modellashtirish
05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
05.02.00 – Mashinasozlik va mashinashunoslik
05.02.08 – Yer usti majmualari va uchish apparatlari
05.03.02 – Metrologiya va metrologiya ta'minoti
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi
05.05.05 – Issiqlik texnikasining nazariy asoslari
05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
05.08.03 – Temir yo'l transportini ishlatish
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)
05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
08.00.01 – Iqtisodiyot nazariyasi
08.00.02 – Makroiqtisodiyot
08.00.03 – Sanoat iqtisodiyoti
08.00.04 – Qishloq xo'jaligi iqtisodiyoti
08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
08.00.06 – Ekonometrika va statistika
08.00.07 – Moliya, pul muomalasi va kredit
08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
08.00.09 – Jahon iqtisodiyoti
08.00.10 – Demografiya. Mehnat iqtisodiyoti
08.00.11 – Marketing
08.00.12 – Mintaqaviy iqtisodiyot
08.00.13 – Menejment
08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
08.00.17 – Turizm va mehmonxona faoliyati

Ma'lumot uchun, OAK

Rayosatining 2024-yil 28-avgustdagi 360/5-son qarori bilan "Dissertatsiyalar asosiy ilmiy natijalarini chop etishga tavsiya etilgan milliy ilmiy nashrlar ro'yxati"ga texnika va iqtisodiyot fanlari bo'yicha "Muhandislik va iqtisodiyot" jurnali ro'yxatga kiritilgan.

Muassis: "Tadbirkor va ishbilarmon" MChJ

Hamkorlarimiz:

1. Toshkent shahridagi G.V.Plexanov nomidagi Rossiya iqtisodiyot universiteti
2. Toshkent davlat iqtisodiyot universiteti
3. Toshkent irrigatsiya va qishloq xo'jaligini mexanizatsiyalash muhandislari instituti" milliy tadqiqot universiteti
4. Islom Karimov nomidagi Toshkent davlat texnika universiteti
5. Muhammad al-Xorazmiy nomidagi Toshkent axborot texnologiyalari universiteti
6. Toshkent davlat transport universiteti
7. Toshkent arxitektura-qurilish universiteti
8. Toshkent kimyo-texnologiya universiteti
9. Jizzax politexnika instituti



MUNDARIJA

STRATEGIC INTEGRATION OF BUSINESS PLANNING AND FORECASTING IN INDUSTRIAL ENTERPRISES.....	11
Sharipov K.A., Ismatullayev T.R.	
ВКЛАД БАНКОВСКОЙ СИСТЕМЫ В СОЦИАЛЬНО-ЭКОНОМИЧЕСКОЕ РАЗВИТИЕ МАХАЛЛЕЙ РЕСПУБЛИКИ КАРАКАЛПАКСТАН: МЕХАНИЗМЫ, ДИНАМИКА И СТРАТЕГИЧЕСКИЕ ОРИЕНТИРЫ	21
Бабаназарова Гульзар Зиуатдиновна	
BUDJET TASHKILOTLARIDA XARAJATLARNI REJALASHTIRISH VA MOLYAVIY NAZORATNI TASHKIL ETISH.....	27
Karayev Payzillaxon Yusufxonovich	
FERMER XO'JALIKLARINI MOLYAVIY QO'LLAB-QUVVATLASHDA SUBSIDIYA AMALIYOTINI TAKOMILLASHTIRISH.....	32
Xakimov Zafar Ibragimovich	
IQTISODIY O'SISHGA ERISHISHDA DAVLAT INNOVATSION VA INVESTITSION SIYOSATINING O'RNI	38
Xaydarova Yorqinoy Asqar qizi	
QURILISH SANOATIDA KORXONALARNI MOLYALASHTIRISHNING NAZARIY KONSEPSIYALARI VA ZAMONAVIY YONDASHUVLARI.....	44
Igitov Jurabek Kuzibekovich	
ОСОБЕННОСТИ ВЫБОРА СТРАТЕГИИ РАЗВИТИЯ ПРЕДПРИЯТИЙ МЕТАЛЛУРГИЧЕСКОГО КОМПЛЕКСА	50
Абдуллаева Матлуба Нематовна, Акбарова Муфаррах Мухитдиновна	
СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ КОМПАЕНС-КОНТРОЛЯ В КОМПАНИЯХ С ГОСУДАРСТВЕННЫМ УЧАСТИЕМ В УЗБЕКИСТАНЕ	56
Халтурдиев Айтмурат Маратович	
O'ZBEKISTONDA RAQAMLI IQTISODIYOTNING ICHKI BELGILARI	64
Saatova Lolaxon Ergashevna	
INNOVATSION YONDASHUVLAR ASOSIDA OZIQ-OVQAT KORXONALARIDA RAQOBATBARDOSHLIKNI OSHIRISH MEKANIZMLARI	71
Pulatov Abdullo	
MAJBURIY IJRO ETISH CHORALARINI TAKOMILLASHTIRISH: MILLIY VA XORIJIY TAJRIBA.....	76
Axmedov Zafarjon Zokirjon	
МОДЕЛЬ ИНТЕГРИРОВАННОЙ СИСТЕМЫ ESG-ТРАНСФОРМАЦИИ И ЭКОНОМИЧЕСКИЕ МЕХАНИЗМЫ ЕЁ РЕАЛИЗАЦИИ НА ПРЕДПРИЯТИИ ПО ПРОИЗВОДСТВУ ПОЛИМЕРНОЙ УПАКОВКИ	80
Ташпулатов Дильмурад Рустамович	
KORPORATIV KORXONALARDA KAPITALNI BUDJETLASHTIRISH JARAYONINI TAKOMILLASHTIRISH YO'LLARI.....	85
Latipova Shaxnoza Maxmudovna	
INNOVATSION MENEJMENTDA KOMMUNIKATSIYA VA TASHKILY MOSLASHUVCHANLIKNING ROLI: O'ZBEKISTON SHAROITI MISOLIDA	92
Atamatov Abdualil Salomovich	
QAYTA TIKLANUVCHI ENERGIYA MANBALARINING AHAMIYATI VA UNING SALOHİYATINI BELGILOVCHI OMILLAR	97
Qodirov Baxodir Tursunovich, To'rayev Qaxramon Zokirjonovich	



NAMANGAN VILOYATIDA AYOLLAR TADBIRKORLIK FAOLIYATINI RIVOJLANTIRISHDA TADBIRKORLIK MUHITINI BAHOLASH	103
Raximova Moxigul Isroiljonovna	
O'ZBEKISTON IQTISODIYOTIGA TO'G'RIDAN-TO'G'RI XORIJIY INVESTITSİYALARNI JALB ETISH BILAN BOG'LIQ MUAMMOLAR VA ULARNI BARTARAF ETISH YO'LLARI	107
Davitova Shaxzoda Doniyor qizi	
ANALYSIS OF THE FORMATION OF MARKET DEMAND AND THE ESTABLISHMENT OF EQUILIBRIUM IN A MARKET ECONOMY	112
Kamilova Nargiza	
BO'LAJAK FIZIKA O'QITUVCHILARINI NANOTEXNOLOGIYA SOHASIDAGI BILIMLARNI TAQDIM ETISHGA VA O'QITISHGA TAYYORLASH METODIKASI	115
Sottarov Abdulvali Umirqulovich	
INTEGRATING AI INTO STRATEGIC MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS	120
Uktamova Durdona Bakhtiyor qizi, Sultonali Umaraliyevich Mekhmonov	
BARQAROR RIVOJLANISH SHAROITIDA IJTIMOYIY HISOBOTLAR VA ULARNING AHAMIYATI	130
Sayfullayev Mexroj Sayfullayevich	
SANOAT KLASTERINING IQTISODIY SAMARADORLIGINI BAHOLASHNING USLUBIY JIHATLARI.....	135
Satvoldiyev Ulugbek Kamilovich	
RAQAMLI TRANSFORMATSIYA SHAROITIDA TIJORAT BANKLARI LIKVIDLIGINI BOSHQARISHNI TAKOMILLASHTIRISHNING INNOVATSION YONDASHUVLARI	140
Yangiboev Rustam Berdiyrovich	
MINTAQA IQTISODIY O'SISH DRAYVERLARINI RIVOJLANTIRISHDA MOLIYAVIY XAVFLARNI BOSHQARISH MEKANIZMLARI.....	145
Turopova Nigora Xolmurod qizi	
ЭКОЛОГИЯ ТУРИСТА КАК МЕТОД СОЗДАНИЯ КОМФОРТНОЙ И УСТОЙЧИВОЙ СРЕДЫ ДЛЯ ПУТЕШЕСТВЕННИКОВ.....	149
Наурызбаев Алиакбар Рустамович	
BINO VA INSHOOTLARNI BARPO ETISHDA PREFABRIKATSIYALASHGAN HAMDA MODULLI QURILISH TIZIMLARINI AQLLI BOSHQARUV ASOSIDA TAKOMILLASHTIRISH	152
Solijonov Javoxirmirzo Obidjon o'g'li	
RAQAMLI TRANSFORMATSIYA SHAROITIDA AKSIYADORLIK TIJORAT BANKLARIDA KORPORATIV BOSHQARUVNI XALQARO STANDARTLAR ASOSIDA TAKOMILLASHTIRISH	163
Saidaxmedova Aida Mirzayevna	
O'ZBEKISTONDA KO'CHAT YETISHTIRISHNING HOZIRGI HOLATI VA RIVOJLANISH TENDENSIYALARI.....	169
Abdusfarmonov Farrux Faxriddinovich	
O'ZBEKISTONDA EKSPORTGA YO'NALTIRILGAN QISHLOQ XO'JALIGI MAHSULOTLARI SIFATI VA XALQARO STANDARTLARGA MUVOFIQLIGI TAHLILI	174
Safarova Muxabbat Radjabovna	
TIJORAT BANKLARI DEPOZIT SIYOSATI VA DEPOZIT BAZASI DINAMIKASINING BANK LIKVIDLIGIGA TA'SIRI	178
Sulaymanov Samandarboy Adhambek o'g'li	
RAQAMLI IQTISODIYOT SHAROITIDA ISLOMIY MOLIYANING BANK TIZIMIGA INTEGRATSIYASI: MUAMMOLAR, IMKONIYATLAR VA TRANSFORMATSIYA YO'NALISHLARI	186
Adilov Zuxriddin Marip o'g'li	
SAMARQAND VILOYATI SANOATINING HUDUDIY TARKIBINI TAKOMILLASHTIRISHNING AYRIM MASALALARI.....	190
Uralov Eliboy Omonovich	



