

B.Ye. Agniyazov^{1*}
B.S. Myrzaliyev
S.T. Baymaganbetov

*Khoja Akhmet Yassawi International Kazakh-Turkish University,
Turkestan, Kazakhstan*

*(*E-mail:birzhan.agniyazov@gmail.com)*

Creating favorable environment for outsourcing relationships in the agro-industrial complex of Kazakhstan

Abstract. *The article explores the problems of increasing the efficiency of agricultural enterprises based on the application of the outsourcing model of business organization, proposes a concept for the development of outsourcing relations in the agricultural sector and examines the advantages of this form of management for improving the efficiency of agricultural formations in conditions of competition in the agricultural sector. The current perspective views outsourcing as a highly effective business model that necessitates significant organizational restructuring to optimize the division of labor, resulting in successful agricultural outsourcing development. The study places particular emphasis on exploring the regional dimension of outsourcing processes, as part of building and advancing sectoral competitiveness.*

The purpose of the research is to elaborate practical approaches to the formation of the concept of outsourcing in agriculture and to substantiate the organizational and economic mechanism for implementing the outsourcing model of management in the regional agro-industrial complex.

The scientific novelty of the research lies in solving the problem of ameliorating the management mechanism and increasing the efficiency of the regional agricultural complex using rational methods of outsourcing relations.

The research methodology is founded on the principles and rules of the dialectical, systematic, and comprehensive approach to investigating outsourcing processes in the agro-industrial complex.

The research hypothesis is grounded on a system of author's ideas about the demand and relevance of the outsourcing model of doing business in the conditions of increasing competition in the agro-industrial complex.

Keywords: *outsourcing, agricultural outsourcing, outsourcing relations, outsourcing concept, regional agro-industrial complex, outsourcing model of management.*

DOI: <https://doi.org/10.32523/2789-4320-2023-2-119-129>

Introduction

The practice of using outsourcing in contemporary business is becoming more widespread. The growing scientific and practical significance of outsourcing in enterprise management is evidenced by the fact that today more than half of modern foreign enterprises use this approach in order to implement at least one business process. It should be noted that presently in Kazakhstan outsourcing is at the initial stage of its development and affects mainly the development of the Information Technology market and restructuring activities of business entities. This is manifested by the analysis of scientific sources.

The relevance of the research topic lies in the fact that this problem is not theoretically elaborated and is rarely applied in practice in Kazakhstan. Besides, it is significant for the Kazakh agrarian economy in current conditions.

The scientific novelty of the study is to uncover the potential benefits of outsourcing as a mechanism for diversifying the agro-industrial complex. By identifying the main obstacles to agrarian outsourcing's advancement within the regional economic system, this research substantiates

the principles of implementation and proposes effective strategies to activate outsourcing, thereby facilitating diversification in Kazakhstan's regional economic system.

Currently, the key point is the constant search and subsequent application of new forms of business management in their activities to ameliorate the efficiency of production activities and increase the competitiveness of agricultural enterprises. Many domestic enterprises have included various ways to optimize costs in their programs, adapt products and services to the conditions of a shrinking market. One of these ways of managing and optimizing costs is outsourcing, which is designed to provide the company with additional competitive advantages.

Literature Review

Foreign scholars have made noteworthy contributions to the examination of enhancing efficiency and competitiveness within enterprises. Their research has focused on refining both the theoretical and practical aspects of outsourcing (S. Cullen, M. Lacity, L.P. Willcocks, 2014) [1], redefining competitive strategies and organizational structures in the context of outsourcing (S.Baden-Fuller, D.Target, B.Hunt, 2000) [2], and providing methodical justification for managing changes, challenges, and opportunities in outsourcing transactions (D.Brown, S.Wilson, 2008) [3].

The issues of outsourcing development are reflected in the works by Kazakhstani scientists such as M.O.Yermolayev and A.A.Kaigorodtsev [4], R.S.Karenov [5], G.Ya. Kokusheva [6], M.R.Kuatov and G.M.Kuatbekova [7], F.M.Kulembayeva and A.M.Seitkazieva [8], as well as scientific contributions of individual scientists of Kazakhstan have been published in international indexed publications [9, 10].

Individual research papers include treatises devoted to outsourcing relations in the agro-industrial complex of the republic by R.K.Konuspayev, T.J.Demessinov and E.A.Taipov [11].

Russian scientific literature reflects the use of various types of outsourcing in the works of B.A.Anikin, I.L.Rudaya [12], Z.A.Vodozhdokova [13], S.O.Kalendzhyan [14], A.A.Kizim et al. [15], Yu.N.Kondrakova [16], E.I.Lovchikova. [17], A.M.Magomedova [18], I.V.Petrova [19], D.A.Stapran [20].

