

**NEAR EAST UNIVERSITY**  
**FACULTY OF ECONOMICS & ADMINISTRATIVE SCIENCES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

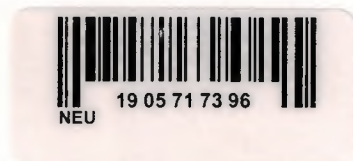


**MAN-400**  
**GRADUATION PROJECT**

**“HUMAN RESOURCE PLANNING**  
**AT N.E.U SECURITY SERVICES”**

**SUBMITTED BY: MEHMET DİREKLİ (991562)**

**SUBMITTED TO: DR. ŞERİFE Z. EYÜPOĞLU**



**FEBRUARY 2005**



## ACKNOWLEDGEMENT

Firstly, I would like many thanks Mrs. Eyüpoğlu who is my advisor for never leaving me alone during my project.

Thank to Dr. Ahmet Ertugan because of his contributions of my project.

Thank to Mr. Diker (who is security service manager) for providing the necessary information about my project.

## ABSTRACT

There has been an increase in the recognition of the role Human Resource Planning plays in improving an organization's performance. Parallel to this role of the Human Resource Planning is also becoming more important and vital to all organizations.

The purpose of this study is to identify the factors of effective human resource planning for Security services in the Near East University (NEU).

In this study, interview administrator asks with questionnaire about security services planning in N.E.U and done the literature survey for general information about human resource planning.

**Key words: Human Resource Planning**

## TABLE OF CONTENT

<b>ACKNOWLEDGEMENT</b>	ii
<b>ABSTRACT</b>	iii
<b>LIST OF TABLES</b>	viii
<b>LIST OF FIGURES</b>	viii
<b>CHAPTER 1 INTRODUCTION</b>	1
1.1 Introduction	1
1.2 Human Resource Management	1
1.3 Human Resource Management Functions	2
1.4 The objective of the Study	4
1.4.1 Human Resource Planning	4
1.5 The aim of the study	5
1.6 Conclusion	5
<b>CHAPTER 2 HRM FUNCTIONS OF HUMAN RESOURCE PLANNING</b>	6
2.1 Introduction	6
2.2 Human Resource Planning Defined	7
2.3 Reason for Human Resource Planning	7
2.4 The Advantages of Human Resource Planning	8
2.5 The Human Resource Planning Process	9
2.5.1 Human Resource Forecasting Techniques	10
2.5.2 Forecasting Human Resource Requirements	10
2.5.3 Forecasting Human Resource Availability	10
2.5.4 Surplus of Employees Forecasted	11

2.5.5 Shortage of Workers Forecasted	11
2.6 Factors of influencing on HR Planning	12
2.6.1 Political & Economical Environment	12
2.6.2 Competition	12
2.6.3 Technology	12
2.6.4 Firm's Strategy	13
2.6.5 Existing Work-force	13
2.7 Security Planning in the Universities	13
2.7.1 Job Description	14
2.7.2 Practise	14
2.7.3 Chairman of Administrative Financial Department	15
2.7.4 Administrative Manager	15
2.7.5 Security Chef is Worked Under the Control of Administrative Manager	15
2.7.6 Security Employee	16
2.7.7 Damage Establishing Department	18
2.7.8 Accounting System	18
2.7.9 General Service Expense	18
2.7.10 Purchasing Department	18
2.7.11 Controlling	19
2.8. The Factors that Should be taken into consideration when making a unit analysis of organization	19
2.8.1 Environmental Factors	19
2.8.2 Existing Personnel Capacity	19
2.8.3 Existing duties between units	20

2.8.4	The separation of existing duties between units	21
2.8.5	Existing hierarchy of structure	21
2.8.6	Existing Decision Mechanism	21
<b>CHAPTER 3</b>	<b>THEORETICAL FRAMEWORK</b>	<b>22</b>
3.1	Introduction	22
3.2	A Theoretical Framework for Effective HRP	21
3.3	Explanation of Theoretical Framework for Effective HRP	23
3.4	Conclusion	23
<b>CHAPTER 4</b>	<b>RESEARCH METHODOLOGY</b>	<b>24</b>
4.1	Introduction	24
4.2	Design of the Study	24
4.2.1	Technical Purpose	24
4.2.2	Type of Investigation	24
4.2.3	Extent of Interference	24
4.2.4	Setting of the Study	24
4.2.5	Unit of Analysis	25
4.3	Sample Selection	26
4.4	Questionnaire Design	26
4.5	Data Collection	26
4.6	Response Analysis	26
4.7	Limitations of the Study	27
4.8	Conclusion	27
<b>CHAPTER 5</b>	<b>RESULTS OF THE STUDY</b>	<b>26</b>
5.1	Introduction	28
5.2	Results of the Interview conducted with Kemal Diker	28



5.3 Conclusion	29
<b>CHAPTER 6 CONCLUSION</b>	<b>30</b>
6.1 Introduction	30
6.2 Conclusion of Theoretical Findings	30
6.2.1 Conclusion on Effective Training theory	30
6.3 Conclusion on Compare Findings	31
6.4 Conclusion on Project questions asked	32
6.5 Limitations of the Study	34
6.6 Recommendations of the Future Projects	34
<b>REFERENCES</b>	
<b>APPENDIX-1 QUESTIONNAIRE IN TURKISH</b>	

## LIST OF TABLES

## PAGE

Table 4.1	Breakdowns of N.E.U Security Organization
-----------	---

25

## LIST OF FIGURES

## PAGE

Figure 1.1	Human Resource Management Functions
------------	-------------------------------------

3

Figure 3.1	Theoretical frameworks for effective HRP
------------	--

22



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter gives a brief introduction into the field of human resource management, outlines the research objectives, and presents the aim of the study and questions of the project.