DIVERSIFIKATSIYALASHUV ASOSIDA QURILISH TARMOG' I RIVOJLANISHINI KO'P OMILLI BOG'LANISHLAR ASOSIDA MODELLASHTIRISH.....	194
<i>Yembergenova Aynur Aydosbaevna</i>	
ЩЕБЕНОЧНО-МАСТИЧНЫЙ АСФАЛЬТОБЕТОН В КИТАЕ: СОСТАВ, СВОЙСТВА, ИННОВАЦИИ И ПЕРСПЕКТИВЫ РАЗВИТИЯ.....	201
<i>Карабаев Абдужаббор Мелиевич, Занг Хайфей</i>	
TADBIRKORLIK FAOLIYATIDA SUBYEKTIV RISKNI SHAKLLANTIRUVCHI KOGNITIV OMILLAR VA ULARNI BOSHQARISH MEKANIZMLARI	205
<i>Abduxamid Abdumalikovich Bektemirov</i>	
HOMILADOR AYOLLAR UCHUN MAXSUS KIYIMLARNI LOYIHALASHDA ISTE'MOLCHILAR TALABLARINI O'RGANISH	211
<i>D.Sattarova, U.Vakhidova, D.Madiyarovna</i>	
O'ZBEKISTON RESPUBLIKASIDA AHOLI DAROMADLARIGA TA'SIR ETUVCHI STATISTIK INDIKATORLAR TIZIMINING METODOLOGIK ASOSLARI VA ULARNING TAHLILYI IMKONIYATLARI	217
<i>Atayev Jaxongir Erkinovich</i>	
KICHIK BIZNES INVESTITSION KREDITLARINI TIJORAT BANKLARI TOMONIDAN MOLIYALASHTIRISH.....	221
<i>M.O.Yuldoshova</i>	
HUDUDNING "YASHIL IQTISODIYOT" ASOSIDA RIVOJLANISHINI TADQIQ ETISH: KO'RSATKICHLAR TIZIMI VA BAHOLASH USULLARI	226
<i>Shomirzayev Abdug'affor Abdujabbor o'g'li</i>	
O'ZBEKISTONDA SUV XO'JALIGI TIZIMIDAGI QAYTA TIKLANUVCHI HAVZALAR	231
<i>To'rayev Rasul Nortojiyevich, Seytov Aybek Jumabayevich, Uteuliyev Niyatbay Uteuliyevich, Haydarova Roziya Davronovna</i>	
KORXONALAR IQTISODIY BARQARORLIGINING NAZARIY MODELLARI VA SINERGETIK YONDASHUV ASOSIDA BAHOLASH MEKANIZMLARI	236
<i>Iminova Nargizaxon Akramovna</i>	
TIJORAT BANKLARINING INVESTITSIYA SIYOSATI VA QIMMATLI QOG'OZLAR PORTFELINI BOSHQARISH STRATEGIYALARI	241
<i>Abduvaliyev Sanjar Abdurahmonovich</i>	
PAHTA VA MEVA-SABZAVOT YETISHTIRUVCHI FERMERLARDA TAVAKKALCHILIK XULQ-ATVORINING QIYOSIY TAHLILI: ISTIQBOL NAZARIYASI ASOSIDA.....	249
<i>Tadjiyev Abdusame Abduhamidovich</i>	
ФОРМИРОВАНИЕ МАРКЕТИНГОВОЙ СТРАТЕГИИ ОБРАЗОВАТЕЛЬНОЙ ОРГАНИЗАЦИИ В СОВРЕМЕННЫХ УСЛОВИЯХ.....	253
<i>Алиев Абдулазиз Исмаилович, Кахрамонова Азиза Шухрат кизи</i>	
QQS TIZIMI SAMARADORLIGINI XALQARO INDIKATORLAR ASOSIDA BAHOLASH	259
<i>Eshkarayev Bobir Chariyevich</i>	
QISHLOQ XO'JALIGIDA OZIYQ-OVQAT XAVFSIZLIGINI TA'MINLASHNING INNOVATSION USULLARI	265
<i>Tadjimirzayev Anvar Abduvoxiidovich, Batirova Raxima Abdujabborovna</i>	
O'ZBEKISTON RESPUBLIKASI TIJORAT BANKLARIDA KREDIT RISKINI BOSHQARISH MEKANIZMINING AMALIY TAHLILLARI.....	273
<i>Hamroyev Sherzod Axtamovich</i>	
ПРОГНОЗИРОВАНИЕ ПОТРЕБИТЕЛЬСКОГО СПРОСА С ИСПОЛЬЗОВАНИЕМ МЕТОДОВ МАШИННОГО ОБУЧЕНИЯ В РОЗНИЧНОЙ ТОРГОВЛЕ УЗБЕКИСТАНА.....	280
<i>Тен Марина Владимировна</i>	
O'ZBEKISTON SANOATIDA MAHALLIYLASHTIRISH DASTURLARINING IMPORT O'RNINI BOSISHDAGI SAMARADORLIGI TAHLILI	287
<i>Sobitova Ra'no Solidjonovna</i>	



NEFT-GAZ LOYIHALARIDA DAVLAT VA INVESTOR MANFAATLARINI MUVOFIQLASHTIRISHNING FISKAL-BOJXONA MEXANIZMLARI.....	290
Mansurov Obid Zaynidinovich	
QURILISH KORXONALARI FAOLIYAT SAMARADORLIGINI BAHOLASH INSTRUMENTLARI	296
Yahyoyev To'liqin Ismatulla o'g'li	
QASHQADARYO VILOYATIDA TURIZMNI RIVOJLANTIRISHDA TRANSPORT INFRATUZILMASINING TA'SIRI.....	300
Jahongir Ruziboyevich Qosimov, Narzullayeva Charos	
O'ZBEKISTON RESPUBLIKASI TIJORAT BANKLARIDA KREDIT PORTFELINING SEKTORLAR KESIMIDAGI RISKLARI VA ULARNI TAKOMILLASHTIRISH YO'LLARI.....	306
Norova Nozima Nabiyeвна	
AVTOMOBIL SANOATI KORXONALARIDA BREND STRATEGIYASINI BOSHQARISHNING ZAMONAVIY MODELLARI.....	312
Boboyev L Kadruxja Djuraxodjayeвich	
HUDUD EKSPORT SALOHİYATINI STATISTIK TADQIQ ETISHDA RCA INDEKSIDAN FOYDALANISH.....	318
Xurramov Ramazon Allayor o'g'li	
СОВРЕМЕННЫЕ КОНЦЕПЦИИ И ТЕНДЕНЦИИ РАЗВИТИЯ УПРАВЛЕНИЯ СТРАТЕГИЕЙ БРЕНДОВ В АВТОМОБИЛЬНОЙ ПРОМЫШЛЕННОСТИ	325
Бобоев Л Кадрухжа Джураходжаевич	
HUDUDLARDA UY-JOY QURILISHI JARAYONINI TASHKIL ETISHNING QONUNIYATLARI VA TAMOYILLARI.....	331
Usmanov Mirumar Abdulla o'g'li	
OYNALI FASAD TIZIMLARINI MONTAJ QILISHNING ZAMONAVIY TEXNOLOGIYALARI	339
Inamov Boxodir Nizamovich, Ozodxo'jayev G'aybulla Sherzodxo'ja o'g'li	
KLASSIK SHIFRLASH ALGORITMLARINING XUSUSIYATLARINI NEYRON TARMOQ ORQALI O'RGANISH.....	344
Davlatov Mirzo-Ulug'bek Bobir o'g'li, Allanov Orif Menglimuratovich, Turdibekov Baxtiyor Baxodir o'gli	
АЛГОРИТМ АДАПТАЦИИ ПАРАМЕТРОВ СИСТЕМ ИДЕНТИФИКАЦИИ ДИНАМИЧЕСКИХ ОБЪЕКТОВ.....	350
Сидиков Исамиддин Хакимович, Алимова Гулчехра Рахимжоновна, Ибрагимов Беговот Шералиевич	
ELEKTRON HUKUMATNING BARQAROR RIVOJLANISHI: QOZOG'ISTON VA O'ZBEKISTON TAJRIBASINING QIYOSIY TAHLILI.....	355
Umarova Durdona Abdumannabovna	
UY-JOY FONDI BOSHQARUVINING TASHKILY-IQTISODIY MEXANIZMLARINI TAKOMILLASHTIRISH.....	360
Aminova Naima Umar qizi	
RAQAMLI IQTISODIYOT RIVOJI VA UNI TARTIBGA SOLISHDA MUVOZANATLI REGULYATIV SIYOSAT YURITISH.....	365
Davlatov Ulug'bek Baxodirovich	
HUDUDIY SANOAT ISHLAB CHIQRISHNI INNOVATSION RIVOJLANTIRISH TENDENSIYALARI	370
Avliyaqulov Xudoyberdi	
O'ZBEKISTONDA AHOLINI UY-JOY BILAN TA'MINLASH DASTURLARIDA MAVJUD MUAMMOLAR.....	374
Xannarov Komiljon Karimovich	
DAVLAT FUQAROLIK XIZMATINING JOZIBADORLIGINI OSHIRISH VA DAVLAT FUQAROLIK XIZMATCHILARINI MOTIVATSİYALASHGA OID TEXNOLOGIYALAR.....	380
Bekmurodov Navruz Ergashevich	



