Article

Advantages, Opportunities and Existing Disadvantages of The Outsourcing System in Selecting Young Personnel for The Civil Service

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Abstract: The article analyzes the effectiveness of using outsourcing in public services. The advantages of outsourcing in reducing costs and attracting qualified specialists, as well as its disadvantages in quality control and confidentiality, are studied. The authors emphasize that the effectiveness of the outsourcing system, in turn, depends on careful planning and control mechanisms. Accordingly, the introduction of an outsourcing system into the process of selecting personnel for the civil service is considered an effective tool in solving current problems. This article discusses the essence, advantages and possibilities of this system.

Keywords: outsourcing, empirical basis, integration, monitoring, competition, system, information security, limitation

1. Introduction

Nowadays, increasing the efficiency of public administration has become one of the most important issues in attracting qualified personnel to this area and rationally distributing labor resources.

Decree of the President of the Republic of Uzbekistan No. PF-1001 dated July 8, 2022 "On measures to improve public administration and improve the quality of public services"[1]. This document sets out reforms aimed at increasing the efficiency of public services[3]. At the same time, we should also acknowledge the resolution of the Cabinet of Ministers of the Republic of Uzbekistan, including: Resolution No. 735 dated December 10, 2020 "On approval of the Strategy for the Development of the Public Service System for 2020-2025"[2]. This resolution sets goals for improving the quality of public services and strengthening the public's trust in them. Outsourcing is the practice of transferring certain functions to external organizations or specialists by organizations or government agencies. The use of the outsourcing system in the civil service allows ensuring transparency and fairness in the recruitment process, identifying highly qualified specialists, and reducing bureaucratic obstacles.

Literature review

The essence and conceptual foundations of outsourcing. Theoretical approaches and conceptual foundations of outsourcing have been studied in depth in the works of scientists such as Jean-Mars Sore (1996), Peter Drucker (1997) [3]. These scientists emphasized that outsourcing is a means of increasing the efficiency of the system and optimizing costs. The use of outsourcing in public administration was also analyzed by J.D. Campbell (2002) [4]. The advantages of outsourcing in public administration Reports of organizations such as OECD (2021) and PWC (2020) are an important source of practical experience in the international application of outsourcing in public services [5]. These studies noted that outsourcing of public services allows saving time, reducing costs, and using resources more efficiently.

A number of studies have been conducted on the prospects for introducing outsourcing in public services in Uzbekistan. In particular, the Institute for Strategic and Regional Studies under the Administration of the President of the Republic of Uzbekistan published in 2023 reports on the advantages and national experiences of the outsourcing system. The limitations and risks of the outsourcing system are also analyzed in the scientific literature. For example, foreign scientists C. Domberger (1998) in his works specifically notes the issues of poor quality service, information security and other limitations [6].

2. Materials and Methods

The methodological basis of the study is the fundamental theories of the sciences related to the development of the civil service, the full functions of the civil service, its specific features, as well as the concepts of its implementation in practice, as well as foreign and domestic scientists who conducted research on the implementation of the civil service, decrees and resolutions of our President Sh.M. Mirziyoyev, as well as reports and speeches delivered by him.

In turn, the practical significance of the research results is that it is necessary to effectively organize public services in local government bodies and all departments and select promising personnel with high qualifications and potential for the public civil service, and in this process, to involve foreign technologies and specialists in this process.

In addition, when selecting personnel for the public civil service, they are directly directed to various areas of activity depending on their knowledge, potential, and level of knowledge of foreign languages, as well as to improve the activities of public bodies and create a high level of understanding of this system among all segments of the population.

1. Theoretical foundations. The concepts of efficiency in outsourcing and public services are interpreted based on international and local experience. Here the following can be highlighted: Economic and management theories of efficiency (Frederick Taylor, Henri Fayol, etc.) [7]. The essence and types of outsourcing - global approaches in economics and management. The role of outsourcing in the civil service and methods of increasing efficiency - within the framework of public administration theories

2. Methodological approaches. The main approaches of the study include the following: Analytical approach: study of the existing outsourcing system in public services and assessment of its advantages. Comparative approach: analysis of the differences between the local and international experience of the outsourcing system. Economic efficiency analysis: calculation of the level of savings of state resources.

3. Empirical foundations. Real examples of the use of the outsourcing system in Uzbekistan and other countries are given. These include analysis of statistical data and state reports. For example, examples of outsourcing in the field of IT services, cleaning and other technical services can be given.(Osborne, D., & Gaeble.1992) [8]

4. Technological foundations. Issues of using modern technologies in public services and introducing digital solutions through outsourcing. Integration with the e-government system. Digital monitoring and evaluation systems
5. Cost optimization: Outsourcing reduces the costs of maintaining the necessary infrastructure and resources for public services. This ensures economic efficiency and allows for effective budget allocation [9].

