

AN ANALYSIS OF RISK, EFFICIENCY AND QUALITY ASSESSMENT OF THE USE OF OUTSOURCING SERVICES IN PRESCHOOL EDUCATIONAL ORGANIZATIONS

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Abstract

This article presents an analysis of the risk, efficiency and quality of use in preschool educational organizations, including the goals and objectives of outsourcing services, the selection of the outsourcing service market by the client, and scientifically based suggestions and recommendations on the processes of outsourcing contract conclusion and management.

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Introduction. 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.

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. 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.

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 risk, efficiency and quality assessment of the use of outsourcing services in preschool educational institutions in local practice is the lack of a developed proper mechanism for their use.

In this regard, we consider it necessary to study this area, to determine the most important points of assessing the risk, effectiveness and quality of using outsourcing services in preschool educational organizations 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. The problem of assessing the risk , effectiveness and quality of using outsourcing services in preschool education organizations and the analysis of developments dedicated to their implementation , as well as the study of the problem of the mechanism of using outsourcing services , were developed by foreign and local economists. researched. 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] became 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 risks, effectiveness and quality of using outsourcing services in pre -school education organizations. These scientists Gilmiyarova M.R [2], Fedorova Y.E.A., Yermolov A.V [3], Korneychik M, Lyasuskaya N. [4], Vasilyev AS, Mirgorodskaya TV [5], Yeskova LF, Drozd AM, Manevich A.V [6], Pardayev M.Q [7], Urazov B.K [8] 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 work on this issue calls for in-depth and systematic research that develops activities to assess the risk, effectiveness and quality of using outsourcing services in preschool education organizations .

Research methodology. Based on the analysis of the risk, effectiveness and quality of the use of outsourcing services in preschool education organizations, issues aimed at improving the methodological support of the development and implementation of the mechanism of the use of outsourcing services, logical thinking, comparative analysis, survey and economic analysis and systematic analysis explained by

Analysis and results. Assessing the risk, effectiveness and quality of using outsourcing services in preschool educational organizations is one of the most important stages of risk management in the mechanism of using outsourcing projects . There are many definitions of this concept in economic literature. However, in general, risk refers to a systematic process of identifying and quantifying risk factors and types. Hence, the risk analysis methodology combines qualitative and quantitative approaches that complement each other. At the same time, the main task of qualitative risk analysis is to determine the sources and causes of the risk, the stages of its occurrence and actions.

Risk is a category of probability, so probability calculations are used in the process of assessing uncertainty and quantifying its level. Such an assessment allows to determine the most probable risks in terms of losses and important losses, which will be the object of further analysis in order to make a decision on the feasibility of using an outsourcing project. Probability assessment also helps to determine the feasibility of case studies and predict future actions. The study of such relationships is complicated by the fact that they are not strictly functionally related. Determining all the key factors (eg, benefits, risks) that affect this variable can be very difficult. Most of these interactions are random, imprecise, and limited by the number of statistical observations. In such conditions, mathematical statistics (that is, the theory of data processing and analysis) are used to construct economic models and estimate their parameters, to test hypotheses about the characteristics of economic indicators and the forms of their interdependence. allows, which ultimately serves. It provides a basis for economic analysis and forecasting, enabling informed economic decision-making.

It should be noted that the purpose of a qualitative risk assessment of the use of outsourcing services in preschool educational organizations is to identify the main types of risks that affect financial, economic and management activities. The advantage of this approach is that at the initial stage of the analysis, the head of the preschool organization can visually assess the level of risk based on the quantitative composition of risks, and in this case he can refuse to implement a certain decision.

in preschool educational organizations from outsourcing services, in turn, serve as preliminary information for quantitative analysis, that is, only available during the implementation of a certain operation of the decision-making algorithm. risks are assessed.

At the stage of quantitative risk analysis, its numerical values are calculated. Possible damage is also determined and the cost estimate of its manifestation is given. Finally, the final stage of quantitative assessment is the development of a system of countermeasures and the calculation of their cost equivalent. The most common methods of quantitative risk analysis are statistical, analytical, expert assessment method, analogy method.

The role of quantitative assessment of the risk of outsourcing increases significantly when it is possible to choose the optimal one that provides the greatest benefit from a set of alternative solutions. Probability of achieving the best outcome with the least cost and loss in accordance with the objectives of risk minimization. It is necessary to identify, quantify, evaluate and compare the elements of the outsourcing processes considered here, to determine relationships, trends, and laws with their description in the system of economic indicators.