FORECASTING AND PROMISING DIRECTIONS OF INNOVATIVE INDUSTRIAL AND INVESTMENT DEVELOPMENT IN THE KASHKADARYA REGION.....	393
Sattorov Shohruh	
ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ ИСПЫТАТЕЛЬНЫХ ЛАБОРАТОРИЙ НА ОСНОВЕ РАСШИРЕННОЙ РИСК-ОРИЕНТИРОВАННОЙ МОДЕЛИ С ВЕСОВЫМИ КОЭФФИЦИЕНТАМИ.....	400
Загидуллина Карина Рафаиловна	
РОЛЬ ФИНАНСОВОЙ ГРАМОТНОСТИ В РАЗВИТИИ ЖЕНСКОГО ПРЕДПРИНИМАТЕЛЬСТВА.....	405
Viktoriya Kan	
HUDUDLARDA SANOAT MAHSULOTLARI ISHLAB CHIQRISH JARAYONLARINI STATISTIK BAHOLASH.....	410
Nizomov Maxmud Minovarovich	
ЭФФЕКТИВНОСТЬ И ПРАКТИЧЕСКОЕ ЗНАЧЕНИЕ МЕТОДОЛОГИИ SWOT-АНАЛИЗА ПРИ ФОРМИРОВАНИИ КОРПОРАТИВНОЙ СТРАТЕГИИ.....	414
Махмудов Суннатжон Абдужаббор ўғли	
QURILISH MATERIALLARI SANOATI KORXONALARI BOSHQARUVI STRATEGIYALARINI SAMARALI TASHKIL ETISH.....	419
Ubaydullayev Muhammadjon Abdusamad o'g'li	
TRANSFORMATSION YETAKCHILIK VA XODIMLARNING INNOVATSION XULQ-ATVORI: KORPORATIV TASHKILOTLARDA EMPIRIK TADQIQOT.....	423
Alimov Bobirjon	
EKSPORTBOP QISHLOQ XO'JALIGI MAHSULOTLARI QIYMAT ZANJIRIDA LOGISTIKA XARAJATLARINI OPTIMALLASHTIRISHNING IQTISODIY MEKANIZMLARI.....	432
Toxirov Shodibek Jo'ra o'g'li, G.M.Abdulxayeva	
ELEKTRON SAVDODA YASHIRIN IQTISODIY FAOLIYATNI QISQARTIRISHDA MOLIVAVIY NAZORAT MEKANIZMLARINI RIVOJLANTIRISH.....	437
Iskandarova Munisa Hasan qizi	
MAMLAKAT INNOVATSION FAOLIGIGA TA'SIR ETUVCHI ASOSIY OMILLARNING NAZARIY VA USLUBIY TAHLILI.....	441
Azimov Bobir Fattohevich	
O'ZBEKISTON MAHALLIY BYUDJETLARINING O'ZIGA XOSLIGI VA UNING DAROMAD MANBALARINI KUCHAYTIRISH MEKANIZMINING ROLINI OSHIRISH MASALALARI.....	445
Safarmurodova Marjona To'raqulovna	
DAVLAT OLIY TA'LIM MUASSALARIDA MOLIVAVIY MUSTAQILLIK SHAROITIDA RAQOBATBARDOSHLIKNI TA'MINLASH VOSITALARI.....	450
Adizov Bobir Baxtiyorovich	
SIRKULAR IQTISODIYOT SOHASIDA ILG'OR XORIJIY TAJRIBALAR VA ULARNI O'ZBEKISTON SHAROITIDA QO'LLASH IMKONIYATLARI.....	457
Narzullayev Elmurod Shuxrat o'g'li	
QORAQALPOG'ISTON RESPUBLIKASIDA ETNOTURIZMNI RIVOJLANTIRISH IMKONIYATLARI VA UNING IJTIMOY-IQTISODIY AHAMIYATI.....	462
Kunnazarova Orazxan	
YANGI O'ZBEKISTON SHAROITIDA INVESTITSION FAOLLIK MEKANIZMI SAMARADORLIGINI OSHIRISHNING NAZARIY JIHATLARI.....	468
Asadova Shaxzoda Zabikhillo qizi	
MINTAQA IMIJI VA INVESTITSIYA OQIMLARI O'RTASIDAGI BOG'LIQLIK (XORAZM VILOYATI MISOLIDA).....	472
Ibodullayev Dilshod Ibragimovich	
INSON KAPITALI BARQAROR RIVOJLANISH MANBAI SIFATIDA.....	480
Alimova Oydin Baxtiyorovna	



STUDYING THE FACTORS INFLUENCING INNOVATIVE APPROACHES TO REGIONAL EXPORT EFFICIENCY	486
Qurbanov Feruz Baxramovich	
KICHIK BIZNES SUBYEKTLARIGA XORIJIY INVESTITSİYALAR JALB ETISH MEKANIZMLARI	491
Xakimov Akbar Anvarovich	
XORIJIY DAVLATLARDA KICHIK BIZNES VA XUSUSIY TADBIRKORLIKNI DAVLAT TOMONIDAN QO'LLAB QUVVATLASHNING ILG'OR TAJRIBALARI VA ULARNI MAMLAKATIMIZDA QO'LLASH XUSUSIYATLARI	496
Rajapov Xayrulla Bekdurdiyevich, Atabayeva Mexribon Atabayevna	
ENHANCING LIQUIDITY MANAGEMENT EFFICIENCY IN JOINT-STOCK COMPANIES USING THE GEOMETRIC BROWNIAN MOTION (GBM) MODEL.....	503
Kurbonov Xayrilla	
ПРОБЛЕМЫ И ПЕРСПЕКТИВЫ РАЗВИТИЯ НАЛОГОВОЙ СИСТЕМЫ УЗБЕКИСТАНА.....	508
Тажибаева Кызларгул Ажиниязовна	
YOSHLAR BANDLIGI VA JINOYATCHILIK O'RTASIDAGI O'ZARO BOG'LIQLIKNI TAHLIL QILISH (O'ZBEKISTON MISOLIDA).....	514
Xusniddinova Gulnoza Ulug'bek qizi	
ГОСУДАРСТВЕННАЯ ПОЛИТИКА РАЗВИТИЯ ЦИФРОВОЙ ЭКОНОМИКИ: МЕЖДУНАРОДНЫЙ ОПЫТ И НАЦИОНАЛЬНЫЕ ОСОБЕННОСТИ	520
Зарекеев Ажинияз Абатович	
СОВЕРШЕНСТВОВАНИЕ ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИХ МЕХАНИЗМОВ РАЗВИТИЯ МАЛОГО И СРЕДНЕГО БИЗНЕСА В БУХАРСКОЙ ОБЛАСТИ	527
Некова Фатима Борисовна	
DAVLAT INVESTITSIYA SIYOSATINI MODERNIZATSIYA QILISH VA LOYIHALAR SAMARADORLIGINI BAHOLASH TIZIMINI TAKOMILLASHTIRISH.....	533
Kenjaev Ikrom Ergashboevich	
BARQAROR IQTISODIY RIVOJLANISHDA YASHIL INVESTITSİYALARNING XALQARO AHAMIYATI.....	536
Siddikov Anvarbek Mamasoliyevich	
“SANOAT 5.0 VA BIZNES JARAYONLARINI BOSHQARISHDA SUN'IY INTELLEKTNI QO'LLASH IMKONIYATLARI”	540
Lutpidinov Shuxrat Zakirdjanovich	
REINVENTING MANAGEMENT SYSTEMS TO DRIVE EFFICIENCY IN INDUSTRIAL ENTERPRISES.....	545
Kodirov Bekzod Khomidjonovich	
TIJORAT BANKLARI TOMONIDAN MOLIVAVIY INVESTITSİYALARNI JALB QILISH SHAKLLARI.....	549
Primova Dilafuz To'liqinovna	
TO'QIMACHILIK SANOATINING MILLIY IQTISODIYOTDA TUTGAN O'RNI, O'ZIGA XOS XUSUSIYATLARI VA ILMIY-NAZARIY ASOSLARI	556
Shoyimov Adiz Sadredinovich	
ISHLAB CHIQARISH KLASTERLARINING HUDUDIY INNOVATSION RIVOJLANISHGA TA'SIRINI BAHOLASH.....	564
Turaeva Nargiza Rustamovna	
SAMARQAND VILOYATIDAGI HUDUDIY OLIY TA'LIM MUASSASALARIDA RESURS SALOHİYATINI INTEGRATSİYALASHGAN BAHOLASH METODLARI TAHLILI.....	570
Meliboyev Ibrohim	
VIDEO-ANALITIKA ASOSIDA YONG'IN XAVFSIZLIK TIZIMLARINI AVTOMATLASHTIRISHNING TAKOMILLASHTIRILGAN YONDASHUVLARI	575
Shermuhhammad Mo'minov, Tojimirzayeva Xayrixon Abdushukur qizi	



