

## IMPROVEMENT OF ASSESSMENT OF QUALITY OF OUTSOURCING SERVICES BY THE METHOD OF “AMUI” MODEL

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### Abstract

In this article, the evaluation of the quality of use of outsourcing services in preschool educational organizations using the “AMUI” model method, including goals and tasks of outsourcing services, selection of the outsourcing service market by the client, scientifically based suggestions and recommendations on outsourcing contract conclusion and management processes.

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**Introduction.** Outsourcing in the global economic space is becoming one of the service market segments. 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. Currently, the improvement of relatively convenient and effective mechanisms for the organization of 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 the years 2022-2026, "further increase the efficiency of coverage with preschool education organizations, to widely introduce preschool education organizations based on DXSH, 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

ensure quality service in preschool educational organizations based on the development of outsourcing services.

**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.

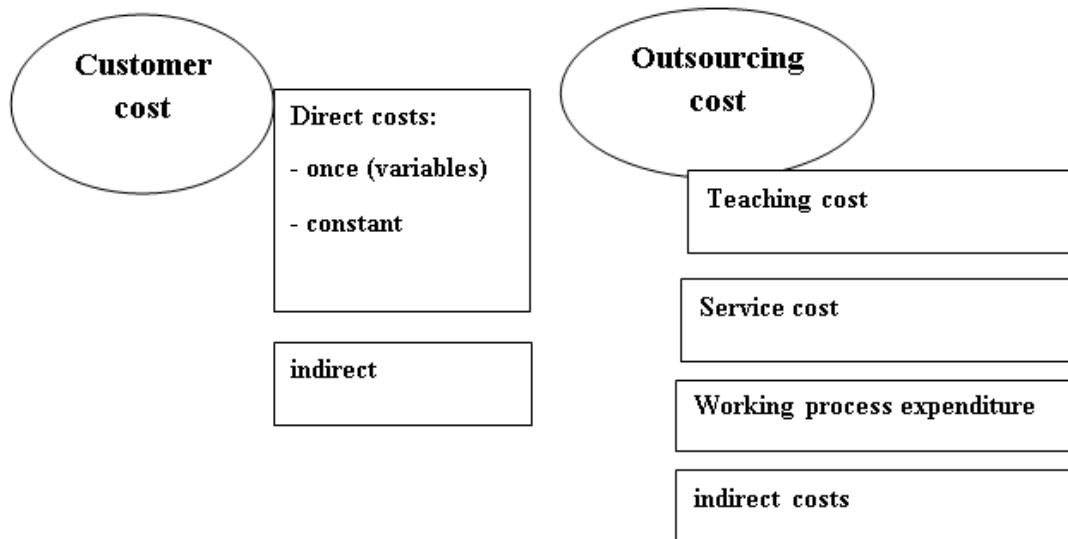
Many economists have been researching the use of outsourcing services in pre-school educational organizations. These scientists Gilmiyarova MR [3], Fedorova YE.A., Yermolov AV [4], Korneychik M., Lyasuskaya N. [5], Vasilyev AS, Mirgorodskaya TV [6], Yeskova LF, Drozd AM, Manevich AV [7], Pardayev M.Q [8], Urazov B.K [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 .

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 improving the evaluation of the quality of outsourcing services by the method of the "AMUI " model , developing a mechanism for using outsourcing services and improving methodological support for its implementation are explained by logical reasoning, comparative analysis, survey and economic analysis, and systematic 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 crucial 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.

In addition, a lot depends on the specific characteristics of the organization and its internal corporate characteristics: qualifications and number of employees, technologies used, scale, territorial characteristics, etc.



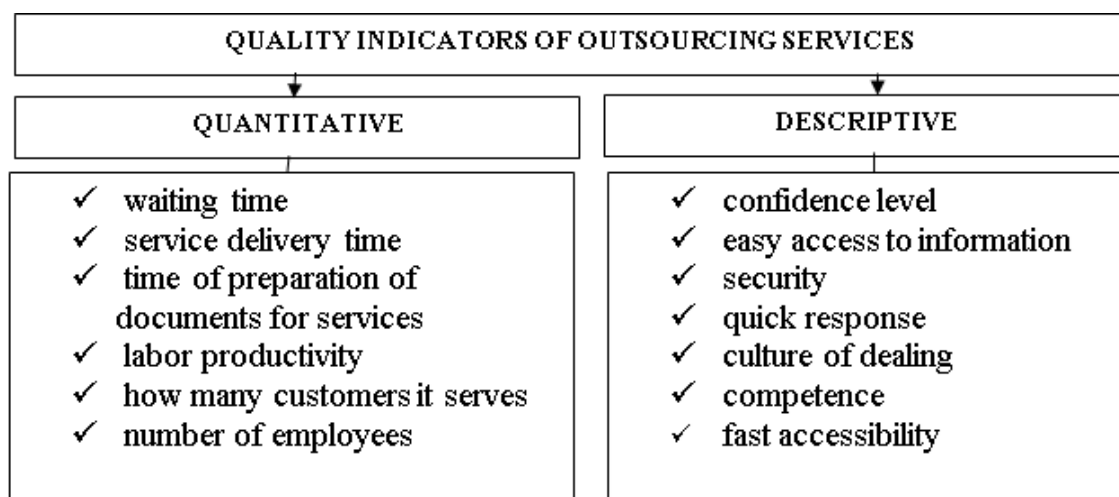
**Figure 1. Cost structure of the organization's internal division and outsourcing costs<sup>1</sup>**

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.

