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FOREIGN EXPERIENCE OF MOTIVATION OF PRIVATE SECTOR EMPLOYEES (ON THE EXAMPLE OF ATB "TENGE BANK")



Kuliev Naim Halimovich,

Associate Professor,

Department of Accounting and Statistics,

Bukhara State University

Abstract. This article considers the unique systems of organization of remuneration of employees of the private sector, the study of foreign experience, the search for more effective forms of remuneration, the use of foreign experience in the motivation of employees of commercial banks on the example of ATB "Tenge bank" analytical information about them is given.

Keywords: remuneration, bonus system, inclusive programs, employee dissatisfaction, career, training, professional development, promotion packages.

Annotatsiya. Ushbu maqolada xususiy sektor xodimlariga mehnatga haq to'lashni tashkil etishning o'ziga xos tizimlari, xorij tajribasini o'rganish, mehnatga haq to'lashning yanada samarali shakllarini izlash, ATB "Tenge bank" misolida tijorat banklari xodimlarini rag'batlantirishda xorij tajribasidan foydalanishning yo'llariga doir tahliliy ma'lumotlar keltirib o'tilgan.

Kalit so'zlar: mehnatga haq to'lash, bonuslar tizimi, inklyuziya dasturlari, xodimlarning qo'nimsizligi, karyera, treninglar, malaka oshirish, aksiyalar paketlari.

Introduction.

At present, the forms of wages obtained from the specific system of organization of payments to employees are used. In market conditions there have been changes in the organizational and legal models of enterprises, in connection with the beginning of market reforms, relatively recently in our country there are new economic entities, so the forms and possibilities of labor remuneration have changed. The formation of its model, a high level of stimulation of labor productivity is not yet available. In such conditions it is necessary to study the experience of countries with developed market economy, to search for more effective forms of labor remuneration.[1]

In the process of the study it was analyzed that ATB "Tenge Bank" used the experience of a number of commercial banks in developed countries. (Analysis 2020-2024). In 2020-2024, ATB "Tenge Bank" widely uses the experience of advanced banks in motivating employees.[2]

Theoretical and methodological basis of the study was the works of domestic and foreign scientists. Among foreign authors a significant contribution to the development of the problem was made by: Maslow A., Coase R., An-chian A., Heine P., Weber M., Menger K., Schumpeter I., Soros D. and others. In their works they consider the issues of motivation to labor of an individual in relation to the already established market relations.

Literature review.

The problems of increasing the banking system efficiency by improving management systems and mechanisms of material incentives have always attracted the attention of specialists. A significant contribution to the solution of problems of goal-setting and management of complex production and economic complexes and systems was made by many domestic scientists: Adamchuk V.V., Bobkov V.N., Gagarin-skaya G.P., Zhukov A.JI., Karpukhin D.N., Kibanov A.Y., Galaeva E.V., Kokin Y.P., Matirko V.I., Ryabkov A.B., Slesinger G.E., Smirnov B.M., Zubkova A.F., Yakovlev P.A., Krasovsky Y.D., Krasavina JI.H. and others. Their works in different degrees reveal the topics of stimulation and motivation to labor of employees of enterprises.[2]

Research methodology.

In the course of the research work, observations, data collection, generalization, grouping, comparison, conclusions and proposals were formed regarding the researches of local and foreign scientists on the issues of the development of the employee incentive system in commercial banks and their solutions.

Analysis and discussion of results.

In the process of the study it was analyzed that ATB "Tenge Bank" used the experience of a number of commercial banks in developed countries. (Analysis of 2020-2024). In 2020-2024, ATB "Tenge Bank" widely uses the experience of advanced banks in the field of employee motivation.[3]

1. JPMorgan Chase & Co.

Experience. Bonuses based on results. JPMorgan Chase Bank introduces a performance-based bonus system for its employees, which incentivizes employees to strive for high performance. Career Development Programs. Career development and employee training programs are widely used. Application of JPMorgan Chase & Co. experience in ATB "Tenge Bank". Bonus system. In 2020-2024, Tenge Bank introduced a system of bonuses for employees based on the results of the year, which incentivizes employees to achieve high results. Training. Regular professional development courses and trainings are organized for employees of Tenge Bank, which ensures their professional development.

2. HSBC Holdings plc.

Experience. Flexible working conditions. HSBC Bank offers employees flexible working hours and remote working. Health and well-being programs. Various programs are in place to ensure the health and well-being of employees. Applying the experience of HSBC Holdings plc to Tenge Bank ATB. Flexible working hours. Tenge Bank has expanded flexible working hours and remote working options for its employees in 2020-2024. Health Programs. Health insurance and social security programs have been introduced for employees.

3. Goldman Sachs Group, Inc.

Experience. Stock Options for Employees. Goldman Sachs Bank gives employees the opportunity to buy company stock, which gives them a vested interest in the success of the company. Diversity and Inclusion Programs. The bank has extensive diversity and inclusion programs. Goldman Sachs Group, Inc.'s Goldman Sachs Group, Inc. statement ATB Tenge Bank. Action Packages. 2020-2024 Tenge Bank has given its employees the opportunity to purchase shares in the company, which gives them a direct stake in the bank's success. Diversity and Inclusion. Bank Tenge supported diversity and inclusion programs among employees, making the work environment more comfortable and friendly.

4. Wells Fargo and Company.

Experience. Recognition Programs: Wells Fargo Bank has programs to recognize and reward employee achievements. Work-Life Balance. Various activities and programs are used to promote work-life balance among employees. Application of Wells Fargo & Company's experience in ATB "Tenge Bank". Bonus programs. In 2020-2024, Tenge Bank introduced programs to recognize and reward the achievements of employees, encouraging them to strive for better results. Work-life balance. Various activities and favorable conditions have been established to ensure the work-life balance of employees.

In 2020-2024, Tenge Bank ATB made extensive use of the experience of developed banks, including JPMorgan Chase, HSBC, Goldman Sachs and Wells Fargo, in motivating employees. This experience was important for further development of the bank's personnel policy, increasing their motivation and ensuring loyalty to the bank. As a result, effective incentives such as competitive salaries and bonuses, flexible working conditions, health and well-being programs, training opportunities and support for diversity were introduced for Bank of Tenge employees.

Conclusion.

Flexible working hours and telecommuting opportunities helped to improve the work-life balance of employees. And favorable working conditions increased their interest in work. When analyzing the results of the incentive programs, the level of employee dissatisfaction was about 10%, indicating the need to improve the bank's ability to retain employees. The results of employee satisfaction surveys confirmed the effectiveness of the motivation programs and employees highly appreciated these programs[3].

In 2020-2024, Tenge Bank ADB's employee incentive system has been effective in increasing employee motivation and building employee loyalty to the bank. By providing salaries and bonuses, shares and dividends, medical and social protection, training and development, and creating a favorable working environment, the bank has achieved increased employee satisfaction. Reducing dissatisfaction and ensuring employee satisfaction is critical to the bank's future success.

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