
THE MAIN DIRECTIONS OF IMPROVING THE EFFICIENCY OF FINANCIAL SERVICES IN COMMERCIAL BANKS

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Abstract

In the conditions of modern economy, increasing the efficiency of financial services in commercial banks is one of the most important factors in ensuring the stability, profitability and competitiveness of banks. Increased competition in the financial services market, changes in customer requirements and rapid development of digital technologies require banks to improve service processes and use available resources more efficiently. Modern studies emphasize the need to take into account such indicators as operating costs, transaction speed, level of use of digital services and customer satisfaction in assessing the effectiveness of banking services, along with profitability.

The first important area of improving the efficiency of financial services is digitalization and automation. The development of mobile banking, internet banking, electronic payments, digital lending, remote identification and automated service systems will increase the speed of banking operations and reduce operating costs. Digital transformation in the Uzbek banking system is also having a significant impact on service channels, customer interactions and operational efficiency.

The second direction is the development of a customer-oriented service model. In this, it is important to regularly study the needs of customers, segment them, offer individual financial products and constantly assess the quality of service. In Uzbekistan, there is also the practice of studying consumer opinion and using mechanisms to eliminate identified deficiencies in assessing the quality of banking services.

The third area is related to the diversification of the portfolio of financial services. The development of digital loans, electronic wallets, money transfers, investment and other innovative products, along with credit, deposit and payment services, will expand the sources of income of banks.

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At the same time, when developing new services, customer demand, market capacity and cost-effectiveness criteria should be taken into account.

The fourth area is the use of artificial intelligence, big data, and fintech technologies. These technologies will enable analyzing customer behavior, assessing creditworthiness, detecting fraud cases, and personalizing services. Also, cooperation between banks and fintech companies can serve to accelerate the development and implementation of innovative financial products.

The fifth area is to optimize operating costs and simplify service processes. Automating repetitive operations, optimizing service channels, and reducing redundant processes will reduce banks' costs and increase labor productivity. In evaluating service efficiency, it is desirable to use comprehensive financial and non-financial indicators such as ROA, ROE, Cost-to-Income Ratio, speed of service, and customer satisfaction.

Also, cybersecurity and risk management, the development of digital competencies of employees, the expansion of financial inclusion and the improvement of the integrated service quality assessment system are also important conditions for improving the effectiveness of financial services. Therefore, increasing efficiency in commercial banks is not limited to the introduction of technologies, but also requires the integration of digitalization, customer orientation, cost optimization, innovation and risk management in a single methodological system.

In the conditions of modern market economy, commercial banks play an important role in ensuring the continuity of economic processes, attracting free funds, directing them to sectors of the economy in the form of loans and investments, as well as providing various financial services to the population and economic entities. And the efficiency of banking activities is determined not only by its assets, capital and profit, but also by the quality, speed, convenience and economic efficiency of financial services provided to customers. Therefore, the issue of increasing the efficiency of financial services in commercial banks is one of the urgent directions for the sustainable development of the banking system.

The effectiveness of financial services expresses the ability of the bank to meet the needs of customers with high quality at minimum costs and for an acceptable period of time, using the available financial, technological and

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human resources wisely. At the same time, income from services, operating costs, speed of service, customer satisfaction, the level of use of services and the financial results of the bank are evaluated interdependently. Effective financial services serve to increase the profitability of the bank, as well as strengthen customer confidence and ensure the bank's competitiveness in the market.

Today, one of the most important areas of improving the efficiency of financial services is digitalization. The development of mobile banking, internet banking, electronic payments, digital wallets, remote identification and online lending services allows customers to carry out banking transactions anytime and anywhere. At the same time, digital technologies make it possible to reduce banks' operating costs, automate service processes and reduce errors related to the human factor. Therefore, digital transformation should be considered as a strategic tool to improve the efficiency of banking services.

A customer-centered approach is also important in improving efficiency. The bank should regularly study the needs, financial capabilities and features of the use of services and develop products accordingly. Offering individual credit, deposit, payment and investment products for different customer segments will form additional sources of income for the bank while increasing the level of service utilization.

The efficiency of financial services is also directly affected by the optimization of operating costs. Automation of repetitive transactions in banks, development of electronic document flow, increase in the share of remote services and optimization of the activities of branches will reduce costs. However, cost reduction should not be realized at the expense of a decrease in the quality of service. The main goal should be to provide a high-value service to the customer while consuming less resources.