DEVELOPMENT OF «GREEN» AGRICULTURAL SERVICES IN THE CONTEXT OF THE DIGITAL ECONOMY DEVELOPMENT IN UZBEKISTAN	580
Mirzaev Kulmamat Djanzakovich	
NAMANGAN VILOYATIDA XIZMAT KO'RSATISH SOHALARINING HUDUDIY IXTISOSLASHUV DARAJASI	586
Tohirov Jahongir Muzaffar o'g'li	
ELEKTR TA'MINOTIDAGI UZILISHLAR TUFAYLI YUZAGA KELADIGAN BEVOSITA VA BILVOSITA IQTISODIY YO'QOTISHLARNI HISOBLASH METODOLOGIYASI.....	593
Oltiboyeva Feruza Ulug'bek qizi	
QISHLOQ XO'JALIGIDA INNOVATSION TADBIRKORLIKNI RIVOJLANTIRISH YO'NALISHLARI VA UNING IQTISODIY SAMARADORLIGI.....	598
Matrasulov Baxodir Erbutayevich	
ЦИФРОВАЯ ТРАНСФОРМАЦИЯ НАЛОГОВОГО АДМИНИСТРИРОВАНИЯ 3.0: ПЕРЕХОД К ИНТЕЛЛЕКТУАЛЬНЫМ НАЛОГОВЫМ СИСТЕМАМ В УЗБЕКИСТАНЕ И СТРАНАХ СНГ	604
Дамир Рустамович Абдулов	
KICHIK BIZNES RIVOJLANISHIGA HUDUDIY SALOHİYAT TA'SIRINI BAHOLASH METODOLOGIYASI VA MAHALLIY BOSHQARUV MEKANIZMLARINING INTEGRATSIYALASHGAN TAHLILI.....	609
Ubaydullayev Akmal Tulkinboyevich	
AVTONOM ROBOTLASHGAN TIZIMLARNI RIVOJLANTIRISH UCHUN HARAКATNI QAYD ETISH MA'LUMOTLARIGA ASOSLANGAN RAQAMLI EGIZAK PLATFORMASI	614
Fazluddin Xusnuddinov Zuxruddin o'g'li, Jamshid Inoyatxodjayeв Shuxratullayevich, Jasurxo'ja Xolxo'jayev Muxtor o'g'li	
HUDUDIY IQTISODIY RIVOJLANISHDA KICHIK BIZNESNING O'RNI: NAMANGAN VILOYATI MISOLIDA.....	620
Jo'rayev Ilhomjon Kamolidinovich	
IPO O'TKAZISH BOSQICHLARI: XALQARO ILMIY ADABIYOTLAR ASOSIDAGI TAHLIL VA O'ZBEKISTON UCHUN XULOSALAR	626
Sabirova Nozima Normat qizi	
YASHIL OBLIGATSIYALAR BOZORINI RIVOJLANTIRISHNING XALQARO TAЖRIBASI VA O'ZBEKISTONDA AMALIYOTGA JORIY ETISH ISTIQBOLLARI	630
Meliqo'ziyeva Dilrabo Muxitdin qizi	
A CROSS-SECTIONAL ANALYSIS OF GLOBALIZATION, EDUCATION, AND TECHNOLOGY'S IMPACT ON IQ LEVELS ACROSS 63 COUNTRIES WORLDWIDE	635
Bahodirova Durdonaxon Tolib kizi, Abdullaxonova Dinora Xursandbek qizi	
DAVLAT BOSHQARUVIDA INVESTITSIYALARNI BOSHQARISHNING TASHKILIY-IQTISODIY MEKANIZMLARINI RIVOJLANTIRISH BO'YICHA ILG'OR XORIJIY TAЖRIBALAR VA ULARDAN FOYDALANISH YO'LLARI.....	641
Zavkiddinov Bobur Botirovich	
ANALYTICAL MODELING AND MATLAB-BASED SIMULATION OF A LINEAR ELECTROMAGNETIC ENERGY HARVESTER WITH A TOROIDAL MAGNETIC CORE	645
Abdullayev Mahmudjon Muhammedovich, Sobirov Shohjaxon G'anijon o'g'li	
JAХON NEFT-GAZ KOMPANIYALARINING MOLIVAVIY STRATEGIYALARI	655
Ergashev Muhibbek Aslam o'g'li	
MINTAQAVIY TURIZM SOHASIDA MALAKALI KADRLAR TAYYORLASH KLASTERLARINI JORIY QILISH MEKANIZMLARI	662
Raxmatov Adxam Itolmasovich	
TIJORAT BANKLARIDA ZAMONAVIY TO'LOV TIZIMLARINI JORIY ETISH BILAN BOG'LIQ MUAMMOLAR.....	670
Abdusamatov Mamayusup Qulmonovich	
INVESTITSIYALAR SAMARADORLIGINI OSHIRISHDA RAQAMLI TEXNOLOGIYALARNING O'RNI	677
Pirmatova Farangiz Ma'rufjonovna	



АКТУАЛЬНЫЕ ВОПРОСЫ ПОВЫШЕНИЯ РЕНТАБЕЛЬНОСТИ АКТИВОВ КОММЕРЧЕСКИХ БАНКОВ	681
Г. Ч. Джавлиев	
TABIY POLIMER ASOSIDA ISHLAB CHIQILGAN BIO-MEMBRANALAR YORDAMIDA ICHIMLIK SUVINI TOZALASHNING ENERGIYA TEJAMKOR USULLARINI YARATISH	685
Ayubova Indiraxon Xamidovna, Ungarova Sohiba Isomiddinovna	
AKSIZ SOLIG'I MA'MURIYATCHILIGI TADBIRLARINI TAKOMILLASHTIRISH YO'NALISHLARI	689
Nazarova Rushana Ravshan qizi	
SSIQLIKAKKUMULYATORIDA FAZAVIY O'ZGARUVCHI MATERIALNI HISOBLASH GIDRODINAMIKASI USULLARIDAN FOYDALANIB MODELLASHTIRISH ORQALI TADQIQ QILISH	694
Mirzayev Mirfayz Salimovich, Hikmatov Behzod Amonovich, Sharifova Madina Sherali qizi	
BEVOSITA VA BILVOSITA SOLIQQA TORTISHNI EVOLYUTSION SHAKLLANISHINING NAZARIY VA HUQUQIY TAKOMILLASHUVI.....	700
Qodirov Bahodir Qudratovich	
A NEW VOCATIONAL PERSONALITY THEORY IN THE CHINESE CULTURAL CONTEXT: THEORETICAL CONSTRUCTION OF THE WBCP TEN-DIMENSIONAL MODEL	705
Wang Biao	



ORCID: <https://orcid.org/0009-0001-6151-8001>

A NEW VOCATIONAL PERSONALITY THEORY IN THE CHINESE CULTURAL CONTEXT: THEORETICAL CONSTRUCTION OF THE WBCP TEN-DIMENSIONAL MODEL

