

THE DRIVING FORCE OF NATIONAL, CORPORATE AND COUNTRY DEVELOPMENT: LABOR FORCE TRAINING AND PLANNING

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Abstract

The development level of a country with respect to economic means could be defined with attaining to designated economic objectives. Besides, resuming development and reaching the designated goals at once require labor force training and planning both in developed and developing countries. Labor force training that is the determination of the number and quality of the labors to achieve the pre-set goals at estimated time frame and with limited sources is the critical step of human resources planning. Designating the optimal allocation of human resources, the training necessities of the labor force, defining the basic needs and other sources to attain the future goals, selection, discipline and efficient utilization of the labor force are key elements when designing the potential human resource requirements of an enterprise regarding to accomplish the institutional objectives and effectiveness. Additionally, another prevailing reality is that efficient labor force training and planning are also an indispensable means to achieve national development and economic enhancement as well. Thus, the aim of this study is to point out the significance of labor force training in national development and how it sustains parallel with country and corporate improvement too.

Key Words: Labor force, management process, planning, strategic objectives, source planning.

JEL Classification: J01, J21, J24, M10, M12, M50, M51, M53, M54.

1. Introduction

The science of management, know as the oldest of the arts and the newest of the sciences, is valid everywhere were the human beings exist. Management is sometimes considered as a process, sometimes factors of a process and sometimes it is considered as a part of knowledge society having considerable impact on the leadership of executives (Koçel, 2003: 15). As the knowledge accumulated and become accessible, management will be a more comprehensive profession. No doubt, businesses which are social systems, are like organism integral with their labor forces. An individual is both an integral part of a production process and the means of it. Moreover, unutilized material sources could not be considered vanished, but the unutilized human sources are depleted. Today, the human source of an organization is its most valuable asset and mostly determines the success of it. It is not possible to meet the objectives of a business efficiently with an unmotivated, not sufficiently trained and unsuccessful labor force. With this regard, it could be stated that the human resources management could have two fundamental objectives; enhancing the efficiency and quality of business life (Mondy, Noe, 2005: 3-4; Schuler, 1995: 4-6; Dessler, 2003: 2-4; Mondy et al, 2002: 2-4).

Today, the speed of technological change within the industrial field emphasizes the importance of strategic planning and well trained labor force. The increasing volume of human resource researches has increased the significance of human resource efficiency and human resource planning. The paradigms of executives change continuously. Paradigm that could be defined as mental tool to consider environment, evolves according to the era, culture and conditions. As for today, the human resource is center of this mental tool as well (Mondy, Noe, 2005: 3-4; Schuler, 1995: 4-6; Dessler, 2003: 2-4). In this study, it is aimed to dwell on labor force training and norm staff comprehensively as well as contribute literature in this regard theoretically based on national and international publications as well as the opinions of the authors.

2. Management and Planning

Human resource management develops in a sequence interacted with each other and could be denoted as; planning, staffing, evaluation, appraisal, labor development, industrial relations and safety against environmental issues. Planning is considerable in human resources management. In other words, effective planning is the beginning and prerequisite of other steps. If planning is done carefully, then there would not be significant mistakes in further steps. Moreover, staffing is to chose and employ the most advantageous labors for an organization. The rate of success of the new employees is assessed with evaluation. If the new staff cannot meet the set standards, the fundamental reason for this failure shall be reviewed within the employment process (Mondy et al., 2002: 101-104; Dessler, 2003: 90-95; Schuler, 1995: 111-120).

3. Human Resource (HR) Planning

From a point of view, every manager shall be considered as a human resource manager at the same time. Every manager, who is responsible to manage the labor force within the production process, must assume responsibilities related to human resource. Human resource that is one of the fundamental components of competitive power, must be planned properly and its quality has to be enhanced regularly as to safeguard the competitive power. Since, human resource planning is a process in which personnel turnover is monitored and directed, it is obvious that the system must have a dynamic model in order to execute its duty properly (Cascio, 1998:153-159; Mondy et al., 2002: 101-105; Dessler, 2003: 90-96; Schuler, 1995: 111-120).

If human resource planning is to be done correct, the characteristic of the staff and staff turnover in the system should be determined properly. For instance, when the quality and quantity of work to be done is determined in every level of an organization, the number of personnel to do the job shall be given; because, the number of the personnel is determined logically and scientifically, not by random walk. Focusing on staff quality and quantity would naturally bring along some limitations on staff turn over too. Besides, job exit is mostly the output of individual decisions, job exiting could be evaluated as a random variable. Furthermore, in order to plan the human resource effectively, the rate of staff turnover and random variables ought to be determined beforehand (Mondy, Noe, 2005: 99-105; Mondy et al., 2002: 101-105; Dessler, 2003: 90-96; Schuler, 1995: 111-120). Additionally, executives shall use the below given questions to reach optimal human resource planning (Koç, 1995: 2):

- If current staff turnover and promotion is retained, how will the classification for new positions be effected in the future?
- How the rate of promotion and new personnel is determined in order to attain an effective organizational structure?
- What will be the effect of the size of organization on organizational phases and promotion?
- Is there a time limit for attaining an ideal organization and if there is, what would it be?

Henceforth, a human resource management model established in an organization is actually based on some hypotheses in the real sense related to a system and variables in the system. Such hypotheses are generally based on experimental and theoretical fundamentals. What is expected from experimental hypotheses is to acquire the characteristics of a system from its past fluctuations. For instance, when the number of the staff exiting the job is reviewed, it is generally proportional with the total staff and turnover. This result may lead the managers to the outcome of ever current labor turnover in the staff. This would also mean that the developments and changes of today could realize in the same pattern in the future. However, sometimes, the future of human resource planning is more emphasized than the experiences enjoyed in the past. But, both the past experience in the organization and plans related to future shall be reviewed with proportional care. That's why, the age, capabilities and traits of the personnel does matter with regards to planning from past to the future in a sequence. This would also facilitate the determination of both the number of staff for each organizational level and position and of promotions and retirements (Cascio, 1998:153-159; Mondy, Noe, 2005: 99-105; Dessler, 2003: 90-96; Schuler, 1995: 111-120).

3.1. The Responsibility of Senior Management in Human Resources Management; since the strategies are determined by the senior management and this sequence runs through top to bottom, the role of senior management in human resources planning is vital (Schuler, 1995: 14-16).

3.2. The Role of Specialists and Managers in Human Resources Management; for the achievement of most effective human resources management, the unit responsible from human resources shall be equipped with the necessary authority (Schuler, 1995: 15-17).

3.3. *Human Resources and Open System*; in order to avoid entropy and accomplish continuous change in a positive sequence, organizations should have organic structures open to environment and observe every change in their environments as to comply with the sudden alternations (McShane, Von Glinow, 2009).

3.4. *The Interaction of Human Resources Management with Internal and External Factors*: The process of management is mostly the outcome of certain environment and conditions that is also affected by scientific researches and findings (Baransel, 1979: 52). That's why, the review of the management process with taking environmental conditions and scientific methods into consideration would facilitate the forecasts related to future actions. These factors could be classified as; internal factors (individual traits, job qualifications, interpersonal relations, organizational characteristics) and external factors (external man power, outsources, competitors, regulators, law, economic, financial and international conditions) (Mondy et al., 2002: 31-35; Schuler, 1995: 61-67).

Organizations could attain supreme performance with considering internal and external conditions at the same time and level. That's why, for the efficient application of human resources management, it is significant to (Mondy et al., 2002: 31-35; Schuler, 1995: 61-67):

- Determine the different needs and expectations of the staff,
- Meeting the divergent needs and expectations of the staff at certain satisfaction levels,
- Also, changing the structure and processes of the organization in compliance with the necessities of the time.