However, research on outsourcing in agricultural enterprises in Kazakhstan has been studied insufficiently. The main reason for this phenomenon is the lack of full-fledged theoretical and methodological developments in this area that can encourage the management of agricultural enterprises to take active actions towards the application of outsourcing. In addition, the issue of increasing the competitiveness of an agricultural enterprise and its factors remains insufficiently researched.

Outsourcing is commonly referred to as the "Phenomenon of the 20th century" and the "Greatest business discovery of recent decades," as it was only since the late 1980s that this concept entered business practice and achieved extensive utilization. The concept of 'outsourcing' was introduced in 1989 to describe a novel management approach adopted by Eastman Kodak. The company hired third-party organizations to procure, establish, and maintain its information processing systems [12].

The origins of practical outsourcing as a method of industrial cooperation and high-tech management in industry date back to the period of the "Great Confrontation" between two great managers – Henry Ford (1863-1947) and Alfred Sloan Jr. (1875-1966) and the giants of the automotive industry led by them – Ford and General Motors.

American scientist R.Manki identified seven main reasons in his research [cit. 12, 109] that contribute to the active spread of outsourcing. The results of the study are presented in Table 1.

Table 1 – The reason for the proliferation of outsourcing. (According to R. Monzki)

Reason	Outsourcing strategy
Global integration	Mutually beneficial cooperation of companies aimed at increasing the competitiveness of business, improving product quality, reducing costs, reducing production time. Using a customer service strategy with the use of highly efficient channels and their integration. Improvement of the logistics system.
Rapid development of information technologies	Improvement of relationships between suppliers and customers using electronic communication means.
Execution of the customer's orders	Involvement of the supplier's supply base in the overall logistics chain of the customer.
Enhancement of production technology	Cooperation of suppliers with key developers of technologies and equipment.
Increased complexity of works	The necessity of forming an integrated multi-purpose supply base.
Solving legal and environmental issues	Solving customer service issues in conjunction with addressing environmental protection concerns.
Transformation, reorganization	Transformation of external processes. Transformation of outdated mechanisms for the use of external sources of security.

The basic concept of outsourcing can be reduced to three main principles [21]:

- 1) Everyone should focus on their own business and have the opportunity to concentrate only on it.
- 2) Assigning related tasks to someone who can handle them more efficiently is always a viable option.
- 3) This allocation of tasks results in cost savings for the client and generates revenue for the contractor.

We have devised a promising classification for the practical application of outsourcing in economic activities, specifically tailored to agricultural enterprises. This classification encompasses various types of work performed, as outlined in Table 2.

Table 2 – Classification of outsourcing types

Feature	Outsourcing types
1. Relation to the main activity of the enterprise	- outsourcing of the main processes; - outsourcing of auxiliary processes
2 Type of activity	- IT outsourcing; - transport outsourcing; - personnel outsourcing (outstaffing); - supply outsourcing; - financial outsourcing
3 The content of the transferred functions	- outsourcing of business processes; - outsourcing of tasks (outsourcing)
4 The form of partnership	- internal outsourcing; - external outsourcing; - mixed outsourcing
5 Nature of the activities of the executing company	- functional outsourcing; - resource outsourcing; - operational outsourcing
6 The volume of transfer of the process (task) to the executor	- full outsourcing; - partial (selective) outsourcing; - joint (complementary) outsourcing; - intermediate outsourcing; - transformational outsourcing
7 Complexity of outsourced processes (tasks)	- innovative outsourcing; - typical outsourcing; - innovative and typical outsourcing

At present, the classification of outsourcing types is not yet fully established, mainly due to the limited comprehension of the essence of outsourcing, emergence of new forms of corporate partnerships, legal regulations that vary by country and other miscellaneous factors. To address this issue, Table 2 presents a classification of the most widely used types of outsourcing based on the distinctive features identified by various scholars in their respective research works [22, 23, and 24].

Research Methods

The main methods in economic research are aimed at identifying specific causes and underlying factors constraining the use of outsourcing relations in the agro-industrial complex of Kazakhstan, as well as to determine practical measures and reserves for conducting successful business through the revision of the principles of the organization of this innovative and effective tool to increase the competitiveness of agricultural enterprises.

It is suggested to employ outsourcing models that incorporate process characteristics at various levels of potential development in order to conduct an economic evaluation and enhance the management of the agro-industrial complex in the Turkestan region. These models aim to improve the management of this vital sector within the economy, specifically focusing on the agro-industrial complex of the Turkestan region.

Herewith, the readiness of the production itself is examined by validating the outsourcing technology, taking into account the service processes and quality control of services by enterprises that adhere to standards adopted at the state and international levels, which will allow for a more successful transition to a new process management model.