Wang Biao

“Silk Road” International University of Tourism and Cultural Heritage

Email: wangbiao1717@gmail.com; 3152190955@qq.com

Abstract. Purpose: To address the recurrent interpretive failures that arise when mainstream Western vocational personality and trait models are applied in Chinese settings - for example, the same score being assigned opposite meanings across jobs, or key work-behavior orientations being compressed or omitted - this article proposes a culturally embedded middle-range theoretical framework. The framework is designed to translate personality tendencies into job-accountability logics and executable behavioral processes in a stable manner, thereby making person-job explanations more interpretable and testable. Method/Approach: The study adopts a problem-driven theory-building strategy anchored by the dual lens of cultural socialization and occupational classification. Through systematic induction from Chinese occupational classifications and job descriptions, comparative analysis of representative cases in career consulting and organizational assessment, and abductive iteration across counterexample testing, boundary clarification, and construct refinement, the article develops ten career-personality dimensions with observable indicators. It further proposes typical occupational behavior processes as the mechanism bridge and constructs a dual representational system composed of a Quadrant Map (structural positioning) and a Tension Compass (situational deployment). Findings: WBCP elevates culture from contextual background to an operational generative mechanism in the form of cultural socialization scripts, thereby explaining what counts as appropriate action in highly normative work ecologies. The framework specifies ten dimensions, explicit construct boundaries, process bridges, and a grammar of situational domains. In so doing, it provides auditable interpretive rules for person-job matching, mismatch diagnosis, and process-oriented intervention, while generating a set of testable propositions for future empirical research. Theoretical contribution: The article advances theorizing in cultural psychology for work and careers by modeling meaning systems, normative constraints, and action processes as a cumulative interpretive grammar; by proposing job-accountability logic as the key interface linking culture and vocational personality; and by introducing dual representational tools that jointly capture structural resources and situational activation.

Keywords: cultural psychology; cultural socialization scripts; vocational personality; work behavior; job accountability; typical occupational behavior process; interpretability; theoretical propositions.

Annotatsiya. Ushbu maqola G'arbning asosiy kasbiy shaxs va shaxs xususiyatlari modellari Xitoy mehnat muhitida qo'llanganda takroran uchraydigan interpretativ beqarorlik muammosiga bag'ishlangan. Muammoni hal etish uchun WBCP deb nomlangan, madaniyatga singdirilgan o'rta darajadagi nazariy ramka taklif qilinadi. U shaxsiy moyilliklarni lavozim javobgarligi mantiqi va bajarilishi mumkin bo'lgan xulq-atvor jarayonlariga barqaror tarzda tarjima qilishni ko'zda tutadi. Tadqiqot muammo-markazli nazariy qurish usuliga tayangan holda madaniy ijtimoiylashuv va kasbiy tasnifning ikki tomonlama tayanchini qo'llaydi, karyera shaxsiyatining o'n o'lchovini, odatdagi kasbiy xulq-atvor jarayonlarini vositachi mexanizm sifatida hamda ikki tomonlama tasvir tizimini - kvadrant xaritasi va kuchlanish kompasini - ishlab chiqadi. Ramka madaniyatni fon omili emas, balki yuqori normativ mehnat muhitida "mos harakat"ni belgilovchi yaratuvchi mexanizm sifatida talqin qiladi hamda Big Five va HEXACO ga nisbatan farqlilik va qo'shimcha izohlash kuchiga oid sinovdan o'tkaziladigan takliflarni ilgari suradi.

Kalit so'zlar: madaniy psixologiya, madaniy ijtimoiylashuv skriptlari, karyera shaxsiyati, ish xulq-atvori, lavozim javobgarligi, odatiy kasbiy xulq-atvor jarayoni, izohlanish, nazariy takliflar.

Аннотация. Статья посвящена повторяющимся случаям интерпретационной нестабильности, возникающим при применении основных западных моделей профессиональной личности и личностных черт в китайском контексте. Для решения этой проблемы предлагается культурно встроенная среднеуровневая теоретическая рамка WBCP, позволяющая устойчиво переводить личностные тенденции в логику должностной подотчётности и исполнимые поведенческие процессы. Исследование опирается на проблемно-ориентированное теоретическое построение с двойной опорой на культурную социализацию и профессиональную классификацию, формирует десять измерений карьерной личности, механизм в виде типичных профессиональных поведенческих процессов, а также двойную систему представления (квадрантная карта и компас напряжения). Рамка трактует культуру не как фон, а как порождающий механизм, задающий правила «надлежащего действия» в высоконормативных трудовых средах, и выдвигает набор проверяемых положений, включая положения о различимости и приращении объяснительной силы по отношению к Большой пятёрке и HEXACO.

Ключевые слова: культурная психология; сценарии культурной социализации; карьерная личность; рабочее поведение; должностная подотчётность; типичный профессиональный поведенческий процесс; интерпретируемость; теоретические положения.

INTRODUCTION

Vocational assessment and career counseling need the language of personality not merely to describe what a person is like, but more importantly to offer communicable and defensible reasons for decision-making: why an individual is more likely to perform stably in one kind of role, yet be held accountable or misunderstood in another. Mainstream Western traditions, including RIASEC and general trait-oriented approaches, have supplied mature descriptive vocabularies and a certain degree of predictive validity [1]. Yet in cross-cultural transfer, one recurring and easily underestimated problem is that the interpretive rules themselves become unstable. Scores may still predict outcomes, but the explanatory chain - why they predict and how they should guide advice or intervention - can no longer be reused reliably in the local setting.

In Chinese career consulting and organizational assessment practice, this interpretive instability is recurrent and structural. (1) The same score can carry opposite meanings. For example, high extraversion or sociality may be interpreted in a highly compliance-oriented position as a sign of boundary-crossing or difficulty following rules, whereas in a resource-mobilization role it may be read as the capacity to coordinate and persuade across boundaries; both interpretations can be locally coherent. (2) Key work-behavior orientations are compressed. Many jobs impose strong requirements for procedural legitimacy, hierarchical coordination, risk vigilance, and relationship governance. Such demands are often folded into broad trait dimensions, producing instruments that can measure but cannot explain, and still less connect convincingly to job accountability. (3) Counseling interventions lose their action point. When the explanatory chain is unclear, recommendations tend to degenerate into labeling and become difficult to convert into trainable and executable developmental pathways.

These phenomena are not simply a matter of faulty translation or insufficient localization of scales. They point more fundamentally to a missing interpretive grammar in the cultural-psychological sense: the absence of a rule system that can stably translate personality tendencies into job-accountability logics and executable behavior processes. Cultural psychology has long argued that culture is not a background variable but a way of organizing mind and behavior through shared meanings and norms [2][5][6][7][8][9][10][11][12]. In highly normative work ecologies, what counts as a good job or a proper action depends heavily on legitimacy, obligation, and relational order, thereby altering the valence and consequences of the same behavioral or trait expression. On this basis, the present article defines interpretive failure as a theoretical gap at the interface of culture, norms, and action, and advances WBCP as a theoretical development that treats culture as a generative mechanism, job accountability as the interface, and the typical occupational behavior process as a testable bridge.

LITERATURE REVIEW

One core claim of cultural psychology is that mind is not an isolated individual property but is organized through shared meanings and relational obligations [2][5][6][7][8][9][10][11][12]. When the standard of what counts as appropriate is strongly specified by a normative system, the valuation of behavior, the boundaries of risk, and the structure of consequences all shift. As a result, the same trait expression can exhibit systematic valence drift across different work ecologies.



The strength of norms and the tolerance of deviation shape behavioral regulation and punishment structures [4]. In tighter organizational or sectoral ecologies, procedural legitimacy and risk control are more likely to become the primary criteria for evaluating action. In looser ecologies, performance output and experimental innovation enjoy greater tolerance. WBCP therefore incorporates normative ecology into its interpretive grammar so that interpretive failure is not mistakenly attributed to inconsistency within the individual.

The framework specifies a meaning-norm-action chain: culture provides meaning resources concerning what is right, good, and legitimate; those meaning resources are socialized into normative scripts regarding how one ought to act; and those normative scripts are executed through observable action processes.

In other words, WBCP does not treat personality merely as a stable tendency. It defines vocational personality as a tendency toward action scripts that can be activated and constrained by situations, and it uses typical occupational behavior processes to translate tendencies into trainable and assessable sequences of action.

RESEARCH METHODOLOGY

The framework is not a minor revision of existing trait models. Instead, it begins with interpretive failures observed in practice and develops a new theoretical account from that point. Methodologically, it adopts problem-driven theory building and abductive reasoning, iterating between phenomenon, explanation, construct, and counterexample until a construct system emerges that is interpretable, discriminable, and connectable [3].