The analysis of quality indicators includes the formation of their evaluation system. A number of scientific studies have also been devoted to the issues of determining and evaluating quality parameters, which are closely related to research in the field of methods for assessing the level of customer satisfaction. In such studies, the concept of customer satisfaction and their satisfaction includes the concept of service quality.

Problems and complications in the assessment of quality parameters are related to the formalization, generalization and analysis of assessment criteria, as well as the determination of their measurement methods. The main shortcomings of the existing methods of evaluating the quality of services are often explained by the fact that developers do not pay enough attention to solving problems and the importance of choosing important parameters included in the evaluation system depends on the scope of services.

The standard of service in pre-school educational organizations should be established in a normative form that defines the requirements for the interaction of the service system with customers in relation to the following. That is, when defining the service standard, it is necessary to rely on the following criteria (Figure 1).

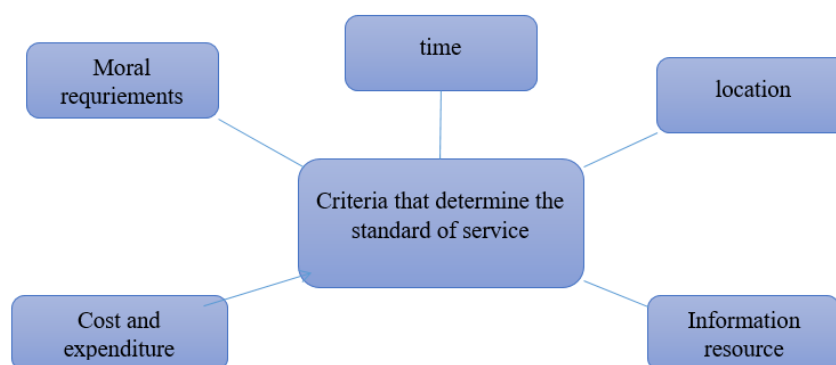


Figure 1. Criteria determining the standards of outsourcing services in pre-school education organizations .

Service time in pre-school educational organizations should be taken into account not only the time spent on using the service, but also the time associated with reaching the designated place for using this service. Many similar problems have arisen in the implementation of preschool education organizations, the price of the service is cheap, but it takes a lot of time and money to reach the destination where it is provided.

The location of the outsourcing service provided in preschool educational institutions should also be taken into account, that is, the possibilities of using transport for client groups should be close to each other, and also the possibilities of access to the territory and buildings from the point of view of location should be taken into account .

It is required that the information about the service in pre-school educational organizations be complete and reliable, and that the provided services correspond to the given information. In this case, the reliability of service rules, customer rights, the procedure for submitting a claim for unacceptable quality and volume of services, etc. should be ensured. It is important to have information on benefits set for certain categories of educational organizations.

A meaningful analysis of the comprehensive assessment of the quality of outsourcing services to pre-school education organizations allows to identify the following main methods:

- a) monitoring of compliance with existing standards of quality of outsourcing of pre-school education organizations that are actually provided;
- b) consumer opinion research, sociological research to determine the quality of the provided service;
- c) development and implementation of control measures to check compliance with the quality standards of outsourcing services of the indicated preschool educational organizations.

The research of the used quality assessment methods shows that, in most cases, the assessment of the quality of outsourcing services in preschool educational organizations is carried out by monitoring questionnaires, sociological surveys, at the same time, outsourcing services in preschool educational organizations are used. All sets of parameters used to evaluate display quality are conditionally divided into two main groups:

- a) Identifying a set of data that can be obtained automatically. The following parameters can be distinguished for this group: outsourcing service acceptance time; scheduled time; the ability to complain about the actions of employees; compliance with the norms of consumption of goods and services in the provision of services in preschool educational organizations, etc.;
- b) expert assessment. In this case, preschool education organizations use a set of basic parameters to evaluate the quality of outsourcing services: service availability for the consumer; staff qualifications; level of satisfaction with the service; terms of service: convenience, courtesy, etc.; compliance with the procedures for the provision of outsourcing services.

When evaluating the results of outsourcing in preschool education organizations, the use of this set of parameters should be considered as one of the main means of improving the quality of outsourcing services. As mentioned above, outsourcing is a modern model of business process management that provides additional competitive advantages, while the main source of these advantages is the use of resources of private companies to increase the efficiency of services in preschool educational organizations.

