



7<sup>th</sup> International Strategic Management Conference

## The Proactive Studies in Developing Corporate Strategies in Police Units: Due Diligence and Satisfaction Assesment

Emel Bahar<sup>a</sup>, Ferudun Kaya<sup>b</sup> <sup>a\*</sup>

*a Mersin University, Tarsus Vocational College, Tarsus, Mersin, Turkey*

*b Abant İzzet Baysal University, Mudurnu Süreyya Astarçı Vocational College, Mudurnu, Bolu, Turkey*

---

### Abstract

The objective of the study is to determine the adequacy and weaknesses, if any, of the services provided by the police units in Tarsus, which is growing by internal and external migrations thanks to its potential for tourism, trade and agriculture, and its geographical position, by performing necessary researches based on the scientific grounds, instead of determining by observation or estimation, and accordingly, to develop strategic management practices which are capable of responding to the varying social expectations. For objective assessment of the subject matter, it is intended to learn about the perspectives of Tarsus residents regarding the policing profession by determining the adequacy of the services provided by Tarsus Police Units as well as the public's level of satisfaction. During the study, a due diligence has been carried out to contribute to the improvement of the equipment and social facilities for the police units, increasing the communication with the beneficiary of the services, better presentation of themselves to the young generation, and involvement in the preventive actions against turning into crime, particularly by means of proactive studies. On the basis of these findings, the findings and suggestions have been tried to be developed to contribute to the rational use of the resources for services provided in Tarsus County by the police units.

*Keywords:* Police units, Strategy development, Proactive study, Service satisfaction.

---

© 2011 Published by Elsevier Ltd. Selection and/or peer-review under responsibility of 7th International Strategic Management Conference

### 1. Introduction

The public administrations are assigned as a functional tool in the integration of the countries with the increasingly globalized world [1]. The global pressures have increasingly has much more effect on

---

\* Corresponding author. Tel. +90-324 6254515; fax: +90-324 6255081

E-mail address: [ebahar@mersin.edu.tr](mailto:ebahar@mersin.edu.tr)

national bureaucracies, and accordingly, it has become impossible to maintain the provision of public services by means of the earlier methods [2], [3]. The mission clearly defined within a dynamic, political and institutional environment, where many public bodies operate, requires an efficient strategic management capability to maintain and strengthen the harmony between management, organization and its external environment [4]. The strategic management is the sum of the processes including the research and development, assessment and selection endeavours required to plan the strategies and execution of all the structural actions based on motivation within the organization to implement these strategies and then a further check of the strategies in respect of their compliance to the objectives before being applied, and related to the operations of the senior positions of the institution [5]. The social life gradually becomes more complex and the expectations from public institutions become more varied in the globalized world. In the face of this rapidly changing environment, the public activities are required to be more flexible, quick and efficient. The legitimacy of both the government and public administration will be achieved to the same extent that they can satisfy the changing expectations and take the personnel and customer satisfaction into consideration. The public sector is required to switch into strategic management to keep up with the changes required by the modern age, to follow the innovations and satisfy the social expectations [6].

## **2. Strategy Development in Security Services**

In this age, the social, cultural and economic developments and a wide range of changes in society have revealed new perceptions particularly in concepts such as police and security as well as government, law and human rights. In this sense, in this day when the human relations get diversified and complicated, and the society begins to have a pluralist structure, it has revealed the fact that the police behaviors along with the concepts of right, law, human, crime and guilty should be re-assessed within the frame of the new functions of the police units. Today, as a result of the rapid developments and changes in every field, it is particularly seen that the social integrations has begun to reduce and deteriorate. The view of police as being and representing the authority has changed and the expectation from the police has increased, once the social development and change took on different dimensions [7].

According to Moore and Braga (2003), in the developed countries, the city council members, the politicians and the non-governmental organizations require the police units to be accounted by them, as in other public authorities, and hold them responsible. At this point, we understand that the performance-based management features both the internal and external accountability. Since the police offices are deemed as successful to the extent of the services they provide, the performance of the police offices should be assessed by the crime rate, public sense of security and whether the service is provided economically. Additionally, to achieve the desired result, it should be assessed by the performed police operations, as well [8], [9], [10]. In many countries, the performance measurement has been used as a means of management and accountability for years. It is also possible to use the performance measurement as a means of sanction or management in increasing service quality, performing the responsibility of accountability and measuring the performance of the staff. Additionally, the performance increasing impact of the performance measurement is frequently confronted in practice [11]. According to Epstein (1988), the performance measurement is a systematic attempt to learn about and account for how much the services provided by a government meet the requirements of the public, and in short, it is a tool to use in determining whether the public sector make quality productions at a reasonable cost [12].

The citizens are the end users of the goods and services provided by the public organizations. In this respect, their opinions about the goods and services provided are of importance. A sense of a user-centered or a citizen-centered public service is not a luxury any more, but it has become an expectation of anyone [13]. Today, the senses of “community-oriented policing” and “the police respecting the human rights” frequently seen in the studies related to the police are positioned at a point where the social change

متن کامل مقاله

دریافت فوری ←

**ISI**Articles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات