

LABOR FORCE PLANNING IN LOCAL GOVERNMENTS: COMPUTER SOFTWARE AND ITS APPLICATION BASED ON WORKLOAD ANALYSES

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ABSTRACT

Throughout history the most important resource, as well as the most basic pursuit of management organisations, has been the 'human' factor. However, the recognition of the human workforce as one of the most important factors impacting on the productivity and profitability of an organisation in the 19th century has been the era for constructing of more realistic and scientific planning towards that resource and the rational thoughts proposed by Frederic Taylor has triggered new research. Planning of human workforce is one of the tools that enable the organisation to utilise the existing and future human resource potential effectively, productively and rationally. This is because the planning of manpower does not only act as a cost cutting exercise, enabling economies on the number of employees; it also enables the selection and employment of suitably qualified individuals for the job in hand. As such, those systems that integrate job satisfaction and motivation of the employees produce an effective production process. Accordingly, planning of human resource has a particular importance in all the organisations which adopt contemporary management philosophy.

For Turkey, of particular importance is the planning of manpower in public sector, especially more so in terms of increasing the productivity and effectiveness of the organisations. Public organisations are required to use their budget carefully and diligently because, a greater part of the expenses produce returns in the long term and contributes to public welfare. Naturally, the budget allocated for the staff responsible for using the resources productively is one of the most important cost items. A literature review on management of human workforce confirms that various studies have been carried out in this subject. However, under constantly evolving living conditions, the science renews its studies relating to management of human workforce, produces new approaches and such conditions in public organisations are addressed and evaluated anew in this framework.

The starting point for this study is the specific problems faced by the world and Turkey, their impact on the regulations and practices. For that reason, firstly a 'work analyses form' has been distributed to approximately 700 employees of a departmental headquarters of one of the local administration organisations, which was chosen as a pilot scheme; the variants of which have been determined from the data obtained and from which a computer software programme has been developed to elicit the size of the work force in local administrations. This software can automatically reveal the workload of each employee, the size of the manpower in each scheme and the job definition of the related units, by entering the relevant data and job definitions on an organisational chart, as well as standards related to the subject matter.

The data obtained from the study has been tested and evaluated. Findings obtained from the study can be applied to all organisations, be it a public organisation or otherwise. Ultimately, this study facilitates the regimentation of work definitions and the updating of manpower requirements on the basis of variable conditions and different time periods. Additionally, it can provide a model for the future in terms of quality and quantity. Labour force planning in Turkey can be established using various methods. However, this study is particularly significant in terms of creating, for the first time, a working standard and providing specially developed software that takes into account the structure of local governments.

Keywords: labour force planning, local governments, workload analyses