EVALUATION OF SECURITY MANAGEMENT FROM THE PERSPECTIVE OF CURRENT MANAGEMENT APPROACHES AND MANAGEMENT MODELS

GÜVENLİK YÖNETİMİNİN GÜNCEL YÖNETİM YAKLAŞIMLARI VE YÖNETİM MODELLERİ PERSPEKTİFİNDEN DEĞERLENDİRİLMESİ

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ABSTRACT

Today, there are changes and transformations that are difficult to predict in social, economic and technological fields. All these changes not only facilitate the lives of individuals, but also facilitate the emergence of new threats in the lives of individuals. While improving the communication network created by technological developments provides easy access to information, it also facilitates attacks on individuals' security. Therefore, as there are changes in every field, there are also changes in the provision and management of security services. Moreover, it is of vital importance that the changes in the field of security management are carried out very quickly, effectively and accurately.

Within the scope of this study, the administrative techniques in the field of security management and how these processes should change are taken into consideration. Approaches that have been very popular in the field of management sciences in recent years and that have claims for the solution of managerial problems gain importance at this point. Within the scope of this study, the projections of these approaches, which have very different suggestions on many issues from the relationship between the individual and the public institution to the structuring of the state, on security management are sought. How and why security management should change is discussed from the perspective of these approaches.

Key words: Security, Security Management, Governance, Management Approaches

ÖZET

Günümüzde toplumsal, ekonomik ve teknolojik alanlarda önceden tahmin edilebilmesi oldukça güç değişimler ve dönüşümler yaşanmaktadır. Tüm bu değişimler bireylerin yaşamlarını kolaylaştırıcı etkileri olduğu kadar bireylerin yaşamlarında yeni tehditlerin oluşmasını kolaylık sağlamaktadır. Özellikle teknolojik gelişmelerin yarattığı iletişim ağını geliştirim bilgiye kolay ulaşma imkânı sağlarken, bireylerin güvenliklere yönelik saldırılara da kolaylıklar sağlamaktadır. Dolayısıyla her alanda değişimler olduğu gibi güvenlik hizmetlerinin sunulmasında ve yönetilmesinde de değişimler yaşanmaktadır. Üstelik güvenlik yönetimi alanındaki değişimlerin oldukça hızlı, etkin ve doğru bir şekilde yerine getirilmesinde hayati önem bulunmaktadır.

Bu çalışma kapsamında güvenlik yönetimi alanındaki yönetimsel tekniklerin ve bu süreçlerin değişimlerin nasıl olması gerektiğinden hareket edilmektedir. Yönetim bilimleri alanında son yıllarda oldukça popüler olan ve yönetimsel sorunların çözümüne yönelik iddiaları olan yaklaşımlar bu noktada önem kazanmaktadır. Bu çalışma kapsamında birey ve kamu kurumu ilişkisinden devletin yapılanmasına kadar birçok konuyla ilgili çok farklı önerileri olan bu yaklaşımların güvenlik yönetimi üzerindeki iz düşümleri aranmaktadır. Güvenlik yönetiminin nasıl ve neden değişim göstermesi gerektiği bu yaklaşımlar perspektifinden ele alınmaktadır.

Anahtar Kelimeler: Güvenlik, Güvenlik Yönetimi, Yönetişim, Yönetim Yaklaşımları

1. INTRODUCTION

The phenomenon of security, one of the most basic needs of people, has been a constantly demanded need since the existence of humanity. Due to the changes in the lives of individuals and the society in general and the changing demands accordingly, the need for security has both diversified and changed in quality over time. While physical security was the most important form of security in the early periods of humanity, today the security of the abstract facts created by these people has become as important as the physical security of people. For example, the security of the state can be given as an example. On the other hand, depending on the technological developments and globalization initiatives around the world, the world has become a global village. Due to the increase in communication possibilities and the loss of importance of the borders of nation states, the security phenomenon has gained a much different dimension. Therefore, there are changes in the understanding of security management in order to adapt to these changes and to meet the security expectations of both the individual and the society.

In general, the management phenomenon can be defined as managing and managing, as well as a dynamic process consisting of planning on management functions, ensuring organization, coordination and auditing activities. In order to define security management starting from management, it is necessary to include the concepts of threat and risk in these functions. Therefore, in general, security management is the activities of planning, organizing, directing, coordinating and supervising all resources aimed at the elimination of

possible threats that may endanger the existence of individuals, organizations and states, and the protection of people from risks and dangers by proactively or reactively combating crimes and criminals.

