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FEATURES OF EVALUATING THE QUALITY OF OUTSOURCING SERVICES IN PRESCHOOL EDUCATION ORGANIZATIONS USING THE "AM UI " MODEL METHOD

Annotation: In this article , the components of the assessment of the quality of the use of outsourcing services in pre-school educational organizations by the method of the "AM UI " model , including the goals and objectives of outsourcing services, the selection of the outsourcing services market by the client, the processes of concluding and managing outsourcing contracts scientifically based suggestions and recommendations are presented.

Keywords: outsourcing, outsourcer, preschool organization, customer, third party, integration, outsourcing service, evaluation, price, outsourcing cost

Introduction. In the global economic space, outsourcing is becoming one of the segments of the service market. One of the main ways to minimize state intervention in the economy is to provide preschool education organizations with outsourcing services . "In the conditions of globalization and information trends in the world economy, 50-60 percent of long-term contracts of the state and non-state sector are implemented through outsourcing services, which involve attracting external resources. In 2021, the size of the world outsourcing services market in the IT sector will be 414 billion. US dollars, and in 2022 it will be about 1 trillion. reached US dollars. In particular, the PRC outsourcing services market is 362 bln. It has increased by 14.2% compared to 2021 in terms of US dollars ¹. Currently, the improvement of relatively convenient and effective mechanisms for organizing

¹ Source: Belenkaya Ya.I. Development outsourcing and human economy <https://core.ac.uk/download/pdf/>

tasks and obligations of the public sector on the basis of outsourcing services is gaining urgent importance.

In the world, scientific-research works are being carried out, focused on the ways and prospects of developing social services on the basis of outsourcing, in order to establish effective and competitive economic mechanisms at the national and international levels. Modern forms of outsourcing in preschool educational organizations, the main trends in the world market of outsourcing services and its geography, the importance, structure and characteristics of preschool educational organizations, quality assessment criteria for providing preschool educational organizations, outsourcing the directions of development of services, innovative approaches in the organization of outsourcing and the use of digital technologies are among the priorities of scientific research in this regard.

At the current stage of development in new Uzbekistan, special attention is being paid to the issues of increasing the quality and efficiency of preschool education organizations by transferring them to the private sector, and more fully meeting the needs of the population for social services . In the development strategy of New Uzbekistan for 2022-2026 , the priority tasks are "... further increasing the effectiveness of coverage by preschool education organizations, wide introduction of preschool education organizations based on PPP, increasing the share of the private sector in the economy" ²marked as Also, the development of outsourcing services in Uzbekistan includes the organization of healthy meals in the preschool education system, feeding patients in the health care system, laundry, decontamination of medical supplies, medical diagnoses, the global digital ecosystem, and the rapid development of business process outsourcing. It is considered one of the urgent and important tasks. Implementation of tasks in this direction determines the relevance of scientific research activities aimed at learning ways to provide quality services in preschool educational organizations based on the development of outsourcing services.

² Decree of the President of the Republic of Uzbekistan dated January 28, 2022 No. PF-60 " On the Development Strategy of New Uzbekistan for 2022-2026" // <https://lex.uz/docs/5841063>

In this regard, we consider it necessary to study this area, to determine the most important points of evaluating the quality use of outsourcing services so that the managers of organizations and companies do not make mistakes and shortcomings. We would like to suggest considering it as a logical unique system of actions that allows preschool educational organizations to use this type of service in practice .

Analysis of literature on the topic. Evaluation of the quality of use of outsourcing services The analysis of the problem and the developments dedicated to their implementation , as well as the study of the problem of the mechanism of using outsourcing services were studied by foreign and local economists . Many studies are being conducted to improve the system of pre -school educational organizations. In particular, MBKubayeva, SH.A.Buranova, AVShin, GAOmanova and others conducted scientific-practical research on the organizational-economic and scientific-methodical issues of the development of the preschool education system. The measures to further improve the system of preschool educational organizations for the years 2017-2021 of the President of the Republic of Uzbekistan on December 29, 2016 are correct in increasing the number of preschool educational organizations and the number of places in them, increasing the level of children's coverage. [1] has become important. On the basis of this decision, the Program for the development of the preschool education system was adopted, based on which it was determined to provide state, state-partnership, private, and family education.