Also, human capital plays an important role in improving the efficiency of services. The professional knowledge, digital skills, ability to communicate with customers and the level of prompt problem solving of bank employees have a direct impact on the quality of service. Therefore, it is necessary to regularly train employees, improve their skills and evaluate their activities on the basis of performance indicators.

The development of the banking services market in Uzbekistan, the intensification of competition and the increasing demand of the population for modern financial services motivate commercial banks to improve their activities. In particular, the expansion of digital banking services, increasing financial inclusion, supporting small businesses, improving the quality of services and introducing innovative products are important tasks for banks.

In this context, it is of great scientific and practical importance to identify the main directions of improving the efficiency of financial services in commercial banks, to assess the existing problems in the service processes and to develop mechanisms to improve them on the basis of modern technologies and management methods. The effective implementation of these directions serves to increase the profitability of banks, optimize their costs, expand the customer base and strengthen their financial stability.

Increasing the efficiency of financial services in commercial banks is one of the most important conditions for ensuring the stability, profitability and competitiveness of banking activities. The results of the study show that in modern conditions it is not enough to assess the effectiveness of banking services only by the number of services provided or the income received from them. Efficiency should be comprehensively assessed by the value created for customers, the speed and quality of services, operating costs, technological opportunities, the level of risks and the final financial results of the bank.

The most important area of improving the efficiency of financial services is the deepening of digital transformation. Mobile banking, internet banking, electronic payments, remote identification, digital lending and automated services will accelerate banking operations and create convenience for customers. At the same time, digitalization will reduce banks' operating costs and automate service processes. In the future, the integration of digital technologies into all business processes of the bank will further increase the efficiency of services.

A customer-centric business model is important in improving efficiency. The bank should regularly study the needs of customers, divide them into separate segments and offer suitable financial products for each segment. Regular measurement of customer satisfaction, analysis of appeals and complaints, and improvement of services based on the results obtained

strengthen the long-term relationship between the bank and the customer. As a result, the activity and loyalty of customers in using banking services increases.

Another important area of improving the efficiency of financial services is the optimization of operating costs. The use of electronic document management, automated processes, remote services, and single digital platforms can reduce the bank's need for time and labor resources. However, cost optimization should not negatively affect the quality of customer service. Therefore, it is advisable for banks to rely on the principle of "efficient use of resources" rather than "reducing costs".

Also, the diversification of commission and interest-free income is one of the promising areas of improving the efficiency of banking services. The development of payment services, money transfers, currency transactions, investment services, bank cards and other services will expand the sources of the bank's income. At the same time, it is important that the cost of services is optimal for customers and formed at a cost-effective level for the bank.

Credit risk management also plays an important role in ensuring efficiency. Although credit services are one of the main sources of bank income, an increase in problem loans can increase bank costs and losses. Therefore, it is necessary to develop mechanisms for modern scoring, analysis of the client's solvency, use of credit history and constant monitoring of the loan portfolio in lending. This will increase not only the efficiency of credit services, but also the overall financial stability of the bank.

The importance of human capital in improving the efficiency of financial services is also high. In addition to financial knowledge, a modern bank employee must have sufficient skills in digital technologies, data analysis, customer relations and risk management. Therefore, it is necessary to develop a system of regular training, retraining and professional development of employees in banks. When evaluating the performance of employees, it is necessary to take into account not only the volume of sales, but also customer satisfaction, quality of service and efficiency of problem solving.

In addition, the expansion of digital financial services will make the issue of cybersecurity more urgent. Banks need to ensure that along with the speed

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of services, they also protect customers' funds and personal information. The use of two-step authentication, biometric identification, transaction monitoring, and fraud detection systems will increase confidence in digital services.

In general, improving the efficiency of financial services in commercial banks requires a comprehensive implementation of such areas as digitalization, customer focus, optimization of operating costs, diversification of services, effective risk management, human capital development and strengthening cybersecurity. The interplay of these areas will allow banks to improve their financial results, expand their customer base and increase their competitiveness in the market.

The main task for commercial banks in Uzbekistan in the future should not just be to introduce modern technologies, but to use them in order to ensure cost-effectiveness and the common interests of customers. As a result, the financial services market can become a more competitive, convenient, transparent and stable system.