Thus, it can create a trend towards continuous improvement of outsourcing as a process and evaluation methodology by refining the requirements based on a closed-loop system with feedback, which allows corrective measures to be taken in Kazakhstan's conditions.

Results of the Research

Kazakhstani economists studying the effectiveness of outsourcing have come to the following conclusions: out of the total number of surveyed enterprises, 40% reported using outsourcing services, while 60% reported not using outsourcing services.

To better comprehend the advantages and disadvantages of implementing outsourcing, a comprehensive analysis was carried out on the companies that utilize such services (which comprised 40% of the enterprises surveyed). Among the enterprises using outsourcing services, the majority (60%) note positive trends and the need for further outsourcing development [8, p.79].

Overall, the research results revealed that the use of outsourcing services in Kazakhstani enterprises demonstrates its effectiveness. During the conducted research, the authors concluded that outsourcing has not yet gained wide popularity among Kazakhstani companies. Therefore, there is a need for further study of outsourcing as an economic phenomenon that contributes to increasing the efficiency of business entities [8, p.82].

According to Professor R.S. Karenov, one of the factors that significantly influences the activation of outsourcing is the continuing reduction of hierarchical structures in companies, which is especially relevant for Kazakhstani companies during a crisis period. In addition, companies today are applying outsourcing technologies as one of the ways to improve management efficiency, including human resources and business processes management [5, p.34].

The appliance of development projects based on outsourcing suggests the following principal causes and effects for agricultural and agro-industrial enterprises (Table 3)

Table 3 – Outsourcing effects in agriculture [25]

№	List of development of the main outsourcing projects in the agro-industrial complex and agriculture	Possible coverage of the process, %
1	Cost reduction	64
2	Access to technology	56
3	Cheap labor	49
4	Lack of internal resources	40
5	Customer value	37
6	Competitive advantage	27
7	Flexibility	20
8	Consolidation of assets	19
9	Company value growth	15

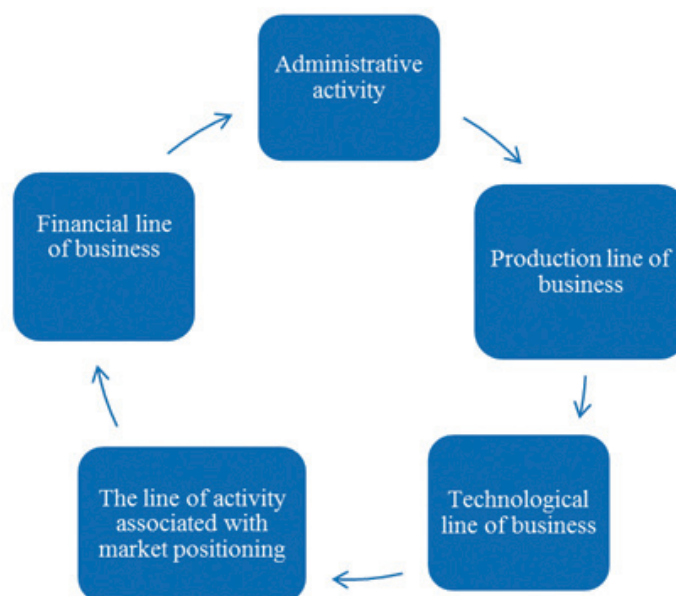
The primary drivers for outsourcing projects in the agro-industrial complex and agriculture of Turkestan region are cost reduction for production and management of business processes, access to new technologies, the lack of internal resources, and the use of third-party labor.

Outsourcing can involve outsourcing production and personnel management functions (staff recruitment), accounting, HR support, legal, transportation and logistics, financial, marketing, and advertising functions [26].

In addition, the authors studying the issue of outsourcing in agriculture believe that agricultural enterprises can only act as outsourcing clients, not operators (unlike industrial enterprises and service firms, which can perform both functions). This perception of agribusiness has developed historically. In case of necessity, they do indeed engage external performers to solve certain tasks, usually from the field of production services (it is enough to remember, for example, machine-technological stations), but they do not themselves act as performers for service or industrial enterprises [27].

To address the issue, it is proposed to introduce outsourcing practices in the economic activities of the Turkestan region. This approach offers a key advantage, as it allows for the focused allocation of efforts towards core activities while maintaining the integrity of auxiliary functions and processes.

That is why the issues of developing software for implementing outsourcing by Kazakhstani agricultural enterprises, and in particular, the possibility of reducing production costs and increasing efficiency based on organizational decisions are relevant.

