

**Ergasheva N.R. - Karshi engineering-economics institute,
Senior teacher of the "Accounting and Auditing" department**

**IMPROVING THE MECHANISM OF USING OUTSOURCING
SERVICES IN PRESCHOOL EDUCATIONAL ORGANIZATIONS OF
KASHKADARYA REGION**

Annotation: In this article, the use of outsourcing services in preschool educational organizations on the basis of improving the mechanism, scientifically based proposals and recommendations are presented by the contractor on the selection of the outsourcing services market, the conclusion of the outsourcing contract and the management processes .

Keywords: outsourcing, outsourcer, preschool organization, risk, efficiency, outsourcing mechanism, quality, outsourcing service, evaluation, price, outsourcing cost

Introduction. 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 the years 2022-2026 , "...to further increase the efficiency of coverage with preschool education organizations, to widely introduce preschool education organizations based on PPP, to increase the share of the private sector in the economy" [1] are set as priorities. 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.

Preschool educational organizations - is the initial link of the continuous education system in our country. Children aged 3-7 are admitted to these preschool educational institutions . The main task of pre-school educational organizations is to raise innocent, tender-hearted young children in a healthy manner, to educate them on the basis of universal human values, to provide them with modern knowledge and education in accordance with their age , and to raise them spiritually. In recent years , the President and Government of the country have paid great attention to pre -school educational organizations , well -equipped kindergartens that meet modern world requirements are being built in the regions. The private sector is involved in this field on the basis of public-private partnership or private, family kindergartens are increasing. As a result, the level of coverage of young children in pre -school educational organizations will reach 74.4% in 2023 . Specialist pedagogues in kindergartens should determine the abilities and interests of children and give necessary recommendations to parents on child education. That is why parents should be in regular contact with preschool education organizations .

Conditions in preschool educational organizations (educational environment focused on the characteristics of preschool children ; positive microclimate in the team; system of encouraging high-quality work, creative direction of activities of preschool educational organizations and its head; orientation to the educational needs and requests of the family; regular collective discussion of the state of the educational process and making competent management decisions, etc.) , show for meals, sports clubs can affect the quality of outsourcing services.

Outsourcing services have appeared in the economy of Uzbekistan in recent years. This is a new service area for local organizations and companies that have

begun to actively enter into outsourcing contracts. In our opinion, one of the factors limiting the spread of the mechanism of using outsourcing services in preschool education organizations is the lack of a developed correct mechanism for their use.

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 propose to consider the mechanism of using outsourcing services in preschool educational organizations as a logical specific system of actions that allows for practical use.

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 . 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. [2] 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 [3], Fedorova YE.A., Yermolov AV [4], Korneychik M., Lyasuskaya N. [5], Vasilyev AS, Mirgorodskaya TV [6], Yeskova LF, Drozd AM, Manevich AV [7], Pardayev MQ [8], Urazov BK [9] and others. A characteristic feature of this research direction is that most of the existing foreign and domestic scientific 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 .

The mechanism of using outsourcing services in preschool educational organizations 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 justifying the improvement of the mechanism of using outsourcing services in preschool educational organizations of Kashkadarya region , improving the methodological support of developing and implementing the mechanism of using outsourcing services, logical thinking, comparative analysis, survey and economic analysis and systematic analysis are explained.

Analysis and results. Outsourcing services appeared relatively recently in the economy of Uzbekistan . This is a new service area for local companies that have begun to actively conclude outsourcing contracts. In our opinion, one of the factors limiting the spread of such services in local practice is the lack of a developed, agreed mechanism for their use.

avoid possible mistakes of managers and company leaders from outsourcing services. in preschool educational organizations we consider it necessary to define the most important points of the mechanism of use. In this regard, we use the mechanism of outsourcing services in Uzbekistan we offer to consider it as a logical unique system of actions that allows preschool educational organizations to use this type of service in practice . Well-known definitions of mechanism include:

Economic mechanism - organizational structures and specific forms and methods of management, as well as a set of legal norms, with the help of which

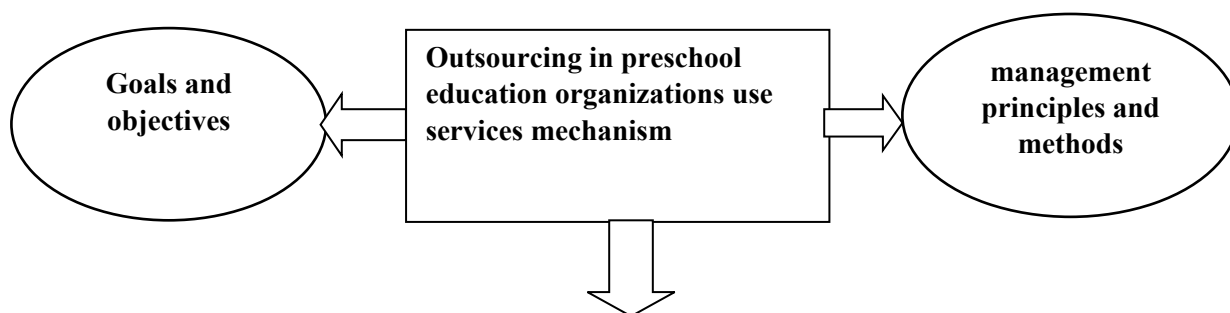
economic laws valid in certain conditions and in the process of reproduction are implemented ¹.

The mechanism of control (management) is a set of means of influencing the activities of people. Tools include interests, values, motives, attitudes, fears, priorities, and motivation. Management tools are shaped by life conditions and designed in the processes of management relations. The management process is defined as actions, sequence of processes and quality of service that make up the management action .

Employees control mechanism – management of the professional experience of employees in the organization, a set of influencing tools and personnel technologies that ensure the implementation of its career strategy.

Product quality control mechanism - these are interrelated management objects and subjects, principles, methods and management functions used at various stages of product life cycle and quality management levels , etc.

Based on the study of different approaches to the formation of the concept of the mechanism, in **our opinion** , outsourcing services We present our views on the mechanism of use in preschool education organizations : the system of logical actions of client organizations related to the development of the goals and tasks of outsourcing , determining management principles, functions and methods, choosing an outsourcing organization , concluding a contract and at all its stages, the minimum control of execution with risks, high efficiency and quality of services provided with the help of a special organizational structure - competence center .



¹ Raisberg B. A. Contemporary economic dictionary / B. A. Raisberg , L. Sh. Lozovsky, E. B. Starodubtseva. 2-e izd., ispr . M. : INFRA-M, 1999. 479 p.

| | | | | |
|--------------------------|---|--|---|---------------------------|
| CONTROL FUNCTIONS | research planning | Choosing an organization for outsourcing services | economic and organizational | MANAGEMENT METHODS |
| | organization planning | Contracting Outsourcing Organization (Score for X2S) | economic and organizational | |
| | coordination of organizational motivation | Focusing on risk performance and metrics) | socio-psychological | |
| | regulation of coordination control | Contract validity period (paying attention to XSC indicators) | Economic-organizational, social-psychological | |
| | research planning | Termination or continuation of the contract (actual assessment of service quality) | organizational and economic | |

Note: X2S - risks, performance and quality

Figure 1 - Structural elements of the mechanism of using outsourcing services in preschool educational organizations

The above definitions, in order to improve the efficiency of management of economic entities, we offer outsourcing services in pre-school educational organizations. we formed the structural elements of the mechanism of use (Fig. 1).

the stage before applying for outsourcing services, client organizations should determine the main goals; so that the project of outsourcing services is effective for everyone it is important to take into account the real intentions, goals and tasks of the organization in a particular case . The goals are optimal for achieving the specific state of the individual characteristics of the organization and its activity should be directed .