Many economists have been researching the use of outsourcing services in pre -school educational organizations . These scientists Gilmiyarova MR [2], Fedorova YE.A., Yermolov AV [3], Korneychik M., Lyasuskaya N. [4], Vasiliev AS, Mirgorodskaya TV [5], Yeskova LF, Drozd AM, Manevich AV [6], Pardayev MQ [7], Urazov BK [8] and others. A distinctive feature of this research direction is that there are foreign and domestic scientific most of the works are focused only on certain segments of the outsourcing services market. These are mainly studies

related to the use of a certain type of outsourcing and the problems associated with it .

Theoretical research in the field of outsourcing and the Republic of Uzbekistan despite the very little practical experience gathered by organizations , the mechanism of quality use of outsourcing services is on the way to development . The lack of scientific works on this issue calls for in-depth and systematic research that develops the activity of evaluating the quality of the use of outsourcing services in preschool educational organizations .

Research methodology. Issues aimed at substantiating the features of evaluating the quality of outsourcing services in preschool educational organizations using the "AMUI" model , developing a mechanism for using outsourcing services and improving methodological support for implementation, logical thinking, comparative analysis, survey and economic analysis and systematic explained by analysis.

Analysis and results. In preschool educational organizations the problem of quality occupies a special place in the outsourcing of services. In the process of negotiations between the customer and the contractor, the quality of the services provided at a relatively equal cost and moderate level of risk can lead to a decision in favor of outsourcing. The high professionalism of the employees of outsourcing organizations allows not only to provide outsourcing services at a competent level, but also to perform these functions faster, that is, more efficiently than the employees of preschool educational organizations . Quality plays a critical role in outsourcing organizations' consideration of profit-making options. The purpose of this paragraph is to fully study quality indicators in the process of providing this type of outsourcing services. To achieve this goal, the following tasks must be solved:

As can be seen from the above, in two preschool educational organizations comparative analysis when determining their economic value (if outsourcing is used in full and if it is not used at all). However, it is recommended to consider

intermediate options in order to find the optimal combination in the distribution of powers between the internal department of the organization and outsourcing, that is, when only a part of the functions is outsourced.

In Figure 1, we offer a general overview of the criteria for the importance of outsourcing services for pre -school education organizations .

It should be noted that this process is very laborious and involves determining the values for each function that is planned to be outsourced. As a result of the comparison, the most reasonable ratio can be found, which determines which functions and to what extent it is appropriate to outsource.

The practical implementation of the third and fourth elements of the outsourcing application mechanism implies a system of calculations and comparisons. The ratio of costs of the customer and the contractor for this type of service allows us to talk about different personal options for choosing a management decision.