### 1.2 Human Resource Management

People are vital for the success and continuing success of any organization. Therefore organization must match right people and right job for organizational objectives.

Human Resource Management (HRM) is the management of people. The purpose of Human Resource Management is to improve the productive contribution of people to the organization in ways that are strategically, ethically and socially responsible. This purpose guides the study and practice of Human Resource Management which is also commonly called Personnel Management. This study of Human Resource Management describes the HR related efforts of operating managers and shows how personnel professionals contribute to those efforts. (Werther & Davids 1993)

HRM is critical factor for any organization. Finding, selecting and keeping high quality employees can become a source of sustained competitive advantage. In global market competitive factors forces companies. If companies have a consistent and success management of people and companies will take advantage against competitors.

Companies increase the quality of sales, production and marketing in order to competitive advantage. Companies began to attach importance human factor.

HRM (Human Resources Management) is based on four fundamental principles. First human resource are the most important assets an organization has their effective management is the key to its success. Second this success is most likely to be achieved. If the personnel policies and procedures of the enterprise are closely linked with make a major contribution to the achievement of corporate objective and strategic plans. Third the corporate culture and the values organizational climate and managerial behaviour that emanate from the culture will exert a major influence on the achievement of excellence. This culture must therefore be managed which means that organizational values may need to be changed or reinforced and continuous effort starting from the top will be required to get them accepted and acted upon. Finally HRM (Human Resource Management) is concerned with integration: Getting all the members of the organization involved and working together with a sense of common purpose (Pearson 1991)

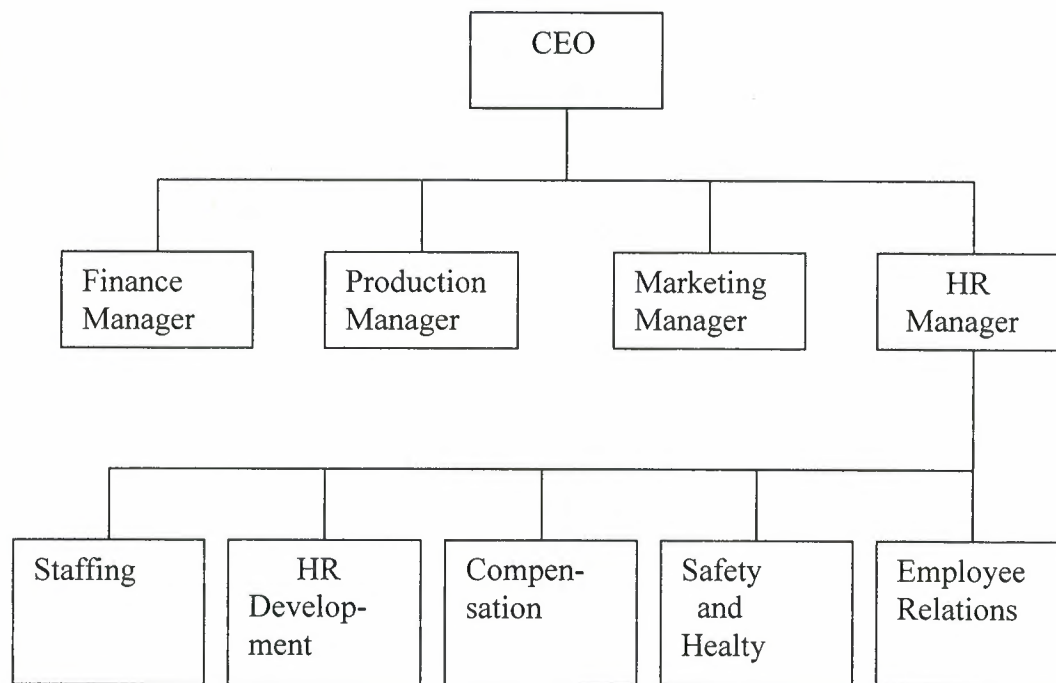
### **1.3 Human Resource Management Functions**

HRM (Human Resource Management) contains five functional areas. These functions:

- Staffing
- HR Planning
- Compensation
- Safety and Healthy
- Employee Relations

Human Resource Manager is a staff manager. Staff manager give to advice about organizational activities.

**Figure 1.1 Human Resource Management Functions**



\*Whether, W.B. & Davids, K. (1993) HRM

- **Staffing:** Staffing is filling and keeping with right people that have appropriate skills. Staffing contains Job analysis, HR Planning, Recruitment and Selection. In addition staffing is a function of management.
- **HR Development:** Human resource development is major HRM function that only training and development. HRD (Human Resource Development) concern career planning, development activities and performance appraisals that activities emphasize training and development needs.

- **Compensation:** Compensation is the total prize of financial benefits, non- financial benefits and compensation is concern 'Compensation Equity' in the organization.
- **Safety and Healthy:** Safety and Healthy mean physical security of employees. Safety is protecting the employees from work-related accidents. Health provides reduction of work-related physical and emotional illness.
- **Employees Relations :** Employee relations meets organizational objectives and employees' need result in a high quality of work life. In addition employees relations contains 'Labour Union' means that organization of workers formed to promote and protect.

#### 1.4 The Objective of Study

##### 1.4.1 The Human Resource Planning

Human resource planning systematically forecast and organization's future demand for, and supply of , employees .By estimating the number and types of employees that will be needed, the human resource department can better plan its recruitment, selection , training, career planning and other activities. Human resource planning-or employment planning, as it also called-allows the department to staff the organization at the right time with the right people.