Like the management phenomenon, security management is exposed to changes over time, as it is a dynamic process. While these changes sometimes change depending on social demands, sometimes they occur as a result of the pressure of environmental (global environment) changes. A number of theories, paradigms or models have been put forward that explain these changes in the field of management and suggest how management mechanisms should be shaped depending on these changes (Dunleavy et al., 2006). These approaches and models generally focus on explaining and managing changes in public administration. Since there is no one to separate the security management phenomenon from public administration and public security, it was necessary to evaluate how these changes could affect security management and how management processes should adapt to these changes.

Within the scope of this study, eight of the approaches that have shaped both the academic field and the practice in the field of management in recent years have been discussed. The effects of these approaches on both public administration and security management are discussed at the conceptual level. Supported by examples, it is emphasized how changes should be made in security management based on these approaches. From a broader perspective, it has been seen that these approaches may have important implications for security science and security management. In the first part of the study, a discussion topic was opened on the concept of security and it was concluded that a definite definition of this phenomenon was not made or it was very difficult to make. As a matter of fact, it is very difficult to make a single definition because it is a phenomenon that is used in very different types and at very different levels (micro, meso and macro). In the second part, what security management is and its development are emphasized. Explanations were made on the concepts of security management, security governance and strategic security management. In the third part, the changes in security management are evaluated from the perspective of contemporary approaches in the field of management. It is emphasized how these approaches change security management and how it is possible to be successful in case of a change.

2. SECURITY PHENOMENON

It is seen that the concept of security is intertwined with many political, social and economic issues from the past to the present, and it is directly or indirectly involved in these issues. The concept of security is frequently encountered in newspapers and news sites, political statements and documents, social media and social media sites, reports of institutions and organizations. Therefore, it shows that the security phenomenon has a decisive feature in almost every stage of the daily lives of individuals. As a matter of fact, since the existence of humanity, individuals have put forth serious concerns about the phenomenon of security by nature and serious efforts to ensure their security. In Maslow's (2001: 212), widely accepted theory of hierarchy of needs, the need for security is accepted as one of the most basic elements of human existence.

While the concept of security is a very effective and overused concept in daily life, it is also a concept that attracts a lot of attention in terms of academic disciplines and is a determinant in terms of its own fields of interest. It has been the subject of many disciplines such as political science, international relations, public administration, economics, law, health, sociology and psychology. It is a phenomenon that has been scientifically examined in a wide range of areas such as national security, internal security, public security, individual security, food security, housing security, personal data security and communication security. Therefore, since the phenomenon of security is the subject of research on more than one discipline, this subject has a multi-disciplinary nature. Therefore, it is necessary to determine the boundaries of the security phenomenon within the scope of the researches.

Although the concept of secure is frequently used in contemporary life and in the study of academic disciplines, the lack of a consensus definition is due to the fact that the concept of security has a derived meaning. This derived semantic quality, which emerges due to the fact that the actors of both national and international systems accept different security understandings at the same time and depending on the developments experienced, and that the security phenomenon has changed in the historical process, makes it difficult to make a universal or at least widely accepted definition of security. However, there is a need for generally accepted definitions or explanations that will facilitate theoretical and intellectual understanding and guide practice (Bilgin, 2010: 76; Karabulut, 2011: 7-8).

On the other hand, when defining the security phenomenon, many variables of different sizes and qualities must be considered, and the necessity of constantly reconstructing the meaning of this concept depending on the changing conditions prevents a general definition from being made. However, the use of "the avoidance

or absence of danger, threats and risks" in general definitions of security also shows that there is a common understanding of security in the background (Özcan, 2011: 447-448). As can be understood from here, it indicates the existence of relations between the concept of security and the concepts of threat, danger and risk. Of these three concepts used for insecurity situations; The concept of "hazard" reflects individuals, the environment, social life, etc. means a situation that threatens their existence and that may harm them. The concept of "threat", on the other hand, refers to the individual, group, event, phenomenon or object that creates the dangerous situation. On the other hand, the concept of risk refers to the danger and probability of realization of the threat (Karataş, 2019: 183).

It can be said that there is ambiguity because the definitions of the concept of security are very diverse and multidimensional. Therefore, it is necessary to specify the limits of the meaning of the concept according to the context in which it is used. Therefore, we can argue that the concept of security has an eclectic feature. As a matter of fact, the fact that each discipline adds new meanings to the concept of security in relation to its own field and that the perspectives of individuals on security in daily life in modern society structures change cause this situation. Depending on this eclectic feature, the existence of the ambiguity that exists consciously or unconsciously provides freedom of action for those who use the concept and the mechanisms that will make and implement decisions regarding the security phenomenon. Accordingly, many issues can be discussed within the concept of security. Sometimes this situation provides convenience for policy practitioners, but sometimes many practices can be brought by hiding behind ambiguous facts such as "public security".