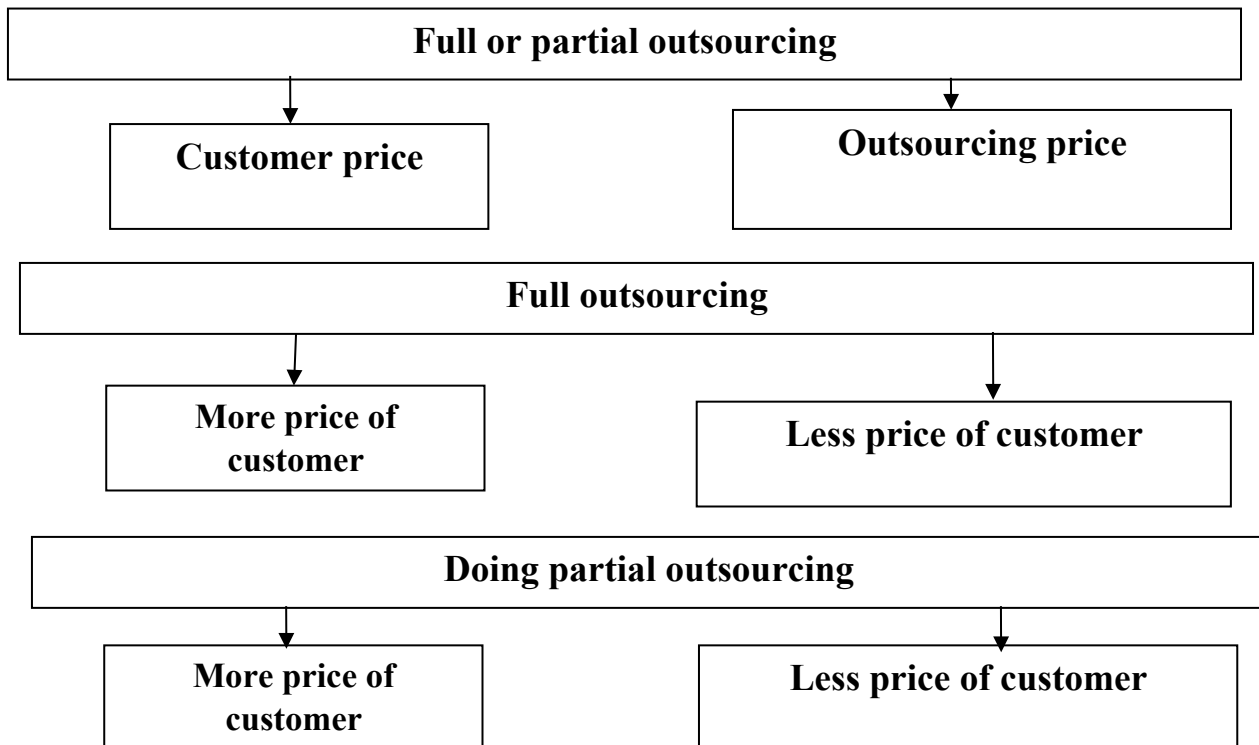


Figure 1. Options to compare the cost of outsourcing to the client and the type of outsourcing service in terms of coverage³

When analyzing the data of the given picture, it should be noted that it is not difficult to form the cost of direct costs for the client of outsourcing services.