The construction relied on two major sources of material: occupational classification and behavioral requirements of positions, and cultural semantics together with socialization scripts. (1) Occupational classification and behavioral requirements of positions. Chinese occupational classification systems and common job descriptions or competency requirements are treated as structured carriers from which high-frequency work-behavior demands and accountability concerns are extracted, such as procedural traceability, risk identification, hierarchical coordination, relationship maintenance, resource mobilization, and change promotion. (2) Cultural semantics and socialization scripts. Confucian role ethics - including responsibility, self-cultivation, differentiation of righteousness and profit, and ritual or legal propriety - together with Daoist adaptive wisdom - including following the situation, flexibility, non-forcing, and tolerance of uncertainty - are used as cultural meaning resources. These resources are employed to code the normative semantics behind behavioral requirements and to identify the script assumptions concerning how one ought to act.

The refinement process proceeded through clustering job-behavior requirements, comparing cultural scripts, clarifying dimensional boundaries, and conducting counterexample testing. Step A: clustering job-behavior requirements. Behavioral requirements in job descriptions are clustered by similarity of accountability logic rather than by abstract trait vocabulary, thereby avoiding premature mapping onto pre-existing Western trait frameworks. Step B: comparing cultural scripts. For each cluster of behavioral requirements, the analysis asks what makes it appear good, right, or appropriate. Does its legitimacy derive from procedure, relationship, performance, or change? Step C: dimension naming and boundary clarification. Each dimension must simultaneously satisfy four conditions: observable behavioral indicators; boundaries relative to adjacent dimensions; activation conditions across different situational domains; and the capacity to generate testable propositions. Step D: counterexample and contrast testing. Opposite jobs and same-score-different-meaning cases are used to test whether a dimension can explain stably, and the model is revised iteratively on that basis.

The aim of WBCP is to provide a cumulative explanatory system. It should guide future scale development and empirical testing, but the present article does not claim that a finished scale already exists. The focus here is therefore on conceptual boundaries, generative mechanisms, process bridges, the grammar of situational domains, and testable propositions.

ANALYSIS AND RESULTS

Anchor 1 - the generative mechanism: cultural socialization scripts. The framework elevates Chinese culture from a background variable to a traceable socialization mechanism. Confucian role ethics emphasize self-restraint, responsibility, role order, and the differentiation of righteousness from profit. They predispose individuals to organize action through rules, evidence, and accountability, and thus support the development of conscientious, detail-oriented, justice, empathetic, and emotionally stable personalities at work. Daoist adaptive wisdom emphasizes following the situation, leaving room, and tolerating uncertainty. It predisposes individuals to advance action through problem, hypothesis, and iteration, thereby supporting explorative and innovative personalities, with emotional stability serving as a regulatory base for responding calmly to movement through stillness.

Anchor 2 - the interface: occupational classification and job-accountability logic. WBCP does not equate trait scores directly with job fit. Instead, occupational classification is treated as the target of connection. One first identifies the dominant accountability of the job - legitimacy/compliance versus performance/growth - and its main interaction form - task performance versus relationship governance. One then translates personality tendencies into observable, trainable, and communicable action sequences through the typical occupational behavior process.

Table 1 presents the ten WBCP dimensions in a manner intended to remain operational without becoming instrumentalist. Each dimension is described through four components: the core definition, the cultural script and accountability focus that generate it, its discriminating boundary relative to neighboring constructs, and the typical behavioral process and observable indicators that connect it to practice. The table is meant to serve research and interpretive work in counseling or organizational settings; it is not a set of scale items, a scoring algorithm, or a list of occupational recommendations.

Interpretive note: high and low scores on the ten dimensions do not represent a good-bad judgment. They are resources of fit for different job-accountability demands and situational domains. The same dimension may produce different valences - as an asset or a burden - across domains, and should therefore be interpreted together with Figure 1 (structural positioning) and Figure 2 (situational domain).

Table 1. The ten WBCP dimensions: conceptual boundaries, cultural scripts, and process indicators

Dimension (CN/EN/ Code) and second-order factors	Core definition	Cultural script and accountability focus	Discriminating boundary (neighboring ≠ identical)	Typical behavioral process and observable indicators (including high/low-score direction)
革新人格 / Innovative Personality (INN) Second-order factors: Innovation Orientation; Creative Preference; Openness.	A tendency to propose creative ideas and promote methodological updating under conditions of constraint.	Daoist adjustment wisdom (acting in accordance with the situation, leaving room for iteration) together with contemporary change pressure; accountability focus: creating improvement within the boundary of legitimacy.	Not the same as general openness or merely having many ideas; it stresses implementable improvement and awareness of risk boundaries.	Process: problem reframing -> solution generation -> small-step trial and error -> review-based learning. Indicators: proposes executable alternatives; supports experimentation with evidence; can explain risks and boundaries. High/Low: high scores fit change and innovation domains; low scores fit stable execution domains.
自律人格 / Conscientious Personality (DIS) Second-order factors: Responsibility Consciousness; Self-Discipline Satisfaction; Quality Persistence.	A tendency to regulate work behavior through responsibility, planning, and rule compliance.	Confucian self-restraint, prudence in solitude, and staying within one's proper role plus institutionalized organizational training; accountability focus: procedural legitimacy, traceable records, and fulfillment of commitments.	Different from mere diligence or passive obedience; the key lies in self-monitoring and auditable compliant action.	Process: rule interpretation -> plan decomposition -> traceable execution -> anomaly reporting. Indicators: records work according to procedure; resists shortcuts; remains consistent under pressure. High/Low: high scores fit strongly regulated jobs; low scores fit roles with greater freedom.



<p>社交人格 / Social Personality (SOC) Second-order factors: Social Vitality; Cooperative Orientation; Need for Social Approval.</p>	<p>A tendency to advance work through interaction, cooperation, and team coordination.</p>	<p>Confucian relational obligations and harmony, together with organizational norms of collaboration; accountability focus: the quality of relationship governance and the efficiency of cross-person coordination.</p>	<p>Different from being talkative or simply extraverted; the core is cooperativeness and team spirit - a willingness to share goals and move them forward with others.</p>	<p>Process: relationship building -> goal alignment -> collaborative division of labor -> conflict repair. Indicators: communicates proactively; facilitates cooperation; serves as a linking role within teams. High/Low: high scores fit highly interactive positions; low scores fit independent-output positions.</p>
<p>情绪稳定人格 Emotional Stability Personality (EMS) Second-order factors: Emotional Resilience; Uncertainty Tolerance; Emotion Regulation Tendency.</p>	<p>A tendency to remain calm and regulate emotion effectively under stress, risk, and uncertainty.</p>	<p>Daoist calmness and stillness together with the Confucian ideal of balance and harmony as internalized in work; accountability focus: handling risk and maintaining continuity under high pressure.</p>	<p>Different from a merely reverse-defined low neuroticism; it emphasizes active emotional regulation and rational decision-making.</p>	<p>Process: risk scanning -> emotional noise reduction -> stable execution -> recovery through review. Indicators: stays calm in crisis; is not driven by emotion; can continue advancing under pressure. High/Low: high scores fit high-pressure and high-risk jobs; low scores fit lower-intensity environments.</p>
<p>领导人格 / Leadership Personality (LED) Second-order factors: Decision Confidence; Responsibility Taking; Motivational Orientation.</p>	<p>A tendency to influence, motivate, and guide a team toward common goals.</p>	<p>Confucian responsibility taking and role order, together with modern systems of organizational authorization; accountability focus: goal alignment, role clarity, and assumption of responsibility.</p>	<p>Different from positional authority or simple social ability; the key lies in decision responsibility, resource coordination, and boundary setting.</p>	<p>Process: direction setting -> delegation and division of labor -> resource coordination -> taking responsibility for results. Indicators: clarifies goals and standards; pushes decisions forward; integrates during conflict. High/Low: high scores fit management and team-leading roles; low scores fit expert or support roles.</p>
<p>同理人格 / Empathetic Personality (EMP) Second-order factors: Emotional Empathy; Helping Satisfaction; Difference Tolerance.</p>	<p>A tendency to understand others' emotions and needs and to provide support.</p>	<p>Confucian benevolence and putting oneself in another's place; accountability focus: trust, psychological safety, and relational stability.</p>	<p>Different from general agreeableness; it emphasizes perspective taking and conflict de-escalation, that is, turning emotional issues into discussable issues.</p>	<p>Process: listening to feelings -> identifying needs -> providing support -> repairing relationships. Indicators: willing to serve; patient in accompaniment; able to mediate contradiction. High/Low: high scores fit education, service, and counseling; low scores fit jobs with little emotional labor.</p>