3.5. *Job Analysis and Design*;

Organizations are divided into levels, departments and positions in order to designate authority and duty of the employees as well as meet their objectives. Besides, as to ensure the effectiveness of organizational actions, it is substantial to define the limits and duty of the positions. Job analysis is composed of indicating the content, limits and responsibility of each position as well as the ability, knowledge and experience of each worker in order to define every worker's role in an organization. This procedure is also accompanied with job simplification, time – motion studies, management development and job evaluation. Moreover, job design is to structure the duties and positions in an organization as to be as satisfactory as possible for workers (Cascio, 1998: 130-132; Mody, Noe, 2005: 86-88; Dessler, 2003: 60-62).

3.6. *Data Collection by Means of Job Analysis*; data collection is very important to achieve accomplished organizational design and job analysis. In the process of data collection observation, questionnaire, interview, personal research and secondary are used.

3.7. *Job Description and Quality*; the data collected in the process of collection is classified, formulized and job definitions are acquired. Job definition is involved with the explanation of the process and duties of that position, responsibilities as well as the related duties and responsibilities with other positions and levels. Job Quality is consisted of the requirements that have to be enjoyed by an employee such as education, experience and abilities. Human resource planning is to define how businesses secure that their employees are the right one to fit the job and positions. Staff retention, candidate search, training and ability analysis are sub topics of human resource planning (Cascio, 1998: 130; Mody, Noe, 2005: 503; Kaynak, 2000: 61).

3.8. *Human Resource, Its Planning and Relation to Development*; human resource planning facilitates the businesses to attain their objectives effectively, develop their selves, thus the achievement of development in an enterprise would also contribute to country development too. Human resource planning helps firms designate time and source limits to fulfill a duty and reach goals in the mean time. Human resource planning gives impetus to career development, enhancement of the abilities of the personnel, worker retaining methods and continuous worker and resource development within an organization. An effective human resource planning would not only positively impact on an organization, but also in a wider sense country wide development as well (Stone, 2005: 45-46; Beardwell, Holden, 2001: 125-128; DeNisi, Griffin, 2001:139-141)¹.

Unrealistic human resource planning would diminish productivity and efficiency, deteriorate business transactions, increase costs and ruin optimal allocation of related sources. That's why, a realistic and effective human resource planning is essential for optimal dissemination of sources. This reality is also valid at the country wide perspective too.

¹ <http://www.wisegeek.com/what-is-the-importance-of-hr-planning.htm>

Technological improvement, increase in the quality of education, training a competent labor force and expanding the knowledge technology could facilitate the development of human resource quality on wider basis. In the real sense, human resource planning is the optimal planning of a country's sources in order to develop it and enhance competitive power in the face of foreign competition as well (Hesapçioğlu, 1984). The human resources planning process involves strategy development, management systems creation, predicting requirements and performance measurement. The HR planning initiates with a strategy development in accordance with the corporate strategy. This HR strategy should focus on source capacity, abilities and necessities. The strategy shall involve the current condition in the firm and what the outcome should be. The management system is consisted of designing policies and practices and putting them into exercise. The prediction of requirements is to determine the necessary components in order to operate the process properly. These requirements could be as capabilities, skills, education and creation of the potential of the workers. When the trait of each personnel is established, it would be easier and more effective to choose the right person for the right position. Performance measurement refers to evaluation of the outcomes of what was done and make comparison of what was objected and what is obtained (Cherrington, 1995 :137-140; Stone, 2005: 50-52;)².

HR training refers to developing the skills and knowledge of the staff in accordance with the business objectives and providing the necessary training if necessary. HR training could involve career development, labor orientation, leadership improvement, management development, personal development and supervision of these activities according to the business objectives. When these processes are executed properly, this would also contribute nation wide development too³. Human resource is an invaluable asset for a country and its development as well as its training, organization and development is considerable. Improving human resource on the country basis is to improve socio-economic background, employment opportunities, contemporary and equal education opportunities, modernizing social protection system, enhancing labor market and labor institutions, increasing employment opportunities, fair wage policies, continuous in-service training and turning these processes into positive output for the benefit of every citizen (Griffin, 2001:139-141; Dougherty, 2002: 168-170)⁴.