In order hire to personnel on a scientific basis, one should establish in advance a standard of personnel with which application can be compared. The standard should establish the minimum acceptable qualities necessary for adequate performance of the job duties and responsibilities to determine human abilities required for execution.

#### **1.4.2 The Aim of Study**

The aim of study is to compare with standard of the universities security on human resource planning with near east universities security services on human resource planning. More specifically, the study aims to identify the factors influencing human resource planning in the Near East University for security services to organization

#### **1.5 Conclusion**

This chapter described a brief explanation of HRM and objective of the study, aim of the study and exploratory research.



## **CHAPTER 2**

### **HUMAN RESOURCE MANAGEMENT FUNCTION OF HUMAN RESOURCE PLANNING**

#### **2.1 Introduction**

This chapter gives information on the human resource planning process

#### **2.2 Human Resource planning defined**

Human resource planning (HRP)-the process of systematically reviewing human resource Requirements to ensure that the required numbers of employees with the required skills are available when and where they are needed-can then be accomplished. Human resource planning involves matching the internal and external supply of people with job openings anticipated in the organization over a specified period of time. Specific quantitative human resource plans are determined from the organizational plans. Forecasting human resource requirements involves determining the number and type of employees needed, by skill level and location. In order to forecast availability, the human resource management looks to both internal resources (presently employed employees) and external sources (the labour market). When employee requirements and availability have been analyzed, the firm can determine whether it will have a surplus or shortage of employees. Ways must be found to reduce the number of employees if a surplus is projected. Some of these methods include restricted hiring reduced hours, early retirements, and lay offs. If a worker shortage is forecast, the firm must obtained the proper quantity and quality of workers from outside the organization. (Wayne 1992)



Although HR planning is important for developing a strategic plan, it is perhaps even more critical to do implementation of that plan. Thus, once the strategy is set, the HRM function must do its part to ensure the strategy's success, thereby helping the organization to achieve its objectives.

### **2.3 Reason for Human Resource Planning**

All organizations perform human resource planning, either formally or informally. The formal employment planning techniques are described in the human resource planning because informal methods are typically unsatisfactory for organizations requiring skilled human resources in a fast changing labour market. The major reasons for formal employment planning are to achieve;

- More effective and efficient use of people at work.
- More satisfied and better developed employees
- More effective equal employment opportunity planning.

#### **More effective and efficient use of people at work**

Human resource planning should precede all other HRM activities. It is difficult to envision how an organization could effectively recruit, select, or train employees without advance planning. In addition, efficient use of those human resources already employed by a company can really be achieved only through careful planning activities.

#### **More satisfied and better developed employees**

Employees who work for organizations that use good human resource planning systems have a better chance to participate in planning their own careers and to share information and development. Thus, they are likely to feel that talents are important to the employer, and they have a better chance to utilize those talents. This situation often leads to greater satisfaction

among employees, and its consequences: lower absenteeism, lower turn over, fewer accidents, and higher quality of work.

### **More effective equal employment opportunity planning.**

Organizations are required to maintain complete records about the flow and utilization of minority application and workers. They must also be aware of the representation of minorities in the various department and jobs in the organizations. Government and internal utilization reports are much easier to complete if there is thorough HR planning.(Ivancevich 1998)

## **2.4 The Advantages of Human Resource Planning**

The advantages of human resource planning to large organization:

- Improve the utilization of human resources
- Efficiently match personal activities and future organizational objectives.
- Achieve economies in hiring new workers
- Expand the human resource management information base to assist other personnel activities and other organizational units.
- Make major and successful demands on local labour markets
- Coordinate different human resource management programs such as affirmative action plans and hiring needs

A small organization can expect similar advantages, but gains in effectiveness are often considerably smaller because its situation is less complex. In fact, benefits of human resource planning in small firms may not justify the time and costs. Nevertheless human resource planning is useful to personnel specialist in both small and large organizations. It shows small employers the human resource considerations they face if they should expand rapidly. Large organizations can benefit from planning because it

reveals ways to make the personnel function more effective, especially at a company. (William and Keith, 1996)

## **2.5 THE HUMAN RESOURCE PLANNING PROCESS**

Changing condition called affect the entire organization, thereby requiring extensive modification of forecasts. Planning, in general, enables managers to anticipate and prepared for changing condition, and HR planning in particular allows flexibility in the area of human recourse management.

### **2.5.1 Human Resource Forecasting Techniques**

Several techniques for forecasting human resource requirements and availability are currently used by HR professionals. Several of the better-known methods are described in his section.

**Zero-base forecasting:** A method for estimating future employment needs using the organization's current level of employment as the starting point.

**Bottom-up approach:** A forecasting method beginning with the lowest organizational units and progressing upward through an organization ultimately to provide an aggregate forecast of employment needs.

**Use of mathematical models:** Another means of forecasting human resource requirements is to use mathematical models predict future requirements. One of the most useful predictors of employment levels is sales volume. The relationship between demand and the number of employees needed is a positive one.

**Simulation:** A technique for experimenting with a real-world situation by means of a mathematical model that represent the actual situation.

### **2.5.2 Forecasting Human Resource Requirements**

An estimate of the numbers and kinds of employees an organization will need at future dates to realize its stated objectives.

### **2.5.3 Forecasting Human Resource Availability**

A process of determining whether a firm will be able to secure employees with the necessary skills from within the company, from outside the organization, and from combination of the their sources.

### **2.5.4 Surplus of Employees Forecasted**

When a comparison of requirements and availability indicates a worker surplus us will result, restricted hiring, reduced hours, early retirements, and lay offs may be required to correct the situation. Downsizing, one result of worker surpluses, will be discussed a separate topic.

#### **Restricted Hiring**

When a firm implements a restricted hiring policy, it reduces the workforce by not replacing employees who leave. New workers are hired only when the overall performance of the organization may be affected. For instance, if equality control department that consistent of four inspectors lost one to a competitor, this individual probably would not be replaced. If the firm lost all inspectors, however, it would probably replace at list some of them to ensure continued operation.



## **Reduced Hours**

A company can also react to a reduced workload requirement by reducing the total number of hours worked. Instead of continuing a 40 hour week, management may decide to cut each employee's time to 30 hours. This cut back normally applies only to hourly employees because management and other professionals typically are salaried and therefore not paid on a hourly basis.

## **Early Retirement**

Early retirement of some present employees is another way to reduce the number of workers. Some employees will be delighted to retire, but others will be somewhat reluctant. However, the later may be willing to accept early retirement if the total retirement package is made sufficiently attractive a key point to remember is that because of the Age Discrimination in Employment Act, as amended, retirement can no longer be mandated by age.

## **Lay offs**

At times, a firm has no choice but to lay off part of its work force. A lay off is not the same as a firing, but it has the same basic effect – the worker is no longer employed. When the firm is unionised, lay offs procedures are usually stated clearly in the labour- management agreement. Typically, workers with the least seniority are laid off first.. If the organization is union free, it may base lay offs on a combination of factors, such as seniority and productivity level. When managers and other professional are laid off, the decision is likely to be based on ability, although internal politics maybe a factor.

### **2.5.5 Shortage of Workers Forecasted**

Faced with a shortage of workers, many organizations had to meet their needs. Some actions that were taken includes are; creative recruiting, compensations incentives training programs, different selection standards.

## **2.6 Factors of influencing on HR planning:**

### **2.6.1 Political & Economical environment**

The economic policies, politic choices and legal responsibilities are affecting demand of workforce for the enterprises which have activity in the countries. The development velocity, employment rates, investment and tax policies, politic stability and having economic crises frequency of a country is a major environmental factors for all firms and of course it is been careful and considerate into affects of these factors to HR policies and HR planning.

### **2.6.2 Competition**

The sector of the organization, the characteristics of the product and it's market, the number of the competitors, the role of good into market, the structure of HR of competitors, and their policies are all very important factors during planning period.

### **2.6.3 Technology**

The technological improvements which are determining the output for each work hour can be caused the reduction in labour force need. Decrease of quantitative labour force need, there can be the differences of qualitative labour force.

### **2.6.4 Firm's Strategy**

In the global market which the density of competition is very high, the strategic management period for HRP has become very important to make decisions and implementations. The individual implementation of HRP in other words, the finding of workers, selection,



education, performance appraisal, promoting, and lay off activities must be designed and implemented according to specific organizational strategies.

#### **2.6.5 Existing Work-force**

The frequency of labour in the organization, the rates of inconstancy and the reasons of them and the planning of future estimates are very important. The labour force quality, qualifications, knowledge, skills and educations with the looking point to the organizational needs are also important in the effectiveness of planning (Sabuncuoğlu 2000).

### **2.7 SECURITY PLANNING IN THE UNIVERSITIES**

#### **2.7.1 Job Description**

1. Supplying the security of the university members in the university
2. The security of the university buildings and storage places,
3. The security of the open places of the university and external places
4. Security of the roads of the university
5. Securities of the cars and other internal machines
6. In some situations, the provide security of the top management members of the university
7. Security of the V.I.P visitors of the University and in some cases supplying near personal security of visitors
8. Taking precautions in ordinary situations like war, sabotage, fire, torrent, earthquake and etc.
9. Performing the duties of Civilians Defence Organization in the University
10. If needs supplying additional security
11. Preventing not smoking in University campus places

12. Controlling the open doors of high important rooms and checking lights of other rooms in the University on or off and if they are on making off them all according to inner university procedure

13. Preventing all kind of harmful guns and other materials to entering them by students in the university.

14. Preventing all kind of Drugs and other chemicals using or selling by students in the university areas

15. Preventing all kinds of alcohol contain drinks using in the university areas by students and selling of these drinks in the cafe or canteens except some activities permitted by university management board

16. Preventing any individual or collective protesting, boycott or etc in the university except permitted by university management board

### **2.7.2 Practise**

a. Performing the checking the lights, doors and windows of all office rooms in the university by the security personal after working time in the university.

b. University Office personals are responsible of their rooms and lights, doors and windows during working time

c. University Office Personals are responsible of any damage or loss causing the open doors or windows or on lights

d. The forgotten open doors, windows or lights are recorded by the security personal with Office room number daily to turn of duty book and next day the Office room person is warned by a letter written the situation on it.

### **2.7.3 Chairman of Administrative and Financial Department**

Responsibilities of Chairman of Administrative and Financial Department



- a. The performing security of the internal and external places in the university and establishing the rules and principles of programs it needs. And supplying them to approval of

General Secretary

- b. Controlling the all services according to Administrative and Financial rules and checking out the operations if they are on principles of the association

way, And

#### **2.7.4 Administrative Manager**

3. Can

Responsibilities of Administrative Manager with Security Services

are

1. Planning the security service activities, and controlling them
2. If University needs Security service, supplying of this service and preparing the contracts of this needed security service and performing it
3. Supplying the university security activities

perform

#### **2.7.5 Security Chef is worked under the control of Administrative Management**

- a. Performing the security and its duties in the University
- b. When facing problems during performing the activities, Security chef will took precautions
- c. He is responsible for preparing the contracts which should be submitted to police situation to take permit for establishing security office in the university and submit it for approval.
- d. Controlling the commercial invoices and bills due to external security which is supplied and give approval for paying them all.
- e. Controlling the entrance and Exit of University
- f. Recording the all the information's gathered from personnel and keep them in archives
- g. Performing the Civilian Defence Organization duties
- h. Make to relevant other duties given by other top management

### 2.7.6 Security Employee

Security employees should have specialities.

1. Candidates should be in the form of description given in Law No: 1, 5188
2. Candidates should have a athletic body and fluent speaking .This specification is very important for human relations. During working candidates can explain/warn people in straight way. And they should be cheerful and polite
3. Candidates should be stable and cool in any situation and should be under control against to events
4. Candidates should be sportive and enough endurance. In some situation to control people it can be needed to use hard.
5. Candidates should be conscious and careful. They should be careful and conscious during performing their duties.
6. Candidates should have enough knowledge about first aid. When they need to help to someone or for their selves they should know to apply first aid.
7. Candidates should be harmonies and care for their cloths/suits. If security personnel will work in information Department they should especially care their suits and talking or relations with people.

**The security personnel should have some other technical specifications. Like**

Having ability to perform all kind of Office Machines

Should know Fat least one Foreign Language in Good stage

Should have ability to perform electrical instruments and electronic machines

Having ability to perform guns and be a good shooter

Candidates should have a healthy Body (Meriçli, 2004:123-125).

University Administrative Manager will decide the number of security employee need



**And Security Employee will work under Security Chef.**

- a. Security personnel will work to start when Day Shift of University Officials finish and till the next day shift beginning of the University officials.
- b. Security employees will warn their chef to solve the problems during night shift
- c. After beginning of their work Security employees should check out the lights, doors and windows first. And make them all of or close if open or on.
- d. Security members should to welcome people coming to visit Rector and Rector Representative or General Secretary or other top management board members. At the entrance of the Presidency of University Building
- e. And solve the problems if something will happen over there.
- f. Security employees should assist visitors who wish to see top management Board members and Presidency
- g. Recording all information's that have been performed.
- h. Security employees should take Identity Cards of the visitors and keep them under control during visiting the top management board members and assist them as well
- i. After visiting Security employees should give back the Identity Cards of the visitors
- j. Recording the people who wish to visit whom. Keep the entire list in note books.
- k. Assisting the people or visitors during any meeting seminar, congress or symposium who comes to attend to these any of activity
- l. Security employees will prevent the foreigners which will enter the university without permit
- m. Controlling the entrance and – Exit of University Campus
- n. Supplying the security of transferring money or any other valuable papers with officials and their transporting.
- o. Preventing the taking out of any material from the University

- p. Taking the need precautions of security duties and let know the reports of the events to Security Chef and supplying to solve the problems
- q. Assisting the people in ordinary situations like fire earthquake or etc and supplying safety of them with guidance
- r. Performing other duties given by Security Chef.

#### **2.7.7 Damage Establishing Department**

Damage Establishing Department will establish the damages to any instruments, machines or assets of the university who will selected from university officials by General Secretary. They will responsible to supply the loss from the related people or associations

#### **2.7.8 Accounting System**

All accounting tables will record by counters with University account codes

#### **2.7.9 General Service Expense**

- a) General Service Expenses are paid from the University Budget with its University rules and procedure
- b) External supplied security service bill paid from university budget by the approval of the Administrative Manager to given the letter to the General Secretary offer.

#### **2.7.10 Purchasing Department**

- a) Needed instruments gathered by the Purchasing Department under the control of Financial Department Manager
- b) If needed security service will be gathered from outside of the University, Financial Department Manager will be responsible for the offer of the General Secretary with written offer Letter.



### **2.7.11 Controlling**

General Secretary will control all financial and management of Security Service

## **2.8 The factors that should be taken into consideration when making a unit analysis of organization**

**2.8.1 Environmental Factors;** when evaluating the duties and organization methods of the units, the factors should be taken into consideration. By the way it can come out which subjects the units should give importance

For example city chief of the police will take into consideration for all population, safety, terrorism, smuggling traffic, and etc charts of the city tourism migration and worker population or other social charts of city

By the way new technological and communication crimes or new undefined crimes will let to find way of to prevent crimes of our organization. This situation will cause to add or establish new departments to prevent the social crimes. For example the department of giving passport over internet will be redefined its work definitions

During the period of European Union adaptation, the changes of laws and rules will cause to change the structure of the units and new additional duties and coordination.

Because of the speedy change in technology & science and new improvements, for not to be late of this high and speedy change which will cause to establish new Research and Development Departments for the units or adding new working definitions

When the making the analysis of our organization the difficulties which is gathered from environmental factors, and of course opportunities should be taken into consideration.

### **2.8.2 Existing Personnel Capacity;** Financial opportunities of substructure

Especially, new improvements on communication technology and Computer technology are helped too much to Security Organizations. The working personnel levels are on high

position. By the way with using financial sources efficiently it can be done very important things which will make our organization duties easy.

With are analyzing the substructure and financial source, the duties can be done very easy, cheap and quick. By the way it can be needed some of our units can be cancelled or joined

When analyzing the organization we should be care of these factors as well.

