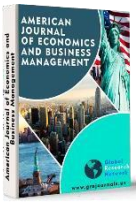

American Journal of Economics and Business Management

Vol. 8 Issue 6 | **pp.** 2821-2828 | **ISSN:** 2576-5973
Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

Opportunities for Using the Outsourcing Model in the Recruitment and Selection of Young Professionals for the Public Civil Service

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Abstract: This article provides an in-depth analysis of the opportunities for employing the outsourcing model in the processes of attracting and selecting young specialists for public civil service. The research highlights both theoretical and practical aspects of the role of outsourcing in the personnel selection system, its contribution to efficiency, and its application in public administration practice. In addition, the article pays attention to new trends in the labor market and the qualification requirements for young personnel, analyzing how well outsourcing services align with these needs and exploring the economic and organizational aspects of implementing them in practice. As one of the main directions of the study, foreign experiences—particularly those of Japan and European countries—are examined, with a focus on the possibilities of adapting these practices to the national context. On this basis, the article substantiates the advantages of using outsourcing mechanisms to optimize the personnel selection process in the public civil service, to develop the innovative potential of young people, and to introduce modern management principles. The results of the article scientifically justify the relevance of utilizing outsourcing services in the public administration system, demonstrating that this approach creates new opportunities for the effective recruitment of young specialists into public service and for their professional development. Moreover, the article provides a theoretical analysis of the legal and organizational foundations of the outsourcing process and develops concrete scientific recommendations regarding the prospects for the development of this model.

Keywords: Public Civil Service, Young Specialists, Personnel Selection, Outsourcing Model, International Experience, Management Efficiency, Labor Market Trends, Public Administration System

Citation: Kholov A. Kh., Isroilov, I. K. Opportunities for Using the Outsourcing Model in the Recruitment and Selection of Young Professionals for the Public Civil Service. American Journal of Economics and Business Management 2025, 8(6), 2821-2828.

Received: 24th May 2025
Revised: 31th May 2025
Accepted: 10th Jun 2025
Published: 19th Jun 2025

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1. Introduction

In the public administration system, the formation of personnel policies and the improvement of selection processes play a crucial role in increasing the efficiency of public service. In this regard, attracting young specialists to the public civil service and developing their professional potential is recognized today as one of the most pressing issues at both global and national levels. The ongoing changes in the labor market and the need to fully leverage the innovative capabilities of young people are driving public administration bodies to introduce new approaches.

In recent years, the use of outsourcing services has become a focal point of scientific research, with academic perspectives on the factors influencing its effectiveness and implementation mechanisms continuing to evolve. Scholars emphasize that delegating human resource management tasks to external performers contributes to enhancing the efficiency of public administration systems. According to them, by outsourcing recruitment and selection functions, the public sector can attract the best talents from the market and form highly productive and efficient working teams. They also highlight that the public sector should adopt outsourcing strategies to enhance its competitiveness in developing modern skills [1].

If we take a look at the experience of foreign countries, for instance in Japan, the practice of outsourcing has served as a factor that actively promotes the integration and professional development of young personnel in the process of modernizing public administration. At the same time, it remains an urgent task to determine how effectively this mechanism operates in local conditions and to develop scientifically grounded approaches to its improvement.

From this perspective, this article scientifically analyzes the opportunities and effectiveness of using the outsourcing model in the process of selecting young professionals for the public civil service. The main aim of the study is to theoretically and practically substantiate the role of outsourcing in the personnel selection process and its significance in public administration.

Literature Review

The recruitment and selection of young professionals for public civil service remain central themes in contemporary governance. International and domestic literature offer diverse perspectives on the role of young specialists in public administration and the mechanisms by which they are selected. For instance, Kim, Park, and Lee investigated the contributions of young professionals to government, emphasizing their importance in fostering innovative thinking and creative approaches. They assert that employing modern management methods in the recruitment of young talent enhances the efficiency of public service.

Similarly, Lee, in a separate study, analyzed bureaucratic barriers within the civil service selection process and their impact on the overall efficiency of governmental bodies. In this context, Lee specifically highlights the role and significance of outsourcing in streamlining these procedures [2].

Peterson, in his in-depth analytical article, explored modern forms of personnel selection through outsourcing and their advantages. In his view, outsourcing creates a more transparent and objective system for identifying the skills and potential of young specialists [3].