**Figure 1** – The main lines of using the outsourcing mechanism in agricultural formations

In our view, it is feasible to identify several noteworthy benefits that agricultural enterprises in Turkestan region can acquire by engaging in an outsourcing agreement with an outsourcing company to delegate selected non-core business processes and production functions. These advantages encompass the following aspects:

- Concentration of the entrepreneurial structure's activities on the core area of activity;
- Optimization of costs associated with the organization of business processes and/or functions and the maintenance of workplaces;
- Application of experience, professional competencies, and the latest technologies through the involvement of highly qualified specialists in narrow fields;
- Minimization of dependence on the indispensability of specialists due to their unplanned withdrawal from the business process (illness, vacation, dismissal, etc.);
- Optimization of investment flows by reallocating investments to non-core areas of activity and directing them towards the development of the main vectors of the entrepreneurial structure's activity;
- Prompt response and decision-making regarding changes and evolving requirements in the external and internal environment of entrepreneurial structures.

From our perspective, it is appropriate to consider the advantages that entrepreneurial structures can gain from the outsourcing mechanism in a structured way, in the context of the directions of activity of entrepreneurial structures that can most significantly influence the effectiveness and profitability of their operations (Table 4).

Table 4 – outlines the advantages of employing the outsourcing mechanism within the entrepreneurial entities operating in the agro-industrial complex of the Turkestan region.

№	Directions of the economic mechanism	Advantages of using an economic mechanism
1	Administrative line of activity	<ul style="list-style-type: none"> • Goal-oriented focus of the outsourcing company on building strategic partnership relations with the economic entity; • Redistribution of released resources towards core business processes; • Possibility to expand the scope of activities and types of products (works, services) through attracting necessary resources of the outsourcing company; • Provision of highly skilled personnel by the outsourcing company, possessing key competencies in the specialized non-core activity of the economic entity; • Ensuring timely response to possible crises and processes by creating an anti-crisis team.
2	Production line of business	<ul style="list-style-type: none"> • Optimization of the time required to complete certain non-core business processes without losing the quality of services (work, products); • Attracting additional production capacities available to the outsourcing provider; • Possibility to offer a wider range of finished products (work, services) by saving other resources.
3	Technological line of activity	<ul style="list-style-type: none"> • Opportunity for prompt implementation of the latest technologies and knowledge into the activities of the economic entity; • Possibility to use higher quality products (services, works) in the activities of the economic entity obtained through specialized equipment and improved technologies of the outsourcing company.
4	Line of activity related to market positioning	<ul style="list-style-type: none"> • Possibility to scale the activities of the economic entity or enter new markets; • Achieving greater flexibility and promptness in making managerial decisions in response to changes in market demand; • Strategic focus on organizing the development of the economic entity's activities through attracting specialized companies.
5	Financial line of business	<ul style="list-style-type: none"> • Optimization of the cost level without compromising the quality of finished products (work, services); • Possibility to invest the released additional profit in the development of core business activities; • Diversification and risk reduction associated with transferring them to the outsourcing company.

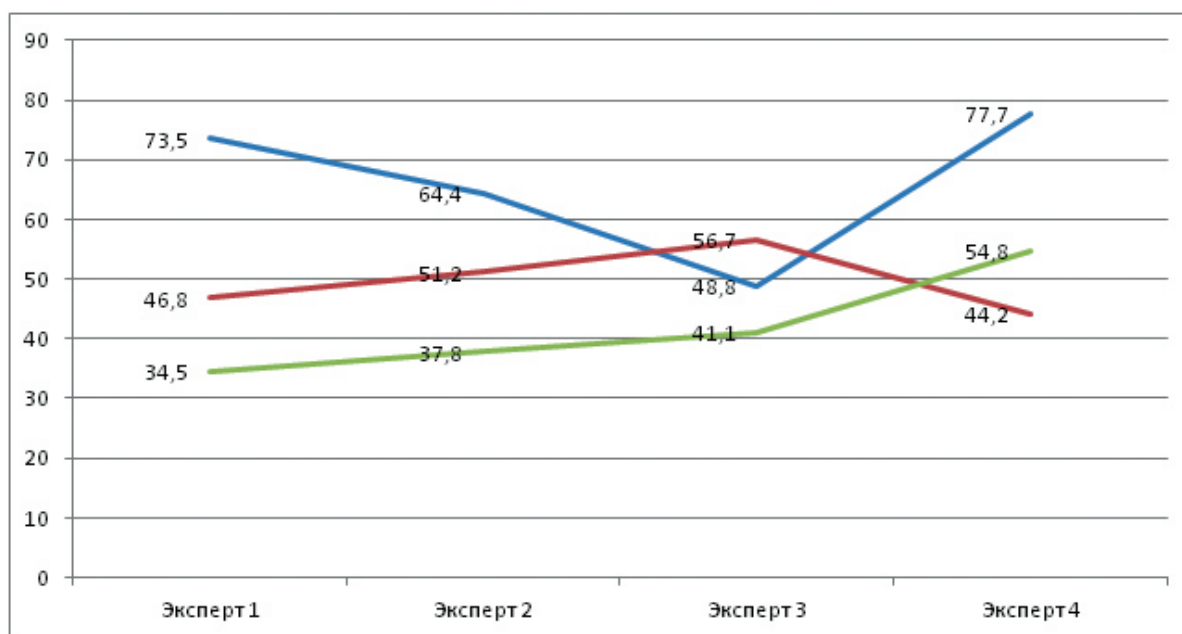
In case of unfavorable market conditions, entrepreneurial structures may find themselves in a situation where the decision to use outsourcing as a management tool in their financial and economic activities can become a justified means of responding to changes and conditions in the functioning of entrepreneurial structures, as well as minimizing their consequences. For instance, outsourcing the secondary non-core business processes of entrepreneurial structures during restructuring or reorganization can significantly reduce the burden on management and employees in terms of addressing current non-core tasks.