### **2.8.3 Existing duties between Units;**

a) As all known the arrangement of ministries and related organizations as described by the law 3046, our organization is divided as “Main Service” “assistant” and “Information & Controlling” That’s why all duties should be performed according to rules with harmony of each unit .For example Information Operation Department is worked as assistant Unit.

Supposing of this unit is just interesting with computers and that’s why giving the responsibility of technological crimes will cause separateness in organization.

Because of these reason computer crimes should be watched out by a “Main Service” unit. By the way analyzing the organization the duties should be separated by caring the factors as well.

b) The duties between “Main Service” “Assistant” and Information & Controlling” units can be part of each other and related. And some other unit’s duties can be separated in different units even they from different or they can be united with others. We should be caring all present duties caring of relations with each other.

#### **2.8.4 The separation of existing duties between Units**

We should care the duties are separated in balance between units .For example in some units if there are duties exceeding according to other this will show us that the horizontal organizing of units are wrong. So we should care to separate the duties between units.

#### **2.8.5 Existing hierarchy of structure**

During the analysing of organization it should be care on if performing of duties of hierarchy is easy, cheap, quick and right or not.

For example performing the same duties of related units which are responsible to different positions, the responsibility of the unit chiefs are related to upper or other positions, it is possible to make responsible of the units to near units though they are related with others , They are all the reasons for decreasing the efficiency. We should be care on these negative factors during analyzing the organization.

#### **2.8.6 Existing Decision Mechanism**

As all known collecting the decision mechanism on Authority will cause to increasing of stationery expense. The aim is to distribute the decision to authorized units and personals that are responsible of that from top to down as well. The standard and concrete decisions can be given to bottom units. The strategic decisions and long term decisions can be still be under responsibility of top management.

During analyzing the organization it is needed to establish the decisions which can be damage the responsibilities between units and after checking the results we should arrange and distribute the authority to perform the decision by units. (T.C Emniyet Genel Müdürlüğü)

## CHAPTER 3

### THEORETICAL FRAMEWORK

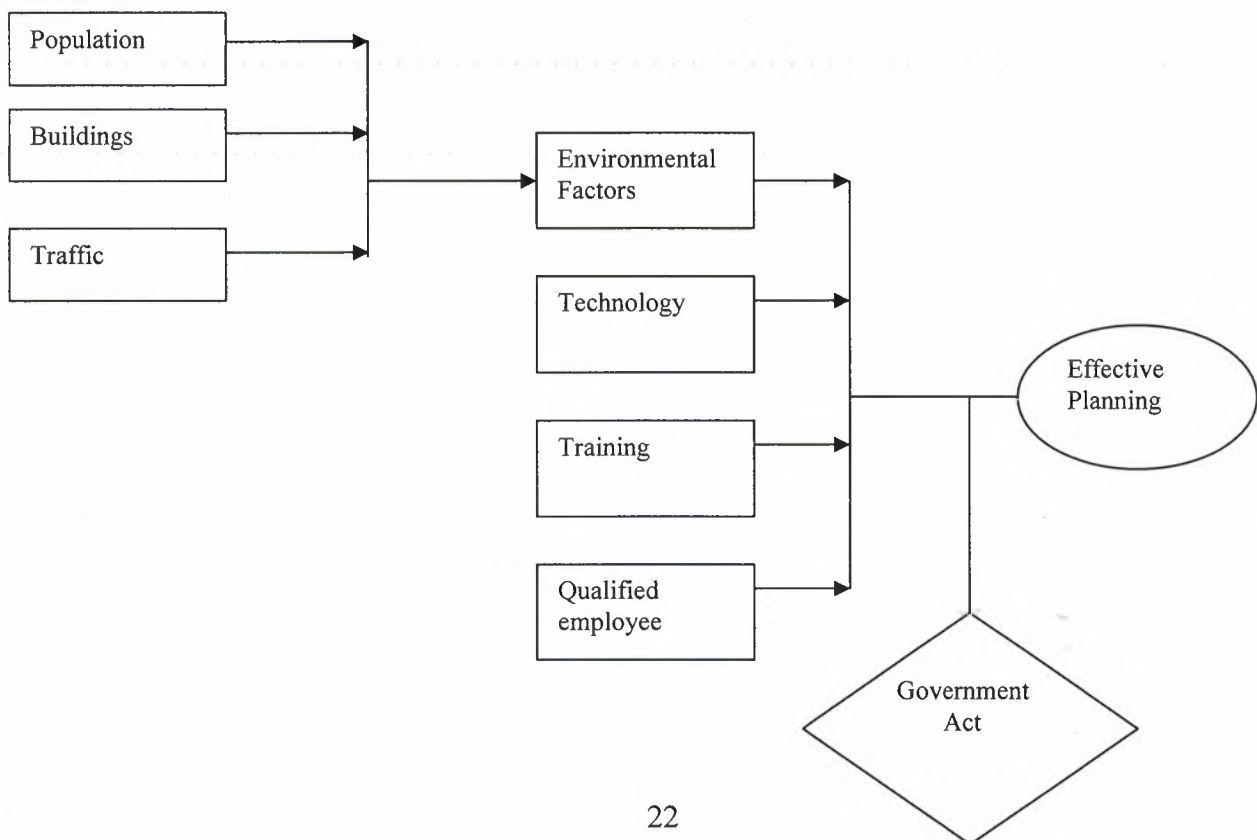
#### 3.1 Introduction

This chapter explains and illustrates the theoretical framework of the study

#### 3.2 A Theoretical Framework for Effective Training

This study proposed the following framework to understand and explain the factors that affect planning at work. The variables presented below in figure 3.1 are further explained and measured in this study report.