The procedure for measuring the quality of preschool education organizations outsourced can be characterized by the following main stages: 1) determination of the evaluation status; 2) forming a system of indicators; 3) forming a scale for measuring characteristics; 4) selection and justification of the basis of comparison; 5) collection of single indicators. At the stage of determining the state of evaluation, it is necessary to define the subjects of evaluation, as well as determine the limiting factors.

Accuracy with respect to evaluation status can be achieved in two ways.

The first approach is to identify important features and characteristics of preschool educational organizations and to classify them. **The second approach is based** on the presentation of outsourcing in preschool educational organizations as a set of processes and includes the distribution of individual processes in this service and their important features.

The stage of forming a scale for measuring selected characteristics of outsourcing service in preschool educational organizations includes setting indicators. These are external distinguishing indicators, determining the type of scale (nominal, ordinal, interval), units of measurement (number of divisions), as well as checking the validity, consistency and accuracy of the primary measurement.

One of the main steps is the selection of the basis of comparison, which can be individual and average calculations. Average estimates can be constructed as normative, index, prospective, ideal, based on the use of reagnostic or prognostic data, etc. It is recommended to use normalized scales ranging from 0 to 1 or 0 to 100 as a scale for evaluating the quality of outsourcing services in preschool educational organizations, and then reduce the final evaluation results to a scale with four-level interval coefficients (Table 2).

Table 2. Approximate scale of assessment of quality in preschool educational organizations entrusted to an outsourcing enterprise¹

Grade	Interval (share of the total scale, percentage)	Quality
Grade 1	0-50	The quality of outsourcing meets the minimum standard of quality in preschool education organizations
Grade 2	50-80	Outsourcing in pre-school education organizations is provided with a certain degree of violation of the quality standard. This can be easily fixed.
Grade 3	81-90	The quality of outsourcing generally corresponds to the quality standard of preschool education organizations.
Grade 4	91-100	The quality of outsourcing fully meets the full quality standards of preschool educational organizations

It can be emphasized that at the same time, the requirements for the quality of outsourcing in preschool education organizations, their normative and real value, indicators of deviation from quality requirements are compared. In order to obtain a final assessment of the quality of outsourcing in preschool education organizations outsourced, it is necessary to summarize the assessment values for all criteria using normalization mechanisms, priority evaluation procedures, collection of uniform indicators and their use. allows to calculate integral indicators.

Thus, outsourcing in preschool education organizations the analysis of the existing methods of quality measurement and evaluation shows that they are mainly aimed at obtaining an external evaluation of service delivery systems and duration (that is, evaluation from the consumer's point of view).

In order to measure the quality of the outsourced services of pre-school education organizations, it is necessary to introduce a unified system of evaluation and measures, which should be guided by experts. Only in this case it will be possible to talk about service quality indicators. Therefore, based on the

¹ Source: author development

obtained results, it is necessary to justify which services should be outsourced.

At the same time, all services included in this list should be easily measurable, standardized, suitable for different classes and situations of services, and should not require significant work in the process of their evaluation. Only in this case it is possible to get the quality ring of preschool educational organizations. However, in this case, it is required to create a quality system methodology to define operational requirements for all processes related to preschool education organizations, including the three main processes (marketing, design and service delivery) that work in the service quality cycle.

The effectiveness of outsourcing services should be taken into account in the future, that is, how much the situation in the customer company improved after the execution and completion of the contract. However, at the stage of the negotiation process, it is recommended to evaluate the effectiveness of outsourcing services in terms of the potential or actual costs of the client company and the cost of outsourcing.

Among the methods presented in the practice of outsourcing services market, in our opinion, the following:

- ✓ incom's simple (calculation) method ;
- ✓ the method of assessing the internal profitability of the project;
- ✓ it is optimal to use methods of estimating the net present value of the project.

Summary. Assessment of the risk, effectiveness and quality of outsourcing services in preschool education organizations aims to achieve the following results:

- creation of conditions for directing activities of pre-school educational organizations to their appropriate tasks;
- to improve the quality of administrative and economic provision of pre-school educational organizations at all levels;
- the ability to specify in detail the quality of the requested results and the supplier's responsibility in the outsourcing contract (increasing the transparency of the service);
- to attract the most competitive and effective organizations of pre-school education organizations in the relevant field of activity;
- providing access to innovative technologies at low cost;
- increase the ability to adapt to environmental conditions;
- simplification of changing the supplier of communal services to preschool educational organizations;

increase the efficiency of using all resources and the possibilities of reducing them .

All this directly affects the improvement of service quality, which is the main purpose of using outsourcing technology in preschool education organizations.

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