In addition , the correct definition of tasks as a system of measures , Show commitments that can really achieve the goals . At the initial stage of cooperation between the client organization and service outsourcing organizations, it is very important to correctly define the goals and objectives. The more informed the

outsourcer is about his client and his problems, the more effective a solution will be offered to him.

If preschool organizations do not know what they want as customers, it will take a long time for the outsourcing organization to figure it out. A vague, vague statement of the problem is an irreversible path to mutual dissatisfaction. All negotiated agreements of preschool education organizations and outsourcing organizations should be recorded in the contract. This will ultimately protect both parties from further disputes. In our opinion, the most common goal of preschool education organizations in the market economy can be formulated as follows: to minimize costs and increase the financial stability of the organization, while maintaining the necessary level of quality of products, works, and services.

Today, a total of 29,420 preschool educational organizations have been established in the republic. 2.1 million or 71.8% of 2.9 million children of preschool age are enrolled in preschool education, 647,655 of them (90%) are 6-year-old children. Including, we can see that there are 2,888 preschool educational organizations in Kashkadarya region, an increase of 2,562 or 8.9 times compared to 2018 (Table 1).

From the data of Table 1, it can be seen that the level of coverage of children up to 3-6 years old by preschool educational organizations in the region has increased year by year. Especially in Karshi, Shahrisabz, Mirishkor, Chirakchi districts, preschool education organizations have increased from 4 times to 20 times.

Table 1

Status, number of pre-school educational organizations of Kashkadarya region in districts and cities²

| No | Districts and cities | Years | | | | | In 2022 compared to 2018, in |
|----|----------------------|-------|------|-------|-------|-------|------------------------------|
| | | 2018 | 2019 | 20 20 | 20 21 | 202 2 | |
| | | – | – | | | | |

²of Kashkadarya region .

| | | | | | | | % |
|-----|---------------------|-----|-----|-------|-------|------|----------------------------|
| 1. | Karshi city | 39 | 90 | 105 | 140 | 166 | 425.64 |
| 2. | Shahrisabz city | 29 | 56 | 75 | 99 | 156 | 537.93 |
| 3. | Guzor district | 25 | 31 | 51 | 57 | 134 | 536.00 |
| 4. | Dehkanabad district | 7 | 20 | 51 | 74 | 160 | 2285.71 |
| 5. | Kasbi district | 24 | 36 | 101 | 127 | 191 | 795.83 |
| 6. | Kitob district | 22 | 44 | 68 | 94 | 188 | 854.55 |
| 7. | Koson district | 38 | 58 | 123 | 187 | 257 | 676.32 |
| 8. | Qamashi district | 14 | 23 | 49 | 68 | 202 | 1442.86 |
| 9. | Karshi district | 18 | 33 | 66 | 117 | 215 | 1194.44 |
| 10. | Mirishkor district | 17 | 23 | 44 | 82 | 160 | 941.18 |
| 11 | Muborak district | 14 | 25 | 44 | 49 | 75 | 535.71 |
| 12 | Nishon district | 20 | 28 | 63 | 97 | 126 | 630.00 |
| 13 | Chiroqchi district | 12 | 27 | 74 | 118 | 252 | 2100.00 |
| 14 | Shahrisabz district | 21 | 59 | 74 | 105 | 202 | 961.90 |
| 15 | Yakkabog district | 26 | 42 | 89 | 144 | 329 | 1265.38 |
| 16 | Kukdala district | 0 | 0 | 0 | 0 | 75 | 100.0 |
| | TOTAL | 326 | 595 | 1 077 | 1 558 | 2888 | 8.9 times increased |

Table 2 shows that the coverage of children has increased from 20 percent to 50 percent (Table 2).