Similarly, Jakobsen, M. in his scientific research emphasizes the importance of systematic analysis in the recruitment and selection of personnel in the public sector. In particular, the author examined the effectiveness of outsourcing and digital approaches and analyzed how they play a role in overcoming the human capital crisis in public service [4].

In his article, Vyas, L. analyzes the implementation of outsourcing in human resources management in Asian countries, particularly in Hong Kong, Malaysia, and Thailand, as well as its consequences. His study explores the attitudes of bureaucrats and contractors towards outsourcing [5].

Several local and regional researchers have also conducted scholarly investigations in this area. For instance, G. Khusanova, in her research works, has explored the significance, opportunities, and challenges of digital transformation in the public sector. Specifically, her article examines the positive and negative aspects of implementing

outsourcing and digital technologies in the improvement of public services in Uzbekistan [6].

Researchers such as Ch. Qushanov and A. Erkaboyev have analyzed the opportunities for developing international outsourcing services in Uzbekistan's economy. In particular, their scholarly works discuss the significance of outsourcing in IT and other sectors, as well as its alignment with government policy and market demand [7].

Despite this, scientific research on this topic has not yet been conducted extensively in Uzbekistan. Nevertheless, existing studies serve as a foundation for broader efforts to modernize the civil service. From this perspective, the outsourcing model not only helps to simplify the recruitment processes and reduce costs but also ensures greater transparency and fairness. At the same time, it is crucial to take into account the specific features of national legislation and the governance system to ensure the successful implementation of outsourcing practices.

In this article, based on an analysis of the theoretical literature mentioned above, the aim is to scientifically substantiate the practical possibilities of using the outsourcing model for selecting young professionals for the civil service in Uzbekistan. In addition, the main goal of this research is to fill the gaps in the existing literature and to develop new approaches that are tailored to the national context.

2. Materials and Methods

The methodology employed in this scientific research is based on a multi-stage approach. Firstly, a literature review was conducted to analyze international and national sources related to attracting young professionals to the civil service and the use of outsourcing models. This process involved studying articles and reports from international databases such as Scopus, Web of Science, and JSTOR, as well as scientific works published in Uzbekistan and in other regional contexts.

Secondly, an analytical-comparative approach was applied. In this phase, the role and effectiveness of outsourcing services in the processes of recruitment and selection of young professionals were compared between foreign countries (Japan, European countries, and Asian states) and the local context. This analysis was carried out while taking into account the specific features of the governance system in Uzbekistan.

Thirdly, qualitative and legal analysis methods were used to examine the national legislative framework, including presidential decrees, decisions of the Cabinet of Ministers, and current normative-legal documents of the Republic of Uzbekistan. Through this, the legal foundations and procedures for utilizing outsourcing services were scientifically substantiated.

Fourthly, within the framework of an empirical approach (case study), practical examples of using outsourcing in personnel selection processes in the civil service were analyzed. This included the study of both international and local practices. Furthermore, the impact of outsourcing services on the professional development of young specialists and their integration into the civil service was also examined.

In conclusion, the research methodology is based on a complex (integrated) approach that ensures the interconnection of theoretical, practical, and legal aspects. This approach helped to scientifically justify the effectiveness of the outsourcing model in the national context and to develop specific recommendations for its practical application.

Throughout the research process, scientific methods such as systematic analysis, statistical analysis, institutional analysis, content analysis, functional analysis, comparative analysis, as well as analysis and synthesis were utilized.

The theoretical significance of this research lies primarily in the in-depth analysis of the scientific foundations of the outsourcing model in the process of selecting young professionals for the civil service. The results of the research enrich theoretical concepts

related to the essence of this model, its effectiveness indicators, and its role in the personnel selection system. In addition, the article harmonizes existing scientific views with modern approaches, thereby reinforcing the role of outsourcing as one of the innovative mechanisms in public administration. In particular, it enhances the theoretical foundations for developing the professional competencies of young specialists, creating transparent and scientifically grounded selection systems, and adapting international experiences to the national context. The theoretical conclusions of this research serve as a scientific basis for improving personnel policy and innovative management practices in the field of public administration.

The practical significance of this research lies in the fact that the recommendations and conclusions developed in the article directly contribute to optimizing the recruitment and selection processes of young professionals in the civil service. Specifically, by analyzing the legal and organizational foundations for implementing the outsourcing model, effective organizational approaches for public administration bodies are developed. The concrete recommendations for adapting foreign practices to the national context can be practically applied in the improvement of human resource policies of state bodies.