The fundamental difficulty in human resource planning is rested in human itself; because, human beings are both physiological and psychological units who have to be modified for organizational necessities. Therefore, the human resource has to be planned with regards to both technological (knowledge based) and behavior dimensions. If there would be optimal human resource planning it should be done considering both of these dimensions. This process shall include optimal personnel selection, training, positioning and retaining the personnel as well as productivity, efficiency, industrial issues, enlarging or downsizing the organization in this process too. When this process is executed with respect to the whole country, realistic demographical data is necessary to make HR planning country wide. The figures related to the number of workers, registered and unregistered economy, education level, age, gender, etc... shall be considered thoroughly (Stone, 2005: 47-48)⁵.

The principles and guidelines in HR planning leads an organization to plan its future related to the current and future positions of employees as well as stating the prerequisites. The manpower planning is basically means to enjoy the highest quality of human resource to comply with the expectations of the management and organization. HR planning should facilitate the process of having the right number and quality of staff in the right time and position. HR planning is to forecast the employee necessity of an organization and take necessary step for future. Then, evaluating necessities and developing replacement charts for positions are important. The necessary preference and quality for each position shall be set and workers chosen in accordance with this priorities or new employees are to be trained in accordance with the objectives. Moreover, developing the abilities of managers is also important; because, management with contemporary standards is very important both to enhance the organization success and career development for employees (Stone, 2005: 45-46; DeNisi, Griffin, 2001:139-141)⁶. The personnel necessity of an organization could vary in accordance with time, place, production increase – decrease, consumer demand or organizational change. HR planning is a remedy to solve these issues regularly.

² <http://www.wisegeek.com/what-is-involved-in-the-human-resources-planning-process.htm>

³ <http://managementhelp.org/humanresources/#anchor723072>

⁴ [http://www.meda-ete.net/pubmgmt.nsf/\(getAttachment\)/A09AFBBBE2E5270EC12574B90057A75E/\\$File/NOTE7J5LQL.pdf](http://www.meda-ete.net/pubmgmt.nsf/(getAttachment)/A09AFBBBE2E5270EC12574B90057A75E/$File/NOTE7J5LQL.pdf) (VOS, Arjen, Working Paper, ETF, 2008).

⁵ <http://www.referenceforbusiness.com/management/Str-Ti/Succession-Planning.html> _ (Encyclopedia of Business).

⁶ <http://www.referenceforbusiness.com/management/Str-Ti/Succession-Planning.html> (Encyclopedia for Business).

Additionally, the extra (reserve) personnel necessity that could emerge in the future shall be determined no to be subject to any deficiencies in future projects and demand increase. Furthermore, extra human resource planning shall be done to avoid labor absenteeism, health issues and lay-offs. Thus, HR planning could be formulated as “real employee necessity + extra personnel necessity”⁷. Therefore, to achieve optimal personnel planning, the average personnel rate, rate of absenteeism and labor turnover rate should be forecasted properly. At this point, the labor turnover rate is more important since this rate is one of the strength factors of an organization. If the new entries are more than exits then one can state that the organization is enlarging, but the reverse case is also possible (Cherrington, 1995: 159-165; Stone, 2005: 46-51). New personnel necessity arises when an organization makes a new investment or the demand for its merchandise increases. However, when the organization downsizes or merchandise manufacture decreases some of the personnel should be laid off. Nonetheless, it is fundamental for an organization to secure its optimal work force and this rate shall be no less or no more than what is necessary. Henceforth, optimal work force planning is a part of optimal usage of the entire sources of an organization. Moreover, an effective means to define the need for optimal staff rate is to determine the norm staff in an organization.