Table 2

**Coverage level of ³pre-school educational organizations in districts and cities
of Kashkadarya region**

| No | Areas | MTT | | From this private MTT | |
|----|---------------------|--|--|---|--|
| | | Number of children aged 3-6, people | MTT coverage of children aged 3-6 years, % | Number of children aged 3- 6, people | coverage rate of 3- 6 year old children , % |
| 1 | Shahrisabz city | 4 571 | 39 | 2 942 | 25 |
| 2 | Karshi city | 7 996 | 43 | 3 914 | 21 |
| 3 | Guzor district | 8 030 | 43 | 4 127 | 22 |
| 4 | Dehkanabad district | 2 829 | 19 | 3 592 | 25 |
| 5 | Qamashi district | 6 511 | 25 | 5 302 | 20 |
| 6 | Karshi district | 6 951 | 34 | 6 919 | 33 |
| 7 | Koson district | 9 166 | 35 | 6 740 | 26 |
| 8 | Kasbi district | 5 823 | 33 | 4 532 | 25 |
| 9 | Kitob district | 5 946 | 25 | 4 727 | 20 |
| 10 | Mirishkor district | 2 804 | 27 | 3 888 | 38 |
| 11 | Muborak district | 2 866 | 39 | 1 798 | 24 |
| 12 | Nishon district | 6 350 | 46 | 2 837 | 21 |
| 13 | Chiroqchi district | 5 330 | 20 | 6 276 | 24 |

³of Kashkadarya region .

| | | | | | |
|--------------|---------------------|---------------|--------------|---------------|-------------|
| 14 | Shahrisabz district | 7 382 | 37 | 4 283 | 22 |
| 15 | Yakkabog district | 6 862 | 26 | 8 092 | 31 |
| 16 | Kukdala district | 3 827 | 19 | 1 726 | 9 |
| Total | | 93 244 | 30.9% | 71 695 | 23.8 |

As can be seen from Table 2, the majority of preschool education organizations in the Kashkadarya region are private and public partnership preschool education organizations. In Kashkadarya region, the number of children aged 3-6 years in 2022 is 93,244, and the level of MTT coverage of children aged 3-6 years is 30.9% . In some districts, the level of coverage of children is high - it is 45-49 percent in Nishon, Karshi, Shahrisabz and Guzor districts. In the region, the number of 3-6-year-old children in private pre-school education institutions is 716,954, and the coverage level is very low at 23.8 percent. Dynamics of coverage level of pre-school educational organizations of Kashkadarya region in district and urban sections (see Table 1 in Appendix 1 of the dissertation).

It is known from the data of this table that in recent years in Kashkadarya region, the level of coverage of 3-6-year-old children in pre-school education organizations has reached a high level among districts. In particular, in Nishon, Shahrisabz and Yakkabog districts, we can see that the coverage level of children aged 3-6 years has increased up to 5-8 times, and in Guzor, Kasbi, Kitab, Karshi, Mubarak districts, the coverage level has increased up to 4-5 times. Therefore, we can see that it has increased by 4.11 times in the Kashkadarya region. The main reason for this is the fact that the process of raising, educating and preparing young children for school is well established in preschool educational institutions, but the level of coverage of 3-6-year-old children in the MTT (preschool educational organizations) in the region is low in Samarkand, Bukhara and it was found to be lower than Fergana regions. The total number of 3-6-year-old children in Kashkadarya region is 298,311 people, which indicates an increase of 56,468 children compared to 2018 and an increase in preschool education organizations.

Taking into account the above, we should note that the state of the mechanism of using outsourcing services in preschool educational organizations in Kashkadarya region is at the stage of development.

Conclusion. In our opinion, presenting their views on the mechanism of using outsourcing services in preschool education organizations : the system of logical actions of client organizations related to the development of the goals and tasks of outsourcing, determining management principles, functions and methods, choosing an outsourcing organization, concluding a contract and control of its execution at all stages with minimal risks, high efficiency and quality of services provided using a special organizational structure - competence center

Methods for evaluating the status and risks, quality and efficiency of outsourcing services in preschool education organizations were developed and systematized. Reasonable conclusions were drawn on methods of measuring risks, quality and efficiency in the application of outsourcing projects in preschool educational organizations.

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