<p>成就人格 / Achievement-Oriented Personality (ACH) Second-order factors: Goal Persistence; Achievement Motivation; Delayed Gratification Tendency.</p>	<p>A tendency to pursue excellence and set and realize goals.</p>	<p>Confucian aspiration and diligence reinforced by performance systems; accountability focus: goal attainment, standard raising, and continuous improvement.</p>	<p>Different from short-term ambition; the key lies in goal management, resilience, and sustained effort driven by feedback.</p>	<p>Process: goal setting -> resource investment -> progress tracking -> review and optimization. Indicators: self-driven advancement; persistence after setbacks; actively seeks performance feedback. High/Low: high scores fit high-goal environments; low scores fit positions with weaker competitive pressure.</p>
<p>正义人格 / Justice Personality (JUS) Second-order factors: Rule Consciousness; Moral Consistency; Fairness Preference.</p>	<p>A tendency to pursue fairness, proper procedure, and professional ethics.</p>	<p>Confucian differentiation of righteousness from profit and concern for public fairness, together with institutional legal-rational training; accountability focus: defensibility, procedural propriety, and ethical bottom lines.</p>	<p>Different from friendliness or being a nice person; it emphasizes fairness reasoning based on rules and principles and the refusal of improper benefit.</p>	<p>Process: fact verification -> rule application -> reason giving -> consistent implementation. Indicators: explains the basis of decisions; avoids favoritism; holds ethical boundaries. High/Low: high scores fit law and public service; low scores require vigilance regarding opportunistic risk.</p>
<p>严谨人格 / Detail-Oriented Personality (CON) Second-order factors: Precision Awareness; Risk Vigilance; Need for Order.</p>	<p>A tendency to control detail and quality through precision, prudence, thoroughness, and order.</p>	<p>Confucian carefulness in minor matters and professional dedication, together with cultures of risk control and quality assurance; accountability focus: error costs, quality stability, and reviewability.</p>	<p>Different from conscientious personality, which is oriented more toward norms and commitments; detail orientation focuses more on micro-level accuracy and prudential quality control.</p>	<p>Process: information checking -> detail verification -> double review -> error correction. Indicators: attends to boundary conditions; checks repeatedly; can identify hidden loopholes. High/Low: high scores fit high-precision jobs; low scores fit rapid-iteration jobs.</p>
<p>探索人格 / Explorative Personality (EXP) Second-order factors: Knowledge-Seeking Drive; Cognitive Openness; Cognitive Challenge Orientation.</p>	<p>A tendency to explore the unknown, structure problems, and keep learning through logic and systematic reasoning.</p>	<p>Daoist truth-seeking and situation-observing together with modern scientific training; accountability focus: evidence quality, inferential chain, and learning efficiency.</p>	<p>Different from diffuse curiosity or general openness; it emphasizes evidence gathering, hypothesis testing, and systematic modeling.</p>	<p>Process: problem formulation -> evidence gathering -> comparison of alternatives -> conclusion formation and iteration. Indicators: asks why; speaks through data; can decompose vague problems into structure. High/Low: high scores fit research and analysis; low scores fit execution jobs with clear rules.</p>

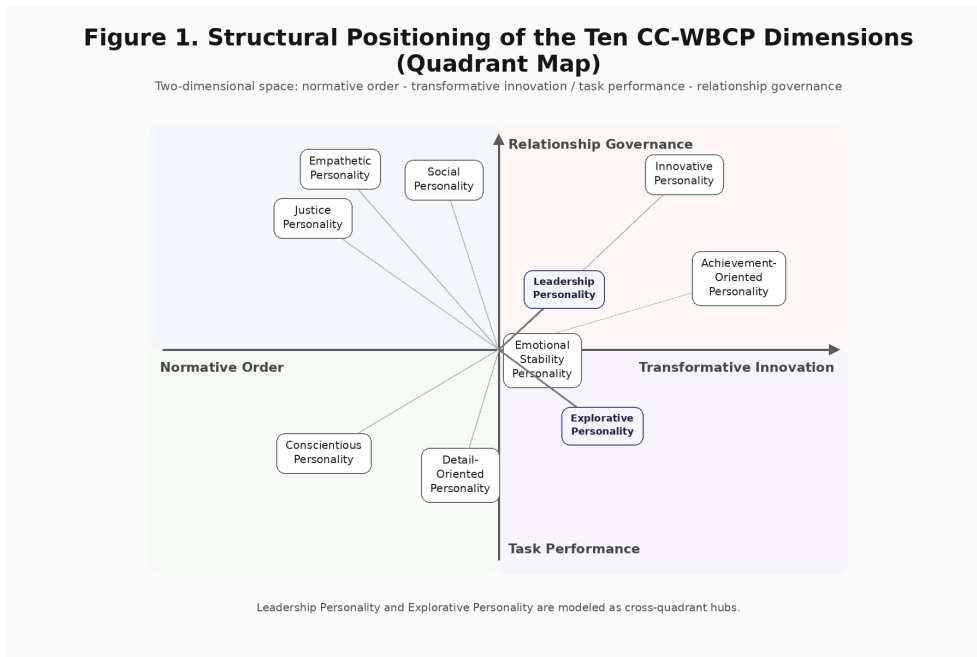


Figure 1. Structural positioning of the ten WBCP dimensions (Quadrant Map).

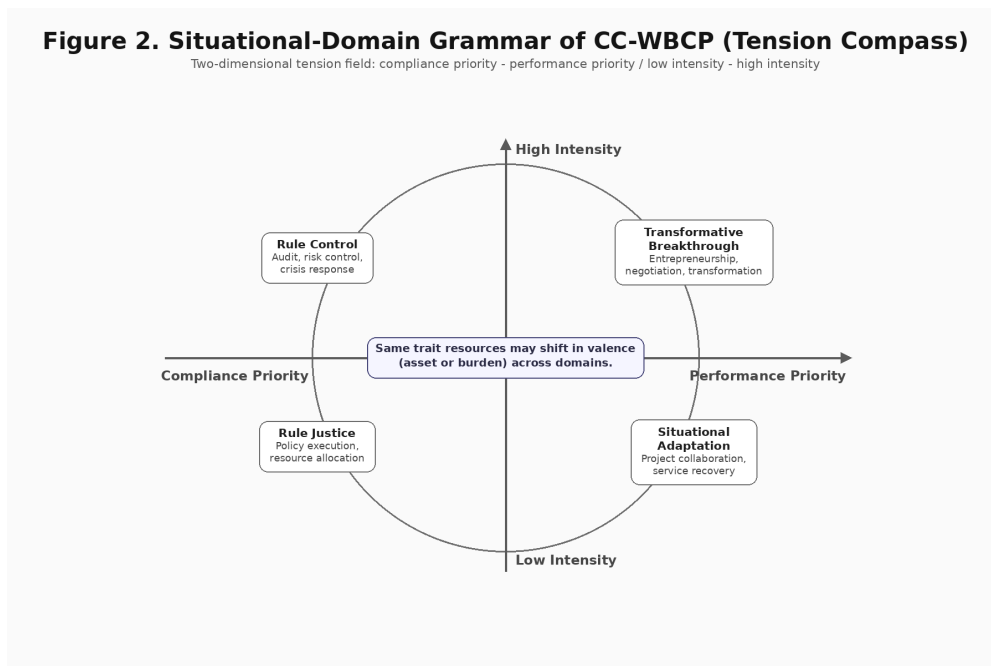


Figure 2. Situational-domain grammar of WBCP (Tension Compass).

Figure 1 positions the ten dimensions structurally. It uses a two-dimensional space defined by normative order versus transformative innovation and task performance versus relationship governance. Eight core dimensions - conscientiousness, detail orientation, justice, emotional stability, empathy, sociality, innovation, and achievement - are positioned within that space, while explorative personality and leadership personality are modeled as cross-quadrant hubs for mobilizing and integrating resources across situational domains.

Interpretive rules for Figure 1, offered as conceptual heuristics rather than a scoring tool, are as follows. First, identify the job's dominant accountability - compliance/legitimacy versus performance/growth - and its major interaction form - task performance versus relationship governance. Second, observe the concentration and imbalance of the individual's resources in the quadrant space in order to identify zones of strength and vulnerability. Third, use the process bridge discussed in Section 5.2 to translate dimensions into observable action sequences and developmental focal points. A common mismatch appears when innovative personality is high but conscientiousness and detail orientation are insufficient in a rule-control domain, producing evaluations

such as rash or unstable. Another appears when empathy and sociality are high but justice is weak in a rule-justice domain, producing relationship favoritism and erosion of trust.

Figure 2 provides the grammar of situational domains through a Tension Compass. It organizes four recognizable domains around compliance priority versus performance priority and low intensity versus high intensity: rule control, rule justice, situational adaptation, and transformative breakthrough. The figure is designed to explain valence drift - asset or burden - in the same personality dimension under different accountability and pressure conditions.

Especially with respect to exploration and innovation, Daoist adaptive wisdom - following the situation, leaving room, and responding to movement through stillness - supplies an action grammar for facing uncertainty. This makes tendencies toward learning, iteration, and reframing more easily legitimated, while modern market competition further strengthens the institutional incentives for achievement, leadership, and social personality.

To make the internalization of cultural scripts empirically testable, future studies may use the following approaches.

WBCP proposes three high-frequency processes as mediating bridges from personality to job.