Figure 3.1 Theoretical Framework for Effective HRP





### **Explanation of Theoretical Framework for Effective Human Resource Planning**

If the organization attention population, building, traffics this factors are that will be more effective planning. Environmental factors contain these factors.

If the organization gives training to their personals, existing fit employee their position and planning will be effectiveness.

If the organization support employees latest technological instruments then planning will be more effective.

If the organization structure exist with qualified employee, the planning will be effective.

Finally the organization must applied government acts, of their planning. Government applied most important factors for the planning on security services, because it is direct effect on structure of security services. If the government not legislates on security services so organization never has more effectively planning on security services.

Figure 3.1 shows a theoretical framework for effective human resource planning

### **3.3 Conclusion**

This chapter explained and illustrated the theoretical framework of the study

## **CHAPTER4**

### **RESEARCH METHODOLOGY**

#### **4.1 Introduction**

This chapter describes design of the study and methods that are to be used during the investigations of the study.

#### **4.2 Design of the Study**

##### **4.2.1 Technical purpose**

This paper proposes an explorative research for the identification of variables involved in the effective planning of Human Resource Management in case of security personnel employed at a university.

##### **4.2.2 Type of Investigation**

The proposed will be a correlation study type in the sense that correlations between the identified variables will be explained

##### **4.2.3 Extent of Interference**

Extent of interference is minimal because interviews managers at work place and in routine functioning of the system.

##### **4.2.4 Setting of Study**

This study is the field study because study at work place during the routine functioning of the system.



#### 4.2.5 Unit of Analysis

The Near East University security services organization constitutes the scope of the study.

Based on the information given by the University's administration there are one manager working in the security service.

This security organization can be broken down as follows:

**Table 4.1 Breakdowns of N.E.U Security Organization**

Area of Work	Number of Employees
Secretary	1
Body guard	6
Security	88
Traffic	7
Fire	14

#### 4.3 Sample Selection

As mentioned there is a one security service manager in the N.E.U. It would be ideal if all of these managers were included in the study. However, due to the limited amount of time to conduct the study this would not be possible, therefore a sample size of 1 manager.

A non-probability sampling design in which information or data for the research are gathered from members of the population conveniently accessible to the research (Sekaran 2003)

#### 4.4 Questionnaire Design

One questionnaire was constructed to carry out the investigation. The questionnaires contained items concerning the variables found in the theoretical framework. The questionnaire was administered to security service manager.

The questionnaires were prepared in Turkish. Improvements were made based on the comments received.

#### 4.5 Data Collection

The revised questionnaire was distributed to security services of manager in the NEU. The data collection process was conducted between the dates 27-31 January 2006

#### 4.6 Response Analysis

The process resulted in the completion of 1 questionnaire; 1 from the security service of manager.

#### **4.7 Limitations of Study**

The study conducted was hampered by many limitations, which prevented the study producing solid results;

- Due to the limited amount of time to conduct the study this would not be possible
- Due to the limited amount of security services information.
- Due to there isn't any information about security employee in the department of N.E.U information systems.

#### **4.8 Conclusion**

This chapter described the basic design of the study and methods that are to be used during the investigations of the study.

## CHAPTER 5

### RESULTS OF THE STUDY

#### 5.1 Introduction

This chapter depicts the results obtained through the one interviews to manager of the N.E.U. security services.

#### 5.2 Results of the Interview conducted with Kemal Diker

**Kemal Diker**, manager of the N.E.U security services was approached with a set of questions about the planning to the security services. (As a copy the questions asked and supplies obtained are as in Appendix)

The major findings from interview are summarized as:

**Mr. Diker said that; Near East University security services has began in 1991 with 18 personnel with 3 period per day, then after 1991 the department increased to 116 personnel in this expand included new position for security in their structures today 88 security person, 14 fireman, 6 bodyguard, 7 traffic security, and 1 secretary. This security department expands direct parallel universities students and buildings increases. Such as building expands born the traffic problem so department has open new position and prepared law for resolving the traffic problem.**

**Mr. Diker told many section about taking provision for more effectiveness planning on security services. These are;**



- Existing effective labour force for department
- Taking physical protect on facilities
- Providing suitable tools for security personals
- More attention monitoring on traffic

## 6.1 Introduction

### 5.3 Conclusion

This chapter presented results of interviews of 1 administrator.

## 6.2 Conclusion

The following table shows the results of the interviews.

Table 6.1

Results of the interviews with the administrator.

### 6.2.1

Results of the interviews with the administrator.

Table 6.1

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

Results of the interviews with the administrator.

## **CHAPTER 6**

### **CONCLUSION**

#### **6.1 Introduction**

This chapter lists the conclusions reached by this study.

#### **6.2 Conclusions on Theoretical findings**

The followings are the main conclusion on theory of effective employee training reached by this study.

##### **6.2.1 Conclusion on Effective Planning theory**

According to theory, there are five important factors that influencing on effectiveness of planning. These factors:

- Environmental Factors ( Population, Buildings, Traffic)
- Technology
- Training
- Qualified Employee
- Government Act

### **6.3 Conclusions on compare findings**

There are not an effective security service duties planning in the Near East University. It is because of the difficulties of obtaining right and educated persons as described in job description.

There fore the personal abilities and experience are at low level except the persons at managerial position. So this is showing there are not enough educated and well experienced persons in unit.