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.

At the same time, there remains a problematic component of the economic calculation, such as indirect costs (that is, costs caused by system failures, insufficient support of outsourced specialists, staff adaptation to these innovations, etc.). One of the reasons to use outsourcing is to reduce costs. Thus, on average, the reduction of indirect costs can be up to 30%.

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 (2- picture).



**Figure 2. Quality indicators of outsourcing services<sup>2</sup>**

<sup>1</sup> Source: Author development.

<sup>2</sup> Source: Author development.

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.

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

**Model 1. Quality is forced by the outsourcer [A].** As a customer, the pre-school educational organization transfers the maximum possible risk and liability to the outsourcer, including those related to the quality of the system being created. In this regard, the client should clearly formulate the task in terms of quality, develop criteria for evaluating the final result and deliver them to the outsourcer. All other questions (test methodology, use of certain tools, etc.) remain with the outsourcing organization. As a client, the pre-school education organization is only interested in one thing: the final result must meet its expectations. Outsourcing organizations prefer this model because it gives them complete control over the client and the end result.

In this case, the main advantages for the preschool education organization are the simplicity and efficiency of pricing: the requirements are defined, and the outsourcer's salary depends on their satisfaction. The buyer develops quality criteria, according to which he evaluates the effectiveness of the service. This model encourages the outsourcing organization to perform quality work. In addition, by completing the work on time and within the budget, the outsourcer improves its reputation in the market. However, this model has a number of limitations:

- ✓ the customer does not control the quality;
- ✓ the client company does not control the processes;
- ✓ the client is at risk of being tied to a particular outsourcer;

there is a risk that the required quality will be manifested only in the environment created by the outsourcer, and various problems may arise when such a system enters the customer's production environment.

It is important to note that outsourcing saves money from a tactical point of view, but does not encourage internal staff capacity building. This may turn out to be unprofitable for the pre-school education organization; the outsourcer will have to apply agreed sanctions if they do not achieve their goals. Thus, when the responsibility for quality control is completely transferred to the outsourcer, the risk increases significantly.

**Model 2. Quality is not allowed [M].** The outsourcing organization can take responsibility for the development of the project, the quality of the preschool education organization - forced by the client. An outsourcer provide service to the customer and the customer himself will come It solves the need to pay attention to the exact performance indicators or internal standards.

The obvious advantage of this model is that preschool educational organization i - use of client tools, determination of service types, use of special standard or advanced tests, visual inspection He completely forced the consistency of the work and the next step. This model has several business customers with very demanding requirements ( for example , related to the completion of a business - critical system , etc. ). It is the most suitable for any project . However, this model also has some disadvantages:

- the outsourcer is not very interested in high quality , because the responsibility for the test and the costs associated with it are the entire preschool educational organization . – the customer 's

responsibility ;

- outsourcing organizations take on only a part of the project burden, i.e. outsourcing may turn out to be ineffective, in particular, taking into account project management costs (coordinating work with outsourcing, transferring codes, etc.).

**Model 3. The third part of the adjective is forced [SHE IS].** You can try to maximize your resources by delegating different tasks to different executives: one is developmental, the other is critical. He did not force it. It is necessary to take advantage of the quality expert , if there is a quality management system in place , etc. In this way, the client can avoid the costs related to the development of the internal experience.

Unfortunately, this model has all the limitations of the previous two:

- to lose the pressure on the side;
- lack of rules for consistently increasing projects;
- the possibility of encountering unexpected problems after the system is put into use, etc.

We emphasize once again that total outsourcing has only a short-term effect, expressed in savings, and does not allow you to accumulate knowledge and develop your own skills. Sooner or later, a growing company will need internal development and testing, but will not be ready for it.

**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. The outsourcer provides the first stage of the work, showing that the service provided meets the agreed requirements. The customer applies it and makes sure that all functions are performed correctly. The integrated model pre-school education organization implies close cooperation between the i-client and the outsourcer. Ideally, they should first agree on the use of certain tools and methods. Since the integrated model involves real cooperation between the pre-school educational organization and the outsourcer-contractor, its implementation leads to higher quality than other models.

### Summary.

1. Presenting his views on the mechanism of using outsourcing services in preschool education organizations: determining the system of logical actions of client organizations, management principles, functions and methods related to the development of the goals and tasks of outsourcing, choosing an outsourcing organization, concluding a contract and control of its execution at all stages with minimal risks, is the high efficiency and quality of services rendered using a special organizational structure - competence center.
2. Methods of assessing the status and risks, quality and efficiency of outsourcing services in preschool educational organizations were developed and systematized.
3. 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. The possible options for such a comparison are indicated and a scientifically based conclusion is drawn on the decision in favor of outsourcing services with its specific type (full or partial outsourcing).
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 them is integration with the division of responsibilities between the

client and the outsourcer.

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