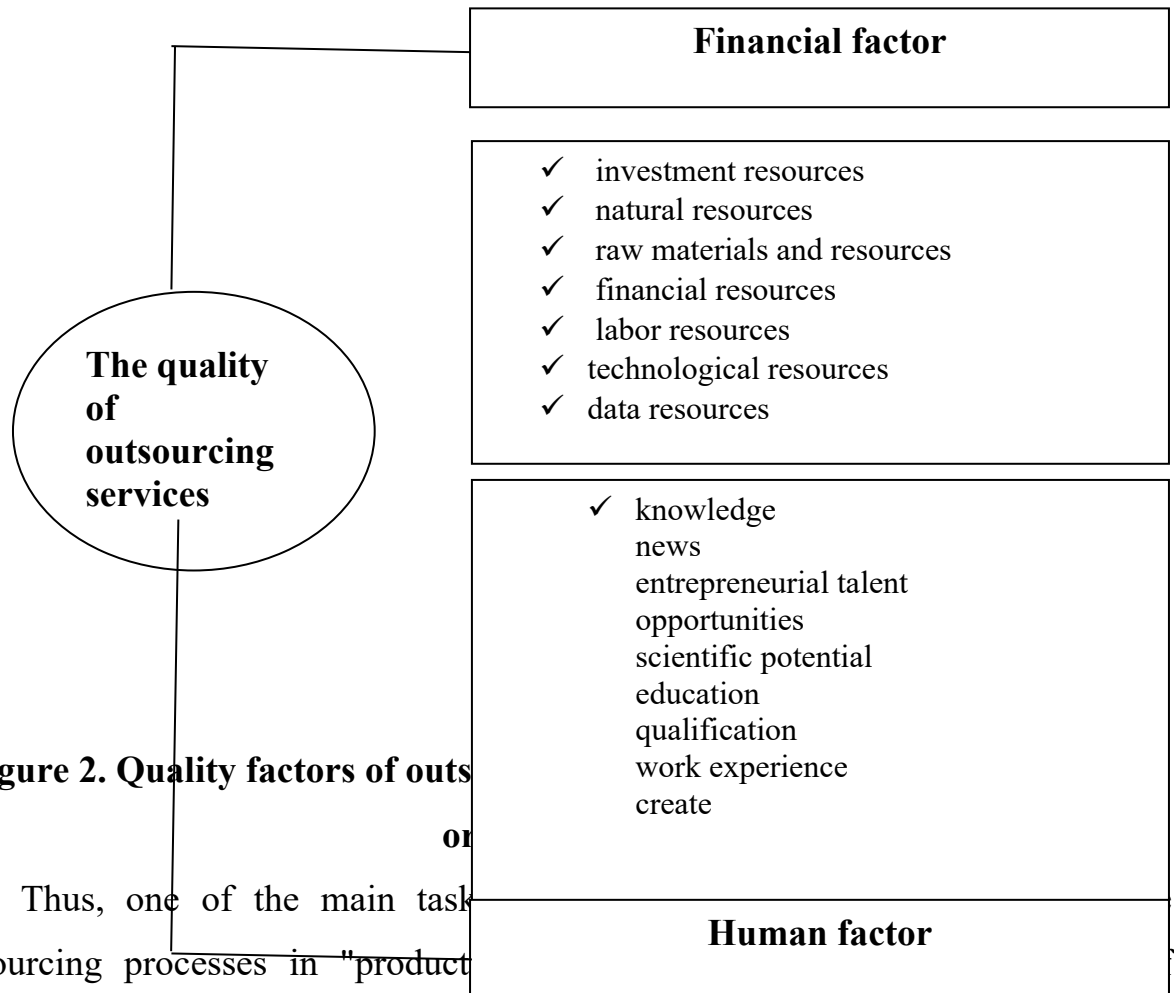


Figure 2. Quality factors of outsourcing processes in "product or service"

Thus, one of the main tasks of outsourcing processes in "product or service" is to ensure customer satisfaction with this process.

In preschool educational organizations **From the point of view of the possibility of evaluating the quality of outsourcing services, all components of the quality of outsourcing services can be divided into two groups of indicators: quantitative (for measurement), which requires objective evaluation** , and qualitative (material), which requires subjective evaluation (3-picture).

³ Source : Author development.

⁴ Source: Author development.