Moreover, the research results can serve to develop new practical approaches for identifying modern competencies of young professionals, effectively attracting them to the civil service, and supporting their professional development. The practical outcomes not only offer guidance for the public administration sector but also provide universal recommendations applicable to personnel policies in other sectors.

3. Results

The findings of this study were formed through an analysis of international experiences and their comparison with the current legislation of Uzbekistan, particularly the Presidential decrees and decisions. The research was based on the study of practices from five leading foreign countries – the United States, the United Kingdom, Ireland, Japan, and Canada – that employed outsourcing systems in the selection of candidates for the civil service between 2020 and 2024.

The analyses show that in foreign countries, the use of outsourcing mechanisms is aimed at enhancing the efficiency of public administration, ensuring transparency in the selection process, and creating equal opportunities for young professionals. At the same time, in Uzbekistan, significant legal and organizational foundations have been established to consistently develop this process. For instance, Presidential Decree No. 5843 of October 3, 2019, sets forth measures to fundamentally improve the processes of selecting and training personnel for the civil service. A key aspect of this document is the emphasis on forming a competitive and professionally trained pool of personnel at national, republican, sectoral, and regional levels. Furthermore, the decree substantiates the relevance of actively involving private employment agencies and modern outsourcing mechanisms in the selection of the most qualified candidates. These approaches are significant as they aim to modernize the public administration system in Uzbekistan, promote the effective management of human resources, and support the professional development of young specialists [8].

At the same time, the Law of the Republic of Uzbekistan “On the Civil Service” (Law No. 788) establishes a legal foundation for modern approaches to effective human resource management in the public administration system. This includes the selection of young professionals and their effective utilization. Based on the general goals and objectives of the law, it directly supports the use of innovative methods—particularly outsourcing mechanisms—in attracting civil service candidates, enhancing their professional development, and increasing the effectiveness of their work activities [9].

The law defines transparency, fairness, and impartiality as key principles in public service and prioritizes open competition and meritocracy criteria in the selection process. These principles create a legal framework for involving external organizations or private employment agencies on an outsourcing basis in the recruitment process.

From the perspective of this study's topic, these aspects of the law are aimed at strengthening cooperation between public agencies and the private sector in effectively organizing the selection of young professionals and developing their professional potential. In this way, although the law does not directly refer to the outsourcing model, it provides a legal basis for modernizing the recruitment and development processes of personnel.

The recruitment process for the civil service through the outsourcing system in Uzbekistan can be analyzed in light of foreign practices. In 2023–2024, the use of outsourcing systems for the recruitment of personnel for the civil service in developed countries varied. Below are statistical data on the use of outsourcing in the recruitment of civil service personnel in developed countries during 2023–2024.

Table 1. Use of Outsourcing for Recruitment in Public Civil Service in 2023–2024.

Country	Outsourcing Expenditures	Fields
Canada	CA $17.8 billion	Consulting, IT services
United Kingdom	£9.5 billion	Digital recruitment, HR downsizing
Japan	¥13.5 trillion	Labor shortage, Recruitment Process Outsourcing (RPO)
United States	Unknown (varies by state)	Local service outsourcing
Ireland	€647.3 million	Healthcare and mental health services

Source: Compiled by the author

In the 2023–2024 fiscal year, the Government of Canada allocated CA $17.8 billion towards consulting and IT services. This figure underscores the country's significant focus on modernizing public services and optimizing workflows through the engagement of external experts [10].

The United Kingdom's "Civil Service People Plan" for the years 2024–2027 aims to digitalize recruitment processes and optimize human resources management. However, precise expenditure figures are not available in publicly accessible sources. Nevertheless, this plan represents a significant step towards modernizing the civil service in the United Kingdom [11].

In Japan, outsourcing services amounted to 13.5 trillion yen in 2022 . Due to labor market shortages, public sector organizations are extensively leveraging foreign labor and generative AI capabilities. This strategy contributes to ensuring the stability of the civil service [12].

While outsourcing practices exist at the state and local government levels in the United States, the aggregate expenditure figures are not available in open sources. Therefore, they are recorded as "unknown." This reflects the fragmented and decentralized nature of the U.S. budget system [13].