WBCP further proposes three high-frequency processes as mediating bridges from personality to job. (1) The compliance decision process: rule interpretation - evidence traceability - risk reporting - building an accountability firewall. This process is primarily driven by conscientiousness, detail orientation, justice, and emotional stability. (2) The relationship governance process: collaborative alignment - communication and persuasion - conflict repair - relationship restoration. This process is primarily driven by empathy, sociality, and leadership, with justice constraining the boundary. (3) The innovative problem-solving process: problem reframing - hypothesis generation - prototype testing - iterative learning. This process is primarily driven by innovation, exploration, and achievement, with emotional stability and detail orientation providing a risk and quality base.

It also specifies four situational domains in the Tension Compass. Rule control domain: high intensity x compliance priority, such as audit, risk control, and crisis response. Conscientiousness, detail orientation, emotional stability, and justice are prioritized, while innovation must remain controlled. Rule justice domain: low intensity x compliance priority, such as policy execution and resource allocation. Justice and empathy are prioritized, with conscientiousness ensuring consistent implementation and defensible justification. Situational adaptation domain: low intensity x performance priority, such as project collaboration and service recovery. Exploration and sociality are prioritized, with emphasis on learning, coordination, and continuous adjustment. Transformative breakthrough domain: high intensity x performance priority, such as entrepreneurship, negotiation, and transformation. Innovation and achievement are prioritized, leadership integrates resources, and justice constrains ethical boundaries.

The rule of connection is: job -> dominant situational domain -> core behavior process -> key dimension combination -> expected performance and accountability risk. This sequence explains same-score-different-meaning cases. What changes is not the trait itself, but the domain of accountability and the process requirements of the position.

To keep the framework open to empirical examination, the article advances ten illustrative propositions concerning the generative mechanism, domain valence, process mediation, configuration effects, domain-process fit, tight-loose moderation, trainability, process auditability, emotion-regulation mechanism, and feedback-frame effect. Proposition 1 (generative mechanism): the more deeply cultural scripts are internalized, the higher the individual's levels of conscientious personality, justice personality, detail-oriented personality, empathetic personality, and emotional stability personality, and the more frequently and effectively the individual executes the compliance decision process [2][4]. Proposition 2 (domain valence): the same social personality - characterized by high interaction and high cooperation - is more likely to raise communication and accountability costs in the rule-control domain, yet more likely to raise resource mobilization and collaborative performance in the transformative-breakthrough domain; this valence difference is moderated by the strength of job accountability and the available room for error. Proposition 3 (process mediation): the relation between personality dimensions and job performance or mismatch is mediated primarily by the frequency and quality of the corresponding typical occupational behavior processes: compliance decision, relationship governance, and innovative problem-solving. Proposition 4 (configuration effect): in the rule-control domain, innovative personality has a positive effect on performance only when conscientious personality, detail-oriented personality, and leadership personality are sufficiently high; otherwise it is more likely to generate negative accountability and risk events. Proposition 5 (domain-process fit): the greater the fit between the individual's dimensional configuration and the job's dominant situational domain, the higher the work engagement and perceived fit; mismatch is more likely to generate interpretive conflict and adaptation costs. Proposition 6 (tight-loose moderation): the tighter the organizational or sectoral normative ecology, the greater the weight of conscientiousness, justice, and detail orientation in performance and evaluation; the looser the ecology, the



greater the weight of innovation, achievement, and sociality or leadership-related dimensions in performance and evaluation [4]. Proposition 7 (trainability): training directed at the three processes of compliance decision, relationship governance, and innovative problem-solving can partially compensate for fit disadvantages created by lower standing on the corresponding dimensions. Proposition 8 (process auditability): higher levels of justice personality, conscientious personality, and detail-oriented personality predict better compliance traceability, stronger procedural consistency, and lower accountability risk in positions that foreground legitimacy and control. Proposition 9 (emotion-regulation mechanism): emotional stability personality predicts not only lower negative affect but also stronger behavioral indicators of risk scanning, crisis calmness, and maintenance of operational steadiness under pressure. Proposition 10 (feedback-frame effect): in cross-job transition contexts, the use of a domain-process-dimension grammar produces more consistent interpretations and more executable recommendations than generic trait-label feedback.

The framework also contributes theoretically by treating culture as a generative mechanism, redefining vocational personality as a structural-dynamic system of scripted action resources, and introducing job-accountability logic together with typical behavior processes as the interface between culture and work. First, culture is no longer treated as a background difference but as a generative mechanism that shapes action tendencies and accountability boundaries through socialization scripts. Second, vocational personality is no longer a list of decontextualized traits but a structural-dynamic system of scripted action resources. Third, the introduction of job-accountability logic and typical behavior processes makes the personality-job interface interpretable, testable, and intervenable, thereby translating the cultural-psychological concern with meaning and norms into a cumulative behavioral mechanism.

Future research should focus on scale development, predictive validity, cross-cultural comparison, and the boundary conditions of script internalization and normative ecology. (a) Scale development: build item pools around the ten dimensions and test structural validity and measurement invariance. (b) Predictive validity: test whether the framework predicts compliance-process quality, accountability risk, and cross-domain fit through survey data, behavioral records, or longitudinal designs. (c) Cross-cultural comparison: treat script internalization and normative ecology as boundary conditions and test both the portability and the limits of the framework across different cultural and institutional settings. The present article is a theory-building effort and still requires systematic empirical validation. At the same time, applications should avoid stereotyping cultural differences. Scripts and ecologies must be treated as mutable and learnable, and feedback practices should protect the dignity and autonomy of the assessed individual.

CONCLUSION AND SUGGESTIONS

Using practice-based interpretive failure as a theoretical signal, WBCP proposes a culturally embedded middle-range theory of vocational personality. It explains the generation of tendencies through cultural socialization scripts, uses job-accountability logic as the interface of connection, employs typical occupational behavior processes as the mechanism bridge, and offers a dual structural-dynamic representation through the Quadrant Map and Tension Compass. The purpose of the framework is to make vocational interpretation across jobs, institutions, and cultural settings more consistent, more defensible, and more open to intervention, while providing a testable agenda for the advancement of cultural psychology in the domains of work and vocation.

References

- Holland, J. L. (1997). *Making vocational choices: A theory of vocational personalities and work environments* (3rd ed.). Psychological Assessment Resources.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98(2), 224-253. <https://doi.org/10.1037/0033-295X.98.2.224>
- Whetten, D. A. (1989). What constitutes a theoretical contribution? *Academy of Management Review*, 14(4), 490-495. <https://doi.org/10.5465/amr.1989.4308371>
- Gelfand, M. J., Raver, J. L., Nishii, L., Leslie, L. M., Lun, J., Lim, B. C., Duan, L., Almaliah, A., Ang, S., Aradottir, J., et al. (2011). Differences between tight and loose cultures: A 33-nation study. *Science*, 332(6033), 1100-1104. <https://doi.org/10.1126/science.1207754>
- Shweder, R. A. (1991). *Thinking through cultures: Expeditions in cultural psychology*. Harvard University Press.
- Triandis, H. C. (1995). *Individualism & collectivism*. Westview Press.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations* (2nd ed.). Sage.
- Chiu, C.-Y., & Hong, Y.-Y. (2006). *Social psychology of culture*. Psychology Press.
- Nisbett, R. E. (2003). *The geography of thought: How Asians and Westerners think differently ... and why*. Free Press.
- Oyserman, D. (2011). Culture as situated cognition: Cultural mindsets, cultural fluency, and meaning making. *Perspectives on Psychological Science*, 6(2), 164-171.



11. Heine, S. J. (2016). *Cultural psychology* (3rd ed.). W. W. Norton & Company.
12. Kitayama, S., & Uskul, A. K. (2011). Culture, mind, and the brain: Current evidence and future directions. *Annual Review of Psychology*, 62, 419-449. <https://doi.org/10.1146/annurev-psych-120709-145357>

muhandislik

& iqtisodiyot

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

Ingliz tili muharriri: Feruz Hakimov

Musahhih: Zokir Alibekov

Sahifalovchi va dizayner: Abdurahmon Qurbonov

2026. № 4

© Materiallar ko'chirib bosilganda "Muhandislik va iqtisodiyot" jurnali manba sifatida ko'rsatilishi shart. Jurnalda bosilgan material va reklamalardagi dalillarning aniqligiga mualliflar ma'sul. Tahririyat fikri har vaqt ham mualliflar fikriga mos kelamasligi mumkin. Tahririyatga yuborilgan materiallar qaytarilmaydi.

"Muhandislik va iqtisodiyot" jurnali 26.06.2023-yildan
O'zbekiston Respublikasi Prezidenti Adminstratsiyasi huzuridagi
Axborot va ommaviy kommunikatsiyalar agentligi tomonidan
№S-5669245 reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan.
Litsenziya raqami: №095310.

**Manzilimiz: Toshkent shahri Yunusobod
tumani 15-mavze 19-uy**





+998 93 718 40 07



<https://muhandislik-iqtisodiyot.uz/index.php/journal>



t.me/yait_2100