Table 1. Analysis of the advantages and opportunities of outsourcing.

№	Advantages	Disadvantages
1	Advantages	The possibility of reducing public spending and effectively managing the budget
2	Cost optimization	Improving quality by involving external experts
3	High level of specialization	Speeding up management processes through fast services
4	Time saving	Increasing competitiveness through the introduction of advanced technologies
5	Application of innovative technologies	The possibility of adapting public services to the needs of users
6	Flexibility	Reducing the need for constant work and reorganizing jobs

Table 1 below shows expertise and quality advantages and disadvantages: The involvement of outsourcers with experience in specific areas increases the quality of public services. For example, the organization of healthy nutrition in preschool educational institutions on the basis of outsourcing is one of the successful experiences. Introduction of technologies and innovations: Outsourcing companies introduce new technologies and working methods, increasing the efficiency of services.

Opportunity assessment. Improving the executive system: Outsourcing ensures that government agencies focus only on core tasks. This increases management efficiency. Adoption of international experience: Outsourcing practices in Singapore, South Korea, and Scandinavian countries can help increase efficiency in Uzbekistan. Their management model serves as a guide in optimizing public services.

Problems and proposals. Security and conflict of interest: Strict requirements should be introduced to minimize the risk of conflict of interest and guarantee quality when outsourcing services. Retraining of employees: It is important to improve the skills of civil service personnel, to adapt them to the new system. This, in turn, can be done through the effective use of foreign experience [10].

The analysis shows that it is important for an organization to consider how it can use outsourcing as part of its overall strategic planning. Contracting out services to the private or charitable sectors should be consistent with and contribute to overall corporate goals.

At the same time, world statistics show that in the UK alone, outsourcing has expanded significantly over the past 40 years.

Starting in the 1980s with local government services such as waste collection, successive governments have expanded the role of the private sector to more complex areas, including prisons and hospitals and major IT projects [11].

Figure 1 below shows the growth in public sector procurement spending, which includes goods, works and services, rather than outsourcing, which includes only services.

But it also shows the growing role of independent providers, including private companies, charities, mutuals and social enterprises, over this period.

The government currently spends £292 billion on procurement, almost a third of all government spending, up from £112 billion in 1987.(Institute for Government, 2019) [12]
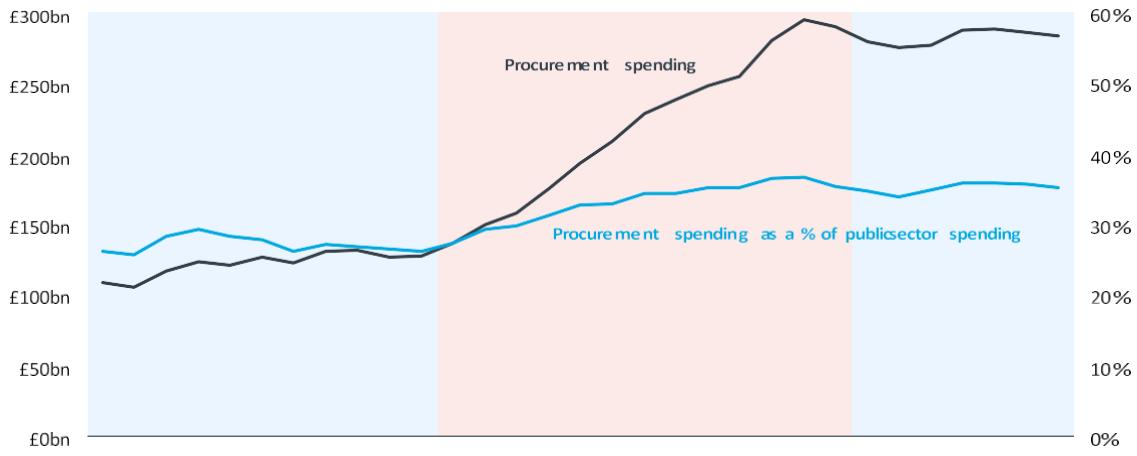
Figure 1: Public sector procurement spending (2019 prices), 1987 to 2017

Source: Institute for Government analysis of data from the Office for National Statistics' Blue Book dataset. Figures are shown in June 2019 prices.

