



## IMPROVING PERSONNEL ACTIVITIES IN BANKS

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**Annotation.** This article will discuss methods for improving the activities of personnel in banks. Decisions, decrees of the president of the Republic of Uzbekistan on personnel activities were studied and opinions were given on this matter. For the current period, proposals were made to improve the activities of personnel in banks.

**Keywords:** banking sector, commercial banks, bank employees, personnel activities, personnel policy, personnel reserve, vacancy.

**Introduction.** In the following years, within the framework of large-scale institutional reforms implemented in our country, measures were taken to ensure the stability of the financial sector, its integration into the global financial system, to increase the quality of banking services and the possibility of their use, primarily for private business and the population.

In commercial banks with a state share, work is consistently carried out to change their form by introducing modern principles of Corporate Governance, information and communication technologies, increasing the efficiency of activities and investment attractiveness.[1]

At the same time, the measures carried out to reform the banking sector, taking into account Advanced International practice, are subject to improving the knowledge and skills of employees of commercial banks on the basis of the introduction of modern methods of training and retraining personnel in the banking sector.



The Bank sees the development of employee capacity as the main condition for the implementation of the established strategic tasks. Increasing the productivity of the labor of Bank employees, mass introduction of new products and technologies, expansion of the competence of middle-tier managers and specialists will require the establishment of other urgent tasks in addition to a new goal for the Personnel Management System.

The main goal of the personnel policy is to further improve the work carried out with the reserve of personnel for appointment to leadership positions, creating a qualified specialist team capable of carrying out the strategic development tasks of the Bank [2].

Personnel policy is formed in accordance with the strategic development of the bank. The basis of the personnel policy is the principle of interdependence of the creation of a team of qualified specialists with a high level of banking activity and practical experience.

The Bank pays special attention to the professionalism, business and personal qualities of employees, while offering new methods of stimulation in the implementation of personnel policies, is benevolent to the novatorical and modern approach of employees to work, supports modern corporate culture, relying on traditional values [3].

Personnel policy, along with having a transparent and understandable system of corporate governance that meets international standards, provides an opportunity for a wider opening of Personnel potential, which is one of the main advantages of the Bank.

The organizational parts of personnel policy are designed in such a way that it ensures not only the rapid adaptation of the bank to modern advanced technologies, socio-political changes, foreign economic criteria, as well as the effective introduction of necessary changes and innovations [4].

The main tasks of the personnel management policy are to create the following effective systems:

- selection of eligible candidates for vacant positions;
- support for young employees;
- formation of personnel Reserve;
- staff training and development;
- development of corporate values.



Selection of suitable candidates for vacant positions. Candidates for the vacant position are sorted by choice. In order to ensure transparency in the organization of the competition, testing is carried out using modern information technologies.

The principle of transparency:

- open placement of information about vacancies on the banks ' website and other social networks;
- implementation of the initial stage of selection by reducing the human factor using information technology;
- formation of an expert group for the purpose of conducting an interview with candidates;
- is provided by informing candidates of the results of the competition.

Formation of a personnel Reserve. In order to effectively organize the work of rational use of the personnel resource, reserve formations consisting of potential personnel for leadership positions are approved annually. Attention will be paid to the development of reserve staff, their education in leading foreign universities and training in international institutions, as well as their worthy participation in major conferences and international meetings.

The decision of the president of the Republic of Azerbaijan “on measures to improve the system of Personnel Training in the field of banking and finance” of October 31, 2019 is an important program in improving the efficiency of work this direction [5].

In order to further improve the training system of highly qualified personnel of the banking sector in the fields of corporate management, financial management, audit, financial risk management, information and communication technologies, securities market, as well as to introduce an advanced international experience of assessing and stimulating bank employees:

1. The following are the basic principles for the development of the capacity of the personnel of the banking system of the Republic of Uzbekistan:

- systematic approach to training based on international standards and advanced foreign experience;
- introduction of a bonus system of remuneration for the work of employees of Management, middle and lower branches of commercial banks based on their qualifications, knowledge and clear work results (CPI);
- continuity of training, retraining and professional development of personnel, ensuring compliance of training programs with digital technologies widely used by modern commercial banks;



- ensure the training of management personnel with the qualifications and experience required for the relevant position, specialists in the field of investment banking, project financing, risk management, information and Communication Technology;

- to give the trained personnel the necessary knowledge and the formation of skills for effective work in the tactical and strategic perspective;

- formation of general principles of doing business and a unified corporate culture;

- training and internship of banking specialists, teaching staff and students in specific areas of banking in foreign banks and educational institutions.

2. The National Bank of foreign economic activity of the Republic of Uzbekistan (next – The National Bank of Uzbekistan), the Central bank, the Ministry of finance, the state asset management agency and the banks of the Republic of Uzbekistan:

Transfer of the Academy of banking and finance (next-The Academy) under the jurisdiction of the National Bank and its designation as the founder of the Academy;

In 2018 and 2019, the Academy approved the current educational programs in Master's specialties for persons admitted to the magistracy, as well as the proposals of the Academy to maintain the procedure for financing expenses at the expense of the state budget of the Republic of Uzbekistan until the end of the studies of persons studying under a state grant at the magistracy [6].

Optimization of Personnel Policy and improvement of its mechanisms is directly related to the qualitative and effective implementation of the activities of each employee, increasing labor activity, improving skills, forming a reserve of managerial personnel [7].

In order to establish a reserve of executive employees, the Bank's management has established a commission to determine professional conformity in the main areas of banking activity, which conducts interviews with employees on a permanent basis to determine the level of professional skill of Employees [8].

To date, all conditions have been created in the banking system for the labor of employees, a system for organizing vacation and restoring health during the holidays has been conceived. Effective social support is carried out on the basis of a social contract concluded between the employer, employees and the trade union committee.

**Conclusion** .In conclusion, summarizing the above data and analysis, we can agree that personnel policy plays an important role in the management of bank employees. Since one of the main tasks of the personnel policy of any enterprise is



the full employment of the total potential of employees, it is necessary to pay special attention to banks, in particular, to form an effective system of employee incentives that will help increase labor productivity and the profitability of the organization as a whole. The most effective and often used incentive-free system in modern conditions is "motivation for the result". Personnel policies should not only create favorable working conditions, but also ensure the possibility of career advancement and the necessary level of confidence in the future. Therefore, the main task of the personnel policy of the bank is to ensure the consideration of the interests of all categories of workers and social groups of the Labor team in the work of everyday employees.

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