Furthermore, there can be foreseen an increase in the load on individual business processes of an entrepreneurial structure when scaling a business. In this case, outsourcing can become one of the tools in the entrepreneurial structure that may allow, for example, optimizing costs associated with searching for and hiring the necessary additional staff.

The increasing complexity of managing agricultural organizations that use outsourcing relationships requires careful analysis of the goals and objectives of their activities, ways and means of achieving them, and assessment of the impact of various factors on increasing efficiency and quality of work. This leads to the need for wide application of expert assessments in the process of forming and selecting solutions.

The utilization of expert assessment for acquiring information has been a longstanding practice in decision-making processes. The results of these studies allow us to conclude that currently expert assessments are mainly a well-established scientific method for analyzing complex non-formalizable problems.

Based on the aforementioned studies on mobilizing economic and technological directions and the practical use of outsourcing mechanisms in agricultural formations, we conducted an expert assessment on three main criteria. The individuals who provided expert assessments were the leaders of four small-scale farms located in Turkestan region. These individuals were selected based on their expertise, innovative thinking, ability to evaluate objectively, and willingness to critically analyze situations, as illustrated in Figure 2.



Row 1 – Financial line of activity, %

Row 2 – Line of activity related to market positioning, %

Row 3 – Technological line of activity, %

Figure 2 – Expert assessment of the application of outsourcing mechanisms by the possible scope of activity coverage, in %

As the results of expert evaluations on the use of outsourcing mechanisms in the possible scope of activity process directions show, three out of four experts indicate the high effectiveness of using financial instruments for developing outsourcing relations in agriculture. Thus, all experts, except the third one, agree that outsourcing can cover financial activities from 64.4 to 77.7 percent, and ranked second the direction of activity associated with positioning outsourcing services on the market from 44.2 to 56.7 percent. Overall, all experts consider the assessment of the use of outsourcing mechanisms in the possible scope of activity process directions to be relevant and showing the prospects of using them in agricultural enterprises of the agro-industrial complex.

We assume that agricultural outsourcing is a strategically important direction for our country, as the low competitiveness of domestic agriculture not only worsens the prospects for sustainable socio-economic development, but also threatens food security. In the conditions of accelerating development pace and changing assortment of basic elements, most domestic agricultural enterprises lack competence and resources to control all parts of the production process. The utilization of outsourcing in the agricultural industry can address common issues encountered by the domestic agricultural sector, such as enhancing product quality, reducing costs and saving resources despite low capitalization and insufficient investment, elevating labor productivity, gaining access to innovative technologies, and promoting production efficiency.

Conclusion

Inadequate implementation of market infrastructure and the absence of a well-established system to support agricultural producers are the two major causes behind the problems faced by modern agricultural organizations.

In such circumstances, outsourcing has the potential to be a highly useful instrument, offering aid to agricultural businesses through the formulation of efficient external strategies and the delivery of effective services. Simultaneously, there is significant interest in examining the regional aspect of outsourcing implementation processes, particularly in regard to ameliorating the management of one of the essential sectors of the Kazakh agricultural economy.

Based on our expert evaluation of outsourcing implementation in the agro-industrial complex of Turkestan region, we have identified three main areas with promising prospects for outsourcing development. These areas include the financial domain, market positioning activities, and technological advancements.

In conditions of constantly growing competition in the agro-industrial complex, the use of agricultural outsourcing will significantly increase the competitiveness of agricultural producers by reducing costs, rationalizing production and management activities, and focusing on innovative methods of economic activity.

Hence, outsourcing can be recognized as a distinctive form of entrepreneurial activity within the agricultural enterprises of the Turkestan region. It entails the provision of services by third-party outsourcing companies to execute specific functions or business processes on behalf of customer companies. The practice of outsourcing demonstrates adaptability to diverse business conditions and relies on contractual agreements to facilitate the transfer of the business process.