In 2023, Ireland's Health Service Executive (HSE) spent €647.3 million on outsourcing mental health services to private providers. This has sparked discussions on the sustainability of outsourcing within public services [14].

In developed countries, the practice of outsourcing in the recruitment of personnel for the civil service is emerging as an integral component of modern governance. The

statistical data presented above indicate that in Canada and Japan, significant attention is being paid to modernizing public services and effectively utilizing the expertise of external specialists. Specifically, the outsourcing expenditures amounting to 17.8 billion Canadian dollars in Canada and 13.5 trillion yen in Japan underscore the increasing need to develop the public sector by leveraging external resources.

In the United Kingdom, within the framework of the "Civil Service People Plan," measures are being implemented to digitize recruitment processes and optimize human resources. Concurrently, the experience of the United States demonstrates various forms of outsourcing at the level of local governments, reflecting the distinctive features of a decentralized administrative system. In Ireland, outsourcing services are utilized in social sectors such as healthcare and mental health as a means of optimizing state expenditures and improving the quality of services.

The experiences of these countries confirm that outsourcing has become an essential factor in enhancing the efficiency of public services, introducing innovative approaches, and making effective use of the capabilities of external specialists in human resource management. Furthermore, the implementation of outsourcing contributes to achieving key objectives such as optimizing public administration costs, improving service quality, and streamlining the number of civil servants.

4. Discussion

The statistical data presented above vividly demonstrate that the practice of outsourcing in the civil service is emerging as an integral component of modern governance. The significant expenditures by Canada and Japan reflect the growing need to modernize public services and effectively utilize the expertise of external specialists. Moreover, the experience of the United Kingdom confirms that public service recruitment processes are advancing to a new stage through digitization and optimization of human resources.

In Japan, labor shortages have increased the demand for outsourcing services, while in Ireland, engaging private providers in social sectors—particularly in healthcare and mental health—serves as a cost-effective solution for the state budget. In the United States, the diverse application of outsourcing by states and local governments highlights the decentralized nature of its administrative system.

These findings indicate that outsourcing practices in developed countries serve as effective means for improving the quality of public services, optimizing expenditures, and enhancing the organization of human resource management. At the same time, it is crucial for Uzbekistan to analyze these international experiences and adapt them in a flexible manner to its own context.

5. Conclusion

The analytical information presented above demonstrates that, in the context of developed countries, the outsourcing model is regarded as an important tool for optimizing and modernizing public administration. In Canada and Japan, this model serves to enhance budget efficiency and make prudent use of external expert resources. In the United Kingdom, the digitized approach to human resource management helps improve the quality of public services. Meanwhile, the application of outsourcing at the local level in the United States and the successful experiences in enhancing the quality of social services in Ireland reveal valuable opportunities for learning from international best practices in the process of improving the civil service.

In the context of Uzbekistan, implementing outsourcing practices based on these international experiences in a scientifically grounded and context-appropriate manner is crucial for fostering an efficient and transparent system of public administration. Furthermore, by digitizing outsourcing practices, expanding IT services, and developing

professional selection mechanisms, it is possible to bring the recruitment of young and talented candidates for the civil service to a new level of effectiveness. This, in turn, will contribute to improving the quality of public services provided to citizens and to building a trustworthy governance system.

Recommendations

To ensure the effective implementation of outsourcing practices in the recruitment of young and talented candidates for the civil service in the Republic of Uzbekistan, we propose the following steps:

a. Strengthening the regulatory and legal framework. It is essential to develop and improve the national legislative and normative framework governing outsourcing services. This will establish transparent and lawful contractual relationships between state contracting entities and outsourcing organizations.
b. Introducing contractual mechanisms. The process of establishing contractual cooperation between public agencies and the private sector should clearly define service delivery timelines, financial obligations, quality standards, and responsibilities. This will serve to protect the interests of the state.
c. Organizing open selection (tender) processes. The process of selecting outsourcing services should be based on open and transparent tenders. This will create a competitive environment and foster the engagement of the most efficient and qualified contractors.
d. Implementing a system of regular monitoring and control by state agencies. It is necessary to establish mechanisms to monitor and control the execution of outsourcing services to ensure the quality of services and to consistently protect the interests of the state.
e. Systematic analysis of the effectiveness and outcomes of outsourcing services. There is a need to identify shortcomings and develop recommendations for improving service quality. This will help determine the most promising directions for the use of outsourcing in the selection of young candidates.

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