In addition, when it comes to corporate services, there are a number of models for delivering services, from in-house to outsourcing. There is no simple dichotomy between public and private services. As shown in Figure 2 below, there are a number of ways in which public services can be managed, including direct service providers, general service providers, local government trading companies, and joint ventures. These vary in the degree of government control.
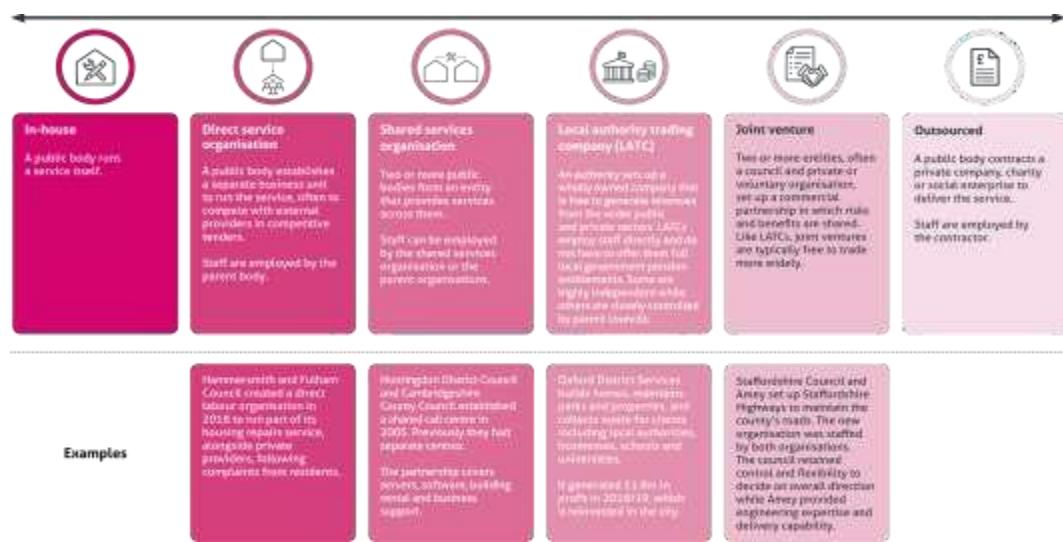
Figure 2. Ways of delivering service

Source: Institute for Government analysis of DCMS, Alternative delivery models explained, GOV.UK, 28 March 2017; Amey, Staffordshire Highways; ODS, Annual report 18/19 - A doing good company; Hammersmith and Fulham, 'H&F to return its housing repair service to council control', press release, 18 October 2018; Local Government Group, Shared Services and Management: A guide for councils, 2011 [13].

As previously reported, there are various reasons why an organization may want to outsource services. The first decision to be made is whether to provide the services in-house or outsource them to another provider. To support this decision, organizations need to have a good understanding of the current services and all possible options. This should include obtaining information on the internal supply as well as the cost and quality of the services currently outsourced. It should also include specific research to determine the potential benefits of outsourcing services, such as information on price and service quality. As previously mentioned, employee or candidate selection is the process of

finding the right candidate for a specific job position within the company. The process includes all the important steps – from a thorough review of the resume to securing the final decision on hiring. It may include a detailed assessment, background checks, and interviews. Selecting the right employees is a crucial part of the hiring process. The hiring process should effectively align with the organization's relevant strategic goals. If it is not aligned with the organization's goals, it will lead to more unsuccessful hires. All of these mistakes can be costly. Therefore, effective employee selection is crucial to the overall growth of the organization. The employee selection process varies significantly from one organization to another. In addition, it serves as a key to achieving operational goals within the organization. Hiring the right employees can help your organization save a lot of time and money, improve the workplace environment, and increase productivity. These can include:

For example, conducting effective interviews:

Interviews are considered the most resource-intensive aspect of the applicant selection process. It is important to be selective when hiring only a few employees. You can reduce time and money by conducting in-person and online interviews.

Optimizing the interview process involves making it more objective by using semi-structured or structured interviews. To ensure this is the case, it is recommended to create a list of questions and follow this guide during the interview process. All important information should be provided to allow candidates to take advantage of the opportunity to make a choice. Some important details should be included:

Address or a valid link

Names and positions of the persons involved

Duration and scope of the interview

Time and date

Key requirements for candidates

Analyze candidate feedback

After these processes, it is necessary to re-find the candidate.

Re-finding the candidate is another important process that can help recruiters save a lot of time and money. A candidate who is offered a job in your organization rarely evaluates the hiring experience. On the other hand, employees who reject the organization for some reason reveal a lot about your brand.

You can use the hiring process to collect and analyze feedback from candidates. It provides valuable information about how prospective candidates perceive the hiring process.