4. Norm Staff and its Definition in General

The term norm refers to proper, standard and model. Besides, staff refers to the employees to perform a job in a regular sequence as well as it is a position to perform a duty. Norm staff is designated by an authority which involves certain duties and authority at the same time. Therefore, norm staff could be rephrased as the center of units, is independent of an individual and related to a certain service or duty (Tamer, 2007: 35). The inception point of creating staff initiates by providing for a duty, service or meeting the organizational needs as previously predicted. When norm staff is being established job analysis, job study, job evaluation and job definitions are determined thoroughly as to accommodate an official structure in an organization. At the end of this process, it is aimed to obtain an official “norm staff manual” that is valid and mandatory for everyone in an organization (Gezer, 2005: 32-36).

4.1. The Norm Staff Application in the Public Institutions of the Republic of Turkey

Institutions are to execute some applications in accordance with the government policies. However, some institutions could not possess the necessary sources to comply with the government policies. Besides, deficient applications without tracking plans would lead to unfavorable results. In order to avoid deficient applications, norm staff is a sort of remedy to apply effective plans. Implementing norm staff in both public and private institutions could be regarded as an obligation, but it is actually a necessity. However, the outcome of implementations is a question mark unique to each institution. The analysis of the implementations with respect to both in public and private institutions is a fundamental issue as to determine the optimum personnel number; because, an optimal and qualified number personnel is imperative in or to retain the organizational processes efficiently. But, determining the optimal number of workers is a primary burden in business applications⁸. Norm staff is the optimal number of personnel to execute assignments and meet objectives in the government. The norm staff application could be perceived as an application unique to government, but it could be used both in public and private organizations to allocate sources effectively, meet organizational objectives and contribute to national development too. Determining the optimal norm staff could be defined in two steps; determination of norm staff on the quantitative and qualitative basis. This process could be championed with organizational analysis, job analysis, job specifications, task descriptions, task evaluation, assigning priorities, motion studies, job studies, computing the number of norm staff and preparing the norm staff guidelines⁹.

4.2. The Possible Outcome of Norm Staff Application

With the norm staff analysis the positions, phases and liabilities is set clearly in an organization. The duty and activity of each position, the time frame to do the job is identified and objectives could be defined specifically. The determination of the business task and duty of each position would add up and comprise the job duty of each organizational department or phase and eventually the computation of the job duties of entire department would define the whole liability and future tasks of the organization itself.

⁷ <http://www.referenceforbusiness.com/management/Str-Ti/Succession-Planning.html> (Encyclopedia for Business); <http://www.wisegeek.com/what-is-human-resources-planning.htm>.

⁸ www.basbakanlik.gov.tr – The Prime Ministry of the Republic of Turkey.

⁹ www.basbakanlik.gov.tr – The Prime Ministry of the Republic of Turkey.

The workload of each position and requirements are set by norm staff applications. By means of this, the ideal number and quality personnel could be obtained¹⁰.

4.3. Private Enterprises and Norm Staff Relation

The norm staff application in the government could also be applied in the private organizations too. The norm staff application could be fostered with charging the wages in compliance with the performance of the employee as well. Also, when the evaluation of the performance of each employee in the private sector is done comprehensively, the norm staff application would lead to better results in private enterprises. Since, the private enterprises do not possess sources as abundant as the public ones, the ideal conditions and performance criterions are set strictly in private enterprises and the evaluation of the employees is done more detailed. By all means, the personnel that cannot meet the criterions would be deprived of the desired positive outcomes. Private enterprises are to meet their objectives with limited sources, secure optimal source allocation and accommodate their staffs with the outmost possible quality. It is also essential to use the workforce in the right time and right place. Yet, the assessment of the norm staff applications in private enterprises would be done by comparing the difference between the preset objectives and outcome, thus evaluating the performance of the personnel at the same time. With the comprehensive monitor of the staff, the organization would accomplish its objectives effectively as well as the optimal allocation and retention of company sources, thereby contributing to both institutional and national development.

