

RESEARCH ARTICLE

The Activities Of The Compliance Service As An Anti-Corruption Mechanism

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Abstract

This article analyzes the formation and functions of compliance services in both public and private organizations, as well as their significance in combating corruption. In addition, the paper examines the role of compliance services as an institutional mechanism and highlights key factors contributing to their effectiveness.

KEY WORDS

Corruption, compliance service, compliance, transparency, public administration, institutional mechanism.

INTRODUCTION

Corruption is a socio-legal phenomenon that negatively impacts the development of modern societies, reduces the efficiency of public administration, and undermines the principle of the rule of law. It leads to a loss of transparency in the functioning of state institutions, an increase in conflicts of interest during decision-making processes, and a decline in public trust. Such conditions constitute a serious obstacle to the consistent implementation of state policies and the sustainable socio-economic development of society.

The systemic nature of corruption distinguishes it from isolated legal violations, as it penetrates deeply into the mechanisms of public administration. In such circumstances, the practical implementation of legal norms becomes ineffective, the rule of law takes on a formal character, and the principles of justice and equality before the law remain largely declarative. Consequently, the institutional trust between the state and society weakens, posing a threat to social stability.

Therefore, relying solely on punitive measures in combating corruption is insufficient, a point increasingly emphasized in

both academic and practical research. Modern approaches suggest that anti-corruption efforts should prioritize the identification and prevention of the underlying causes and risk factors rather than merely addressing their consequences. In particular, ensuring institutional transparency, limiting conflicts of interest, enhancing internal control systems, and implementing responsible governance standards are considered effective preventive tools against corruption.

Within this context, the compliance service assumes particular scientific and practical significance as a preventive mechanism in the fight against corruption. It functions as a comprehensive institutional instrument aimed at ensuring adherence to legislation, internal regulations, and ethical standards within organizations and public bodies. Through compliance mechanisms, it becomes possible to identify, assess, and mitigate corruption risks, as well as to foster legal culture and a sense of responsibility among employees.

Thus, the compliance service should be regarded not merely as a supervisory body but as a crucial mechanism that institutionally strengthens transparency, legality, and integrity

in public administration. Its effective functioning is a key factor in ensuring the stability of governance systems and maintaining public trust.

RESULTS

The analysis conducted, supported by international sources, demonstrates that the compliance service constitutes a crucial preventive mechanism in combating corruption. According to the OECD's 2025 report, the implementation of anti-corruption compliance programs enables organizations not only to carry out monitoring and control but also to foster a culture of justice, ethics, and comprehensive organizational integrity. Effective evaluation of compliance programs requires enhancing organizational efficiency and internal culture, going beyond mere assessment metrics [1].

Specifically, the OECD analysis identifies three key factors for improving the effectiveness of compliance programs:

1. Employee competence in identifying compliance risks and taking appropriate preventive measures;
2. Integration of compliance activities into strategic decision-making processes (decision relevance);
3. Adaptability to changes in the work environment [2].

From this perspective, compliance services play a pivotal role not only in enforcing systematic rules but also in improving internal governance culture [8], reducing corruption risks, and fostering legality and fairness among employees. Furthermore, international standards, particularly ISO 37001:2016 – Anti-Bribery Management Systems, are recognized as essential frameworks that define the operational structure of compliance services [3]. This standard prescribes the identification of corruption risks, implementation of preventive measures, and the development of internal monitoring and control systems within organizations [9, 10, 11].

Moreover, national monitoring results indicate that state enterprises with compliance systems aligned with ISO 37001:2016 can promptly detect actual cases of corruption and implement preventive measures. In certain state organizations, the internal control effectiveness improved significantly as a result of specialized training and certification of compliance staff [4].

Scientific research also supports the role of compliance services as a preventive factor. In Europe, studies show that

aligning compliance programs with legal and ethical standards significantly reduces corruption risks. Such experiences underscore the importance of integrating compliance programs directly into an organization's internal governance culture, rather than treating them merely as formal control mechanisms [5, 6, 7].

CONCLUSION

The analysis conducted within the framework of this study demonstrates that the compliance service constitutes one of the most effective institutional mechanisms for combating corruption in modern systems of public and corporate governance. Unlike traditional approaches that rely primarily on reactive and punitive measures, the compliance service is oriented toward the early identification of corruption risks, their systematic management, and the prevention of unlawful practices. Such a preventive model significantly enhances the sustainability and long-term effectiveness of anti-corruption policies.

The findings of the study further indicate that the effective functioning of compliance services is directly dependent on the strength of their institutional foundations. As emphasized in the research of international organizations such as the OECD and Transparency International, the independence of compliance units, their adequate provision with financial and human resources, and the existence of clearly defined mandates and accountability mechanisms are critical determinants of their practical impact. In the absence of these conditions, compliance structures tend to become formal entities with limited capacity to influence corruption risks in a meaningful way.

At the same time, the study reveals that the effectiveness of compliance services cannot be ensured solely through organizational and legal measures. The highest level of impact in anti-corruption efforts is achieved when compliance principles are deeply embedded in organizational culture. Compliance mechanisms operate most effectively when employees perceive them not as external control instruments, but as integral components of professional responsibility, ethical conduct, and sound governance. In this context, continuous training programs, strong leadership commitment, and transparent communication policies play a decisive role.

Empirical evidence drawn from both international and national practices, including the implementation of compliance systems based on the ISO 37001:2016 Anti-Bribery Management

System standard, further supports these conclusions. In particular, the experience of several large state-owned enterprises in Uzbekistan demonstrates that the institutionalization of compliance services contributes to systematic corruption risk assessment, strengthened internal control, and increased public trust. This allows compliance services to be viewed not merely as internal management tools, but as strategic institutions that reinforce social trust and governance legitimacy.

In conclusion, the compliance service should be regarded as a strategic instrument for ensuring transparency, integrity, and accountability in both public and private sectors. Its effective implementation contributes not only to reducing corruption risks but also to improving the overall quality of governance, strengthening the rule of law, and promoting sustainable development. Therefore, the development and institutional consolidation of compliance services constitute a necessary condition for achieving long-term stability and integrity within contemporary governance systems.

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