Hire for Relationships

If each employee prioritizes work ethic, teamwork, and flexibility over technical skills and experience, it will help them build highly dynamic teams.

Candidates who are able to pass the relationship test are likely to be good employees in the long run. They have the right mindset to develop new skills, learn, and contribute to the future of the company. Moreover, in the modern era, important skills chan ge rapidly.

Continuously optimizing the process, which is also considered one of the most important processes, ensures effective work results.

First impressions are crucial when recruiting for an organization or company. In many cases, the application process is the first time a candidate has been introduced to your company.

Therefore, you need to know exactly what you want from this process. You need to have a clear understanding of the job posting and application process. Continuously optimizing the process to improve your recruitment strategy will deliver the expected results.

3. Discussion

Here are a few ways to improve the recruitment process for young people.

Start with a detailed job description. It's important that only candidates with the right qualifications and potential apply for the job you're looking for. Research shows that poor job descriptions or job descriptions are a major reason for low application rates. Experts say that job descriptions or job descriptions should be more than just a list of essential requirements [18]. They should be inspiring. Above all, a job description should answer the question, "Why is the organization a good fit for me?" In turn, each young candidate can use a relevant job description template that includes the following important details: As an example, we will highlight the following

A brief description of the company

Location of the job advertisement

At least three important aspects of the organization

Role definition, this role should be for a specific job role

If the employee prioritizes work ethic, teamwork and flexibility over technical skills and experience, this will help him create highly dynamic teams [19].

Candidates who are able to pass the attitude test can serve as good employees in the long term. They have the right mindset to develop new skills, learn and contribute to the future of the company. In addition, in the modern era, important skills change rapidly.

It is worth mentioning another important information. Human resources also play a significant role in the selection of young personnel for the civil service. Now let's move on to this understanding. Human resources or HR setup is a series of important steps in the recruitment process. Now let's emphasize the important role of this system in the selection of young personnel. Human Resources Management (HRM, or simply HR) is considered an internal policy or internal complex function aimed at recruiting, managing and supporting people working in any type of institution or organization, and all processes and programs that affect human activity are part of HR[20].

In the civil service, the functions of human resources management include:

A person who assumes primary responsibility for human resources.

Identifying employee requirements.

Analyzing the problem: is it worth using the services of independent contractors or hiring your own employees?

Selecting and training employees.

The best employees who provide a competitive advantage for the organization.

The best employees are carriers of personal brand and organizational brand.

Customized activities for employee benefits.

Training all employees in standards and personnel policies.

Creating and maintaining HRM policies in the organization[21].

The main strategic functions of HR are balancing the enterprise and business strategy; reengineering organizational processes; information communication with the organization's employees, and change management. The HR manager is responsible for monitoring organizational leadership and management culture. HR ensures compliance with employment and labor laws, which may vary in space. Human resource management has four tactical functions:

Staffing.

Training and developing employees.

Motivation management.

Technical services.

4. Conclusion

Staffing involves selecting and recruiting potential employees through interviews, applications, networks, etc.

Training and development; is the next step in the process of continuous development of qualified employees. Motivation is the key to ensuring high employee productivity. This function can include benefits, performance appraisals, and rewards given to employees. The last function - service - involves maintaining their loyalty and commitment to the organization. Another integral system of this process is the field of HRM. HRM allows human resource specialists to effectively train new employees. HRM, which emerged as a technology, is now a scientific field that requires the use of ontological descriptions. Human resources are, in turn, qualified specialists working in an organization [22]. Human resource management is essentially personnel management, which focuses on employees, who are the assets of the enterprise. In this regard, such employees are sometimes called human capital. Analysis shows that if the mechanisms for the formation of general and specific human potential are sufficiently developed, and the level of human capital and resources increases, labor productivity and the competitiveness of the organization increase.

At the same time, the following are important elements in selecting young personnel for the company and organization and choosing the right path for the organization.

Updating cognitive production

Analyzing employee integrity

Implementing learning

Reviewing the structured interview process

Organizing a conversation with peers

Providing relevant job information

Some common mistakes to avoid

Selecting the right employees is an important leadership lever that helps the organization grow [23]. Selecting employees turns out to be the ultimate leadership proposition. You are expected to do it now and reap the benefits of leadership later.

Some common mistakes to avoid when applying the employee selection method:

Using a "gut feeling" approach only

Not being sure what you are looking for

Taking candidates at their word

Marketing and work pressure

Failing to emphasize company culture

Applying for a civil service position can be a competitive process, but with the right approach, you can increase your chances of success. It is no exaggeration to say that following the recommendations outlined above will yield promising results when selecting young people for the civil service.

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