

A Multifactorial Personnel Distribution Model in the Human Resources Employment for the District Police Departments

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Extensive Summary

Introduction

Organization theories are described organization as a set of activities including; planning, organizing, staffing, the directing, coordinating, reporting and budgeting functions (Shafritz and Ott, 2001, p.33). However each management activities and assets is important to continue the success of the organization, appropriate use of all those resources is an essential factor affecting the fundamental management stages of organizations. Especially proper use of human resources, among resources of organizations, that cannot be copied and revealing differ from other organizations in the competitive environment, also affect significantly the effectiveness and efficiency of other management activities.

The most appropriate staffing of the organization can be carried out by demand analysis and taking into account many factors, such as, personnel qualifications, abilities, preferences, and costs (Thompson, 1999, 86). Especially after the 1980s, changing social life with the effect of globalization, the new employee and customer needs engendered by 24 hours social life, changing employee portrait (female workers increase in number and so on), the employee's rights and the changes in the preferences have resulted the development in the new human resources approach (Eurofound, 2006, 2, Wolf et al, 2006, 14). In most conspicuous structural change is the transition from personnel management to human resource management. The underlying purpose of this change is to direct employees in accordance with the objectives of the organization with the most efficient way, to meet the needs, and to provide professional carrier development (Palmer and Winters, 1993, 20).

Police organizations, due to the nature of their services, are human-intensive organizations. Therefore, determining the optimal number of staff for the effective and efficient police services represents a very critical decision-making process for

management and managers. As old as the police history, estimating the number of staff that will be needed in the future refers to a fundamental management issue. The estimating required number of police is a difficult task since there are many variables that affect police security services (Route 2003).

In practice, the method that is to forecast the required officers is an important source of controversy and yet, any method that is adapted to all police departments is available (IACP, 2010, 2). In the literature, there are many methods of staffing including; the police population ratio approach (Westfield Police Department, 2009, 7), comparison approach, the workload approach, Delphi technique analysis and liability-coverage area (Roberge et al, 2002, 334). In this study those methods briefly examined and the Multifactorial Personnel Distribution Model was defined and discussed.

Method

As a part of TNP's human resources planning framework; "Personnel Division Managers Meeting" in Sivas, Gaziantep and Antalya provinces in 2009; "Personnel Issues Workshop" in Istanbul and "Personnel Division Manager Seminar" in Kizilcahamam in 2010 were held. Within the scope of these studies; organization's human resources issues are discussed. In these studies, one of the most important issues on the agenda was to identify the number of officers of the district police headquarters. In this context, a research group founded to focus on this issue in 2010.

This research group is intended to allow ideal distribution of the TNP personnel for the provinces and districts departments. For this purpose, a staffing model has developed by the factors that are used in theory as well as in practice. A staff distribution model that is developed and called the Multifactorial Personnel Distribution Model is intended to identify the factors contributing to the staffing. Therefore, in this model the quantitative (the police population ratio approaches, workload analysis, regression analysis with) and qualitative (comparative analysis, delphi technique, liability-coverage analysis) research methods are used to increase the prediction success Implication of this model is as follows:

- 1 Reviewing literature, data screening and determination of factors,
- 2 Determination of the sampling unit,
- 3 Determination of the minimum staff for Unit,
- 4 Determination of Factors and coefficients (Work load approach),
- 5 Unit personnel distribution according to the specific situation (Delphi Approach),
- 6 Determination of the number of staff,
- 7 Comparison with similar units (Comparison Approach),
- 8 Distribution of Personnel according to the characteristics.

Implementation of Model

For the purpose of coordinating the distribution of TNP personnel, two working groups with specialist staffs working in headquarters and field units and academics have been created. The first group of 114 qualified personnel to work was enrolled in 2010. Broad participated in this focus group have been identified the study

sample of provinces/districts and the factors that are used in the staffing model. The second study group of 16 people has been established in order to coordinate activities. The second focus group was determined and tested the factors and risk coefficients.

In this study, a simulation of TNP personnel assignments is made based on data from the period 2008-2010 by the Multifactorial Personnel Distribution Model. From the research and literature, the basic factors that are to determine the number of staff and their distribution are listed under four headings. They are as follows:

- **City Special Status** (Delphi analysis): outside of the above mentioned factors that may influence the intensity of the task for example, the number of demonstration.

- **Organizational Structure**: Task intensity regardless of whether the district, branch, activities of units such as the police station a minimum number of personnel needed to conduct.

- **Risk Factors** (workload analysis): Police services provided to citizens, the number of events, the number of offenders, the number of personnel resulting from factors such as the number of unemployed.

Result

The applicability of the Multifactorial Personnel Distribution Model is considered to contribute the standard of staff distribution of the District Police Department by taking into account the organization needs, workloads, expert opinions and environmental factors. The personnel recruitment and distribution is one of the most basic functions of personnel management directly affect the other management processes. A well-developed scientific distribution model will develop the effectiveness and efficiency of the Police Force positively. According to Davras (2010, 1) a better distribution of personnel will increase the quality of services and efficiency. Multifactorial Model will also expect to decrease in personnel costs.

In this study, identified 23 risk factors together with the districts identified as the ideal were tested by regression analysis. From results of the analysis; the following six factors were founded as the more effective factors for determining the number of districts' officer. The power of the model has been identified as 0,593. In this case, determining the number of police available to the provinces / districts of the 6 factors can be said to be effective.

In the light of these findings with the staff in the distribution coefficient of the influence of factors developed models is formulated as follows;

$$Y = \{43.958 + (0.077 * \text{in the county residing within the district population in the number of non-enrolled}) + (0.099 * \text{the number of vehicles through the district highway vehicles in the transition density in one day}) + (0.111 * \text{the number of liquor licensed establishment}) + (0.198 * \text{number of terrorist events}) + (0.278 * \text{population variable}) + (0.325 * \text{number of crime})\}.$$

Managers of organizations should require taking decisions not only to increase the quality of service but also should consider workload of staffs and ergonomics. As a conclusion, in the TNP staffing is an essential process for effectiveness and it should be done by scientific methods. The Multifactorial Personnel Distribution Model is a useful tool to determine required personnel in units by taking into account many related factors. More studies needed to have more precise results.