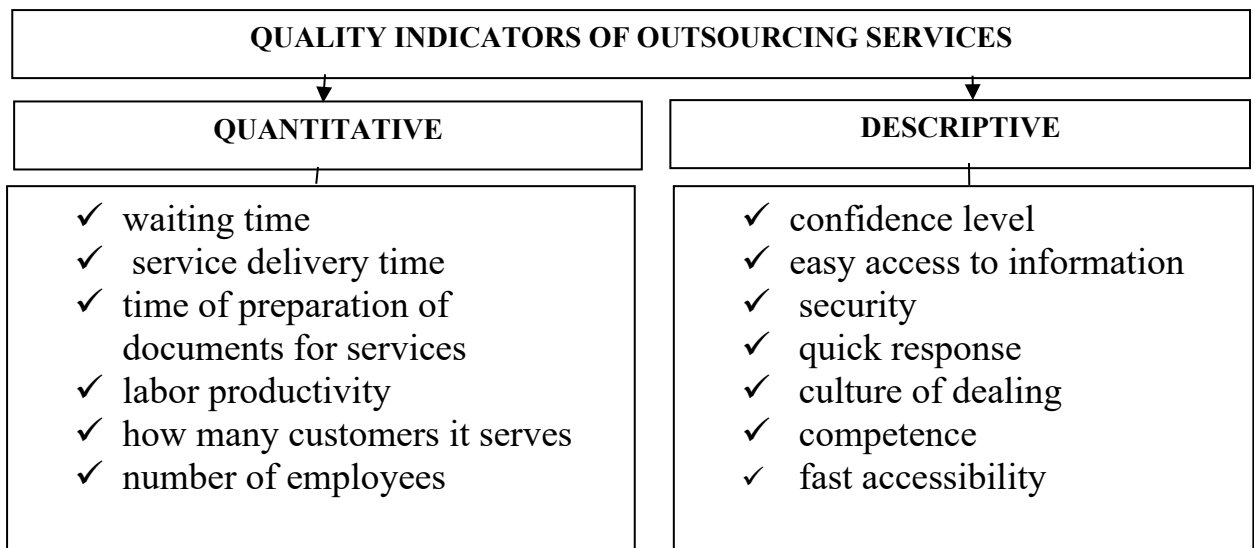


Figure 3. Quality indicators of outsourcing services⁵

between preschool educational organizations and the contractor of outsourcing services, disputes may arise regarding the quality of services provided by the outsourcer. This process should be defined and reflected in the service quality agreement. This document is a ranked system of quality control indicators for outsourcing services that define the expected results for preschool education organizations. Quality should be an end-to-end requirement of all communications between preschool education organizations and the outsourcer, from the moment of first contact to the end of the contract.

At the stage of the negotiation process, issues related to the quality of outsourcing services must go through a number of stages. We present them in the picture. In this case, expert evaluations are the most appropriate, since it is difficult to use other methods for services.

We would like to make some comments on accountability models for performance and quality of outsourcing services.

Model 1. Quality is controlled by an outsourcer [A]. Preschool education organization as a customer seeks to transfer to the outsourcer the maximum possible risk and responsibility, including those related to the quality of the system being created. In this regard, the client should clearly formulate the task in terms of

⁵ Source: Author development.

quality, develop criteria for evaluating the final result and deliver them to the outsourcer.

Model 2. Quality is controlled by the customer [M]. The outsourcing organization takes responsibility for the development of the project, the quality is controlled by the pre-school education organization - the client. The outsourcer provides services to the client, and the client himself decides whether to develop specific performance indicators in the future or to focus on internal standards.

Model 3. Quality is controlled by a third party [U]. You can try to reduce the risks by delegating different tasks to different executors: one is development, and the other is quality control. Using an independent quality expert can be effective if the company does not have an approved quality management process.

Model 4. Controls quality on an integrated basis [I]. An integrated outsourcing model can be effective for organizations that want to get all the benefits of outsourcing, but are not ready to control quality and productivity themselves and do not want to be dependent on partners. The pre-school education organization combines all responsibilities with the supplier and the outsourcer.

Conclusion. 1. The mechanism of using outsourcing services in the economy of Uzbekistan is the selection of outsourcing organizations, the development of contracts, their implementation, and logical actions to restore relations between interested partners. The economic mechanism, control (management), personnel management, product quality management are interconnected. built as an independent system.

2. The need to evaluate the effectiveness of outsourcing services in preschool educational organizations was scientifically substantiated. In the study, the cost method of evaluating the effectiveness of outsourcing services was chosen, which allowed to compare the costs of internal unit maintenance and the costs of outsourcing.

It was proposed to use key indicators (KPI) for each type of service to evaluate the effectiveness of using the outsourcing project in pre-school

educational organizations , it was argued that they should be compared before and after the execution of the contract.

4. An author's definition of outsourcing was formed based on general standard approaches to the quality of outsourcing services in preschool education organizations. At the same time, two components are distinguished in the understanding of quality: it is justified that the material factor and the human factor should be used in the use of outsourcing services.

5. 4 " AMUI " **models of responsibility for the quality of services in outsourcing in pre-school education organizations** were reviewed in detail and scientifically based proposals were given. It was concluded that the best of these is integration with a division of responsibility between the client and the outsourcer.

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