Although it was same situation in specialize security organizations in TURKISH REPUBLIC After changing the Law 5188 by 2004 which is about to arrange the procedure for special Security Service, it is supplied valuable results. By this Law the security service becomes a formal and a serious job. By the way it is easy for the persons who are working at this sector for supplying Career and it's helped to decrease employment

This arrangement was about to select well educated persons through out high schools or universities to the managerial position in Security Service. And supplying regular job education and rewarding people whom are successful after education with giving a certificate or ID Card. It clears that to perform inner job/duty education will be necessity after this law

The same Law is also waiting for approval in TRNC Council. The Near East University has got prepared the substructure subjects and ready to give education program for experienced security persons after all. And of course after supplying well educated persons / employees to security service department, it would be obtained a better and more efficient working plan.

#### **6.4 Conclusions on Project questions asked**

##### **1) What are the factors that affect HR planning?**

Five important factors including HR planning; these are

- Political & Economical environment
- Competition
- Technology
- Firm's Strategy
- Existing Work-force

##### **2) What are the factors that affect HR planning in case of security services**

There are six important factors;

- Environmental Factors
- Existing Personnel Capacity
- Existing duties between Units



- The separation of existing duties between Units
- Existing hierarchy of structure
- Existing Decision Mechanism

### **3) What are the current situations regarding HR planning in case of security services?**

There are not effective security service duties planning in the University. It is because of the difficulties of obtaining right and educated persons as described in job description.

There fore the personal abilities and experience are at low level except the persons at managerial position. So this is showing there are not enough educated and well experienced persons in unit.

### **4) What factors should be considered by NEU security services?**

The Near East University has got prepared the substructure subjects and ready to give education program for experienced security persons. And of course after supplying well educated persons / employees to security service department, it would be obtained a better and more efficient working plan.

### **6.5 Limitations of Study**

The study conducted was hampered by many limitations, which prevented the study producing solid results;

- Due to the limited amount of time to conduct the study this would not be possible
- Due to the limited amount of security services information.
- Due to there isn't any information about security employee in the department of N.E.U information systems.

### **6.5 Recommendations of future projects**

- N.E.U should keep job specification to understand what are skill requirements of the job and job description to understand what is duties of the job. This information is important in analysing planning needs.
- N.E.U should record the qualitative and quantitative information about security employees

## REFERENCES

1. Wayne, F.C. (1992) Managing Human Resources Management. McGraw-Hill
2. Pearson, R. (1991) The Human Resources Management. McGraw-Hill
3. Ivancevich Jonh M. (1998) Human Resource Management. McGraw-Hill
4. Whether, W.B. & Davids, K. (1993) Human Resources Management. McGraw-Hill
5. Mondy, W.N. & Noe, R.M. (2004) Human Resources Management. Prentice Hall
6. Sekeran, U. (2003). Research Methods For Business. John Wiley & Sons Inc
7. Sabuncuoğlu Z. (2000) İnsan Kaynakları Yönetimi. Ezgi Yayınları
8. Emniyet Genel Müdürlüğü Norm Kadro Çalışması
9. Meriçli, (2004) Özel Güvenlik Sempozyumu
10. Diker, A. (2006) Personnel Interview. N.E.U. Lefkoşa / T.R.N.C

## APPENDIX

### QUESTIONNAIRE IN TURKISH (Manager)

- 1)Ne zamandan beri Yakın Doğu Üniversitesi okul içi güvenliği sağlıyor?
- 2)Okulumuzda kaç tane güvenlik personeli çalışmaktadır?
- 3)Okulumuzda son yıllarda binaların, araçların, öğrenci ve öğretim görevlilerinin sayılarının artması biriminiz üzerinde nasıl bir etki oluşturdu?
- 4)Bu olay sonucunda mevcut personel kapasitesinde bir artış oldu mu?  
(Eğer evet ise kaç kişi işe alındı).
- 5)Personel artışı sonucunda biriminizde yeni görevler oluştu mu?  
(Eğer evet ise bu yeni görevler nelerdir)
- 6)Personel alımında dikkat ettiğiniz kriterler nelerdir?
- 7)Kısaca biriminizin görev tanımını yapar mısınız?
- 8)Güvenlik kadrosunda çalışan personeller okulun güvenlik ihtiyacına cevap verebiliyor mu?(Eğer hayır ise ne gibi önlemler almayı düşünüyorsunuz?)
- 9)Biriminiz içersinde bir iş bölümü yapıyor musunuz?  
(Eğer evet ise bu iş bölümünün sağladığı avantajlar nelerdir)
- 10)Bu iş bölümü sonucunda herhangi bir bölümde iş yığılması oluşuyor mu?  
(Eğer evet ise bu yığılmayı önleyecek bir planlama yapıyor musunuz?)
- 11)Biriminiz hangi üst makama bağlı olarak çalışıyor?



12)Bağlı bulunduğunuz makam ile aranızda biriminizle ilgili işlerde herhangi bir irtibat kopukluğu yaşıyor mu?

(Eğer evet ise bunun verimliliğinize bir etkisi oluyor mu?)

13)Biriminizle ilgili kararları kimler veriyor?(işçi malzeme alımı,vsr)

14)Bu kararlarda siz ne derece yetkilisiniz?

15) YDÜ' nün güvenliğini sağlamakta yükümlü olduğunuz görevler nelerdir? (trafik, binaların güvenliği, vsr)

16) Bu görevlerde başarılı olduklarınız hangileridir?

17) Bu görevlerde eksiklik hissettikleriniz neler vardır?

18) YDÜ' de daha iyi bir güvenlik sağlanması için daha neler gereklidir? İnsan kaynakları da buna dahil midir?