4.4. Norm Staff Application in the Public and Private Sectors and its Reflections

The changes in various parts of the world affect other places with the prevailing strength of globalization and shall be taken into consideration by executives. The applications in the field of human resources management, especially the norm staff applications, should be considered to develop the human resources with also developing the organizational, institutional, functional, judicial and more dimensions of business, not only contributing to the enhancement of only a business itself but also to the entire country as well. By means of determining the exact qualifications, duties, authority, title and number of the personnel, an achieved human resources policy could be easily pursued both in the public and private sector of a country, thus contributing to the national development too. Moreover, the monitor of positions is also considerable. The inspection mechanism should be operated by way of service efficiency criterions and evaluations, personal performance evaluations, objectives, responsibility, and managerial standards (Yüksel, 2005: 48-54). Besides, the employment and promotion of officials and workers shall be done according to certain criterions and merits. The employment process, whether full time or part time, must be within specific business standards, contract and norms determined previously for the business. This process shall be done according to real and certain employment necessities, lay offs and retirements. By means of norm staff applications, the abuse of power and positions would also be avoided too.

5. Concluding Remarks

Human resources management begins with staffing based on norms and criterions and maintains with rigorous supervision. It is also a critical step for creating a strong organization both for the private and public institutions. Human resources planning is to recruit and guarantee the necessary number of qualified workers for a business. Human resources planning and human resources management shall not be considered with a shallow point of view that is restricted only in commercial businesses but also be used by both public and private enterprises depending on norms set previously. That's also means to recruit right person with the right qualifications, in the right position and time. Having applied this process in businesses would not only develop the businesses their selves, but also contribute to country development too. Besides, the human resources management process bears ambiguities. These ambiguities arise from the quality, efficiency and performance level of workers. However, with determining strict norms for each position and recruiting the personnel according to the norms would lower the level of ambiguity and risk. Abiding by strict norms in the recruitment process could supply the most adequate human resource for an enterprise, opportunity to harmonize the new personnel and a space that is conducive for both human and worker development (Viarguse, 1999: 6-7). Moreover, using the latest training and in-service training methods, newest technology, knowledge sources and other developments based on globalization can enhance human resource much better, give a holistic understanding of the world matters and improve abilities of the workers in accordance with the current global conditions (Toffler, 1981: 19).

¹⁰ <http://mevzuat.meb.gov.tr/html/83.html> Turkish Ministry of Education _ Application of Norm Staff.

However, a human resource planning depending on certain norms could fail sometimes resulting from:

- Perfunctorily done norm staff plans,
- Inconsistency between top level and other level recruitment plans,
- Lack of data on manpower,
- Short term planning instead of profound long term planning,
- Frequent changes in legal matters and codes,
- Economic failures impacting on employment opportunities negatively,
- Insufficient training provided in schools.

Moreover, in order to be successful in human resource planning and reinforce this policy with norm staff applications, it is necessary to:

- Establish a nation wide human development policy that is feasible for both public and private institutions,
- Constitute a reliable country wide data bank to meet human resource necessity,
- Depend on human resource estimations on scientific methods and using pre-set norms to recruit new staff,
- Inspection of efficient application of norms within the human resource planning in accordance with the norm staff applications.

National development has numerous dimensions such as social, cultural, economic, legal, financial, demographic, commercial and etc. Yet, the slightest piece in this process is human. The reflection of human in the business world is labors. Thus, selecting, training and positioning the right and right amount of labors in businesses would not only develop the business performance, but also contribute to the national development in the macro level. Therefore, it is considerable to comply with strict norms when choosing, training and positioning labors, since this process requires a considerable amount of financial source too. Moreover, efficient human resource planning and using norm staff in this process could lead a business and country to the efficient allocation and utilization of country sources.

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