References

1. Cullen S., Lacity M., Willcocks L.P. Outsourcing: All You Need to Know. – San Bernardino: White Plume Publishing, 2014. – P.518.
2. Baden-Fuller C., Targett D., Hunt B. Outsourcing to outmanoeuvre: outsourcing redefines competitive strategy and structure // European Management Journal. -2000. -Vol. 18 (3). -P. 285–295.
3. Brown D., Wilson S. The Black Book of Outsourcing: how to manage the changes, challenges and opportunities. – New Jersey: Wiley, 2008.
4. Ermolaev M.O., Kajgorodcev A.A. Outsourcing – upravlencheskoe reshenie po organizacii biznesa [Outsourcing as a managerial decision for organizing business]. Vestnik Kazahstansko-Amerikanskogo svobodnogo universiteta [Bulletin of the Kazakh-American Free University] №4. - 2007.- P.104-108.

5. Karenov R.S. Obobshchenie napravlenij razvitiya outsorsinga i autstaffinga kak tekhnologij sovremennogo menedzhmenta [Generalization of the directions of outsourcing and outstaffing development as technologies of modern management]. Problemy prava i ekonomiki [Problems of Law and Economics].- №3 (6). -2014.- P.33-40.
6. Kokusheva G.YA. Razvitie outsorsinga i ego vnedrenie na predpriyatiyah Kazakhstana [Development of outsourcing and its implementation in enterprises of Kazakhstan]. Vestnik KarGU [Bulletin of Karaganda University].- № 2(58). -2010. -P.56-62.
7. Kumatov M.R., Kumatbekova G.M. Outsorsing v antikrizisnom upravlenii predpriyatiem [Outsourcing in crisis management of the enterprise]. [Policy].- №11. -2015. -P. 4-9.
8. Kulembaeva F.M., Sejtkazieva A.M. Effektivnost' outsorsinga v Kazahstane: empiricheskij obzor [The effectiveness of outsourcing in Kazakhstan: an empirical overview]. [Central Asian Economic Review].- № 4 (127). - 2019.- P.75-84.
9. Kulembayeva F., Seitkazyeva A., Yelshibayev R. Economic Efficiency of Outsourcing Business Models: A Comparative Assessment // Global Journal of Flexible Systems Management, №23(1).- October 2021 [Electronic resource]. Available at: DOI:10.1007/s40171-021-00290-w
10. Kulembayeva F., Flora, Seitkazyeva A., Aruzhan., Gajiyev., Farruh. Research: development and management of an outsourcing business model in the system of improving the enterprise's efficiency // Revista Espacios.-Vol. 40.- №4.- 2019.- P.15.
11. Konuspaev R.K., Demesinov T.ZH., Taipov T.A. Outsorsingovyie otnosheniya v APK Respubliki Kazahstan [Outsourcing relations in the agro-industrial complex of the Republic of Kazakhstan]. Problemy agrorynka [Problems of the Agricultural Market].-2020.- P.53-59.
12. Anikin B.A. Outsorsing i autstaffing: vysokie tekhnologii menedzhmenta [Outsourcing and outstaffing: High technology management]. [Moscow, Infra-M, 2013, 320p.)
13. Vodozhdokova Z.A. Strategiya razvitiya agrarnogo outsorsingav reshenii problem povysheniya effektivnostikrupnyh agropromyshlennyh formirovanij Krasnodarskogo kraja [Strategy for the development of agricultural outsourcing in solving problems of increasing the efficiency of large agro-industrial formations in Krasnodar Krai]. [Bulletin of the AGU]. -V.2(160).- 2015.- P.163-169.
14. Kalendzhyan S.O., Stapan D.A. Tri postulata teorii outsorsinga i delegirovaniya polnomochij [Three postulates of the theory of outsourcing and delegation of authority]. Rossijskoe predprinimatel'stvo [Russian Entrepreneurship].- №18.- 2016. - P. 2415-2432.
15. Kizim A.A., Bekirova S.Z., Cherevan' T.V. Tendencii i problemy razvitiya proektov outsorsinga predpriyatij sel'skogo hozyajstva i APK Rossii [Trends and problems of development of outsourcing projects of agricultural enterprises and agro-industrial complex of Russia]. Nauka i obrazovanie: hozyajstvo i ekonomika; predprinimatel'stvo; pravo i upravlenie [Science and Education: Economy and Economics; Entrepreneurship; Law and Management].- №1 (140).- 2022.-P.13-19.
16. Kondrakova YU.N. Social'no-upravlencheskij aspekt ispol'zovaniya outsorsinga v sovremennom rossijskom sel'skom hozyajstve [Social and managerial aspects of using outsourcing in modern Russian agriculture] Teorii i problemy politicheskikh issledovanij [Theories and problems of political research].- № 5.- 2016.- P. 304-315.
17. Lovchikova E.I. Formirovanie sistemy effektivnogo strategicheskogo upravleniya regional'nym APK [Formation of an effective strategic management system for regional agriculture]. Ekonomika i predprinimatel'stvo [Economics and Entrepreneurship].- №6-1(59-1). - 2015.- P. 317-320.
18. Magomedov A.M., Levkin G.G. Ispol'zovanie koncepcii outsorsinga v sel'skom hozyajstve [Using the concept of outsourcing in agriculture]. Upravlencheskij uchet [Management Accounting].- №9.-2017.-P. 36-44.
19. Petrova I.V. Effektivnyj outsorsing: mekhanizm priyatiya upravlencheskikh reshenij. Monografiya [Effective outsourcing. Mechanism for making management decisions]. (Moscow, Infra-M, 2016, 108p.)
20. Stapan D.A. Outsorsing: strahi i vozmozhnosti [Outsourcing: fears and opportunities]. Rossijskoe predprinimatel'stvo [Russian Entrepreneurship].- № 12. -2016. - p. 1497-1504.
21. Mihajlov D.M. Outsorsing: novaya sistema organizacii biznesa [Outsourcing: a new system for organizing business]. (Moscow, KNORUS, 2012, 256p.)
22. Ershova V.I., Mineeva T.A., Bezdezhskaya YA.G. Organizacionno-ekonomicheskaya model' proekt-outsorsinga [Organizational and economic model of project outsourcing]. [Bulletin of the UGGU].- №4.-2017.-P.115-117.

23. Kotlyarov I.D. Sushchnost' outsorsinga kak ekonomicheskio-organizacionnogo yavleniya [The essence of outsourcing as an economic-organizational phenomenon]. Kompetentnost [Competence].- № 5.-2012.-P.28-35.

24. Mihajlov D.M. Outsorsing: novaya sistema organizacii biznesa [Outsourcing: a new system for organizing business]. (Moscow, KNORUS, 2012, 256 p.)

25. Deloitte's 2021 Global Shared Services and Outsourcing Survey Report.- [Electronic resource]. Available at: <https://www2.deloitte.com/nl/nl/pages/enterprise-technology-and-performance/articles/2021-globalshared-services-survey-report.html>

26. Kizim A.A., Bekirova S.Z., Berezovskij E.E. Outsorsing i insorsing v upravlenii deyatel'nost'yu i riskami organizacij [Outsourcing and insourcing in managing the activities and risks of organizations]. Mezhdunarodnyj i rossijskij aspekty, Krasnodar KubGU [International and Russian aspects Krasnodar: Kuban State University].- №1.- 2021.- P.272.

27. Kotlyarov I. D. Outsorsing v sel'skom hozyajstve: sovremennaya situaciya i analiz perspektiv [Outsourcing in agriculture: current situation and analysis of prospects]. Ekonomika i ekologicheskij menedzhment [Economics and Environmental Management].- №1.-2011.-P.34-48.

Ағниязов Б.Е., Мырзалиев Б.С., Баймаганбетов С.Т.

Международный казахско-турецкий университет им. Х.А.Ясави, Туркестан, Казахстан

Формирование благоприятной среды функционирования аутсорсинговых отношений в АПК Казахстана

Аннотация. В статье исследованы проблемы повышения эффективности предприятий агропромышленного комплекса на основе применения аутсорсинговой модели организации бизнеса; предложена концепция развития аутсорсинговых отношений в АПК; изучены преимущества данной формы хозяйствования для повышения эффективности функционирования агропромышленных формирований в условиях развития конкуренции в аграрной сфере. Аутсорсинг в современных условиях рассматривается как одна из наиболее успешных моделей хозяйствования, требующих серьезных структурно-функциональных изменений в сфере разделения труда, которые, в свою очередь, будут способствовать успешному развитию аграрного аутсорсинга. Наибольшее внимание привлекает исследование регионального направления аутсорсинговых процессов в рамках формирования и развития отраслевой конкуренции.

Целью исследования является разработка практических подходов к формированию концепции аутсорсинга в сельском хозяйстве и обоснование организационно-экономического механизма реализации аутсорсинговой модели управления региональным АПК.

Научная новизна исследования состоит в решении проблемы совершенствования механизма управления и повышения эффективности функционирования регионального агропромышленного комплекса путем использования рациональных методов аутсорсинговых отношений.

Воснову методологии исследования положены принципы и законы диалектики, системности и комплексности подхода в изучении аутсорсинговых процессов в агропромышленном комплексе.

Рабочая гипотеза исследования базируется на системе авторских представлений о востребованности и актуальности аутсорсинговой модели ведения бизнеса в условиях возрастающей конкуренции в АПК.

Ключевые слова: аутсорсинг, аграрный аутсорсинг, аутсорсинговые отношения, концепция аутсорсинга, региональный агропромышленный комплекс, аутсорсинговая модель хозяйствования.

Ағниязов Б.Е., Мырзалиев Б.С., Баймаганбетов С.Т.

Х.А. Ясауи атындағы Халықаралық Қазақ-Түрік университеті, Түркістан, Қазақстан

Қазақстанның агроөнеркәсіп кешеніндегі аутсорсингтік қатынастардың жұмыс істеуіне қолайлы ортаны қалыптастыру

Аңдатпа. Мақалада бизнесті ұйымдастырудың аутсорсингтік моделін пайдалану негізінде агроөнеркәсіптік кешен кәсіпорындарының тиімділігін арттыру мәселелері зерттеледі; агроөнеркәсіптік кешенде аутсорсингтік қатынастарды дамыту жайлы тұжырымдама ұсынылды; аграрлық сектордағы бәсекелестікті дамыту жағдайында агроөнеркәсіптік құрылымдардың жұмыс істеу тиімділігін арттыру үшін басқарудың осы нысанының артықшылықтары зерттелді. Заманауи жағдайларда аутсорсинг еңбек бөлінісінде күрделі құрылымдық және қызметтік өзгерістерді талап ететін ең табысты бизнес үлгілерінің бірі ретінде қарастырылады, бұл өз кезегінде ауыл шаруашылығы аутсорсингінің табысты дамуына ықпал етеді. Салалық бәсекелестікті қалыптастыру және дамыту шеңберінде аутсорсингтік үдерістердің аймақтық бағытын зерттеуге үлкен көңіл бөлінеді.

Зерттеудің мақсаты – ауыл шаруашылығында аутсорсинг тұжырымдамасын қалыптастырудың тәжірибелік тәсілдерін әзірлеу және аймақтық агроөнеркәсіп кешенін басқарудағы аутсорсингті жүзеге асырудың ұйымдық-экономикалық тетіктерін негіздеу.

Зерттеудің ғылыми жаңалығы аутсорсингтік қатынастардың ұтымды әдістерін қолдану арқылы аймақтық агроөнеркәсіп кешенінің қызмет етуінің тиімділігін арттыру және басқару тетіктерін жетілдіру мәселелерін шешуде жатыр.

Зерттеу әдістемесі диалектиканың қағидаттары мен заңдылықтарына, агроөнеркәсіптік кешендегі аутсорсингтік үдерістерді зерттеу тәсілінің жүйелілігі мен кешенділігіне негізделген.

Зерттеудің жұмыс жоралымы агроөнеркәсіптік кешендегі бәсекелестіктің күшеюі жағдайында аутсорсингтік бизнес үлгісінің өзектілігі мен сұранысқа ие болуы туралы авторлық идеялар жүйесіне негізделген.

Түйін сөздер: аутсорсинг, аграрлық аутсорсинг, аутсорсингтік қатынастар, аутсорсинг тұжырымдамасы, аймақтық агроөнеркәсіптік кешен, аутсорсинг бизнес үлгісі.

Author information:

Myrzaliyev B. – Doctor of Economics, Professor of the Department of Public Administration and International Relations, Khoja Ahmed Yassawi International Kazakh-Turkish University, Turkestan, Kazakhstan.

Agniayazov B. – **Corresponding author**, PhD student of the Department of Public Administration and International Relations, Khoja Ahmed Yassawi International Kazakh-Turkish University, Turkestan, Kazakhstan.

Baymaganbetov S. – PhD, Senior Lecturer at the Department of Public Administration and International Relations, Khoja Ahmed Yassawi International Kazakh-Turkish University, Turkestan, Kazakhstan.

Ағниязов Б.Е. – **негізгі автор**, «Мемлекеттік басқару және халықаралық қатынастар» кафедрасының PhD докторанты, Х.А. Ясауи атындағы Халықаралық Қазақ-Түрік университеті, Б.Саттарханов даңғылы, 29, Түркістан, Қазақстан.

Мырзалиев Б.С. – экономика ғылымдарының докторы, профессор, «Мемлекеттік басқару және халықаралық қатынастар» кафедрасының профессоры, Х.А. Ясауи атындағы Халықаралық Қазақ-Түрік университеті, Б.Саттарханов даңғылы, 29, Түркістан, Қазақстан.

Баймаганбетов С.Т. – «Мемлекеттік басқару және халықаралық қатынастар» кафедрасының PhD аға оқытушысы, Х.А. Ясауи атындағы Халықаралық Қазақ-Түрік университеті, Б.Саттарханов даңғылы, 29, Түркістан, Қазақстан.