3. SECURITY MANAGEMENT AND DEVELOPMENT

Based on these discussions on the concept of security; As an academic field of study and research, it can be thought that the phenomenon of security has not yet reached the point of becoming a discipline (Borodzicz, 1996). Therefore, although the discipline of security science and the profession of security management are the works of a very modern period, their origins can be traced back to the first communities. As a matter of fact, the need for security and the management of groups or organizations that arise at the point of meeting this need is a necessity of a natural process. Security management can sometimes be seen as just risk management in applications. In fact, some researchers not only remove the concept of security from the concept of security management, but also remove the concept of management, and argue that the applications in this field are "risk engineering" (Lievesly, 1995). However, the phenomenon of security management is a situation that needs to be considered as comprehensively as the management phenomenon and shows its effect in many areas. In every field where there is a need for security and in all the applications made for this need, the management phenomenon should also be engaged.

Most of the studies on security management focus on operational or micro issues rather than strategic issues of the security phenomenon (Buczynski, 2011: 13). But security management is not just about policies and procedures, resolving an employee's problem, regulating the work and operations of security practitioners, or determining the budgetary needs of security providers.

There is very limited literature on how a security management procedure should be designed, implemented and managed. Fay (2006) put forward various concepts and theories focusing on the design of the management plan in order to sustain the management of management. However, this study was limited in order to create a security management plan that is quite comprehensive and includes many components. Similar to many other studies in the literature, it focuses on issues such as physical security, protection processes, security personnel management (Smith and Brooks, 2012: 25).

Management covers the activities of planning, organizing and controlling every aspect of an organization's strategy and, accordingly, its operations in order to improve its functioning. At the same time, the management phenomenon should identify the threats and risks that may be encountered in organizational processes and try to reduce them. Therefore, the phenomenon of security should be aimed at protecting all assets of the organization, individual or country in all administrative processes.

3.1. Management Functions and Security

Management includes the tasks and activities necessary to manage an organization or one of the organization's planning, organizing, directing and controlling functions (Hellriegel, Jackson, & Slocum, 2002: 7). In this context, we see that management has various functions. In the context of the publications on management in the literature, it would be correct to state that there are five basic functions of management. It is extremely important to make the functions functional in order for the management process to achieve

effective and successful results. These management functions need to be reconstructed around the security phenomenon.

Henri Fayol (2016) argues that the classification of management functions, which is still widely accepted in the field of management, will be appropriate for all management processes in organizations. Technical Activities (production activities), Business Activities (purchasing, selling and exchange), Financial Activities (finding and evaluating money), Security Activities (safety of employees and equipment), Accounting Activities (keeping financial records and statistics) Management Activities. argues that it is necessary for organizations (Fayol, 2016: 27). Fayol attaches more importance to the management function and connects other activities to this function. It proposes that other activities should be organized according to the functions of the management activity. Therefore, based on this study, which reveals the management processes at the organizational level, it can be argued that management functions should be effective in organizational security processes.

The planning function can be expressed as the first step of the management process. Because it is thought that a good planning will bring along a good management process and the results will be satisfactory. The planning function can also be described as the main function. According to Robbins and Coulter (2002: 176), there are four basic reasons for the emergence of the need for planning: (1) Planning provides a guiding way to the employees of the organization: it is also the basis of coordination. (2) It maximizes the impact of rapidly changing conditions on the organization. It allows managers to see ahead and develop more appropriate responses. (3) Waste and redundancy of resources in the organization can be prevented. (4) It contributes to the determination of possible norms to be used in the control (supervision) phase. Questions to be Asked and Answered in the Planning Phase What will be done? By whom will it be done? When will it be done? How will it be done? What facilities will be used? Why will he do it? (Özalp, 2010: 163)

The organizing function is defined as the process of organizing resources and establishing an organizational structure that covers all of the activities in order to implement the plans of the organization (Tengilinoğlu, Işık, & Akbolat, 2014: 46). According to another definition, organization is to form management units by grouping the activities deemed necessary in order to implement the predetermined plan or plans, to define the duties and responsibilities of the managers and employees in these units and to regulate the relations between them (Eryılmaz, 2019). The organization function, which comes after the planning phase, is also very important for success, like other functions. The organization function, also known as organizing, reveals what kind of a structure can be achieved through plans and strategies, as well as what needs to be done in businesses and organizations (Mirze, 2010: 129).

Orientation function; It is another important management function that includes the best direction of personnel in organizations. It also includes keeping the chain of command active in order to maintain the activities. Execution is used to motivate employees to achieve success in meeting organizational goals. It helps to create a common culture and values, to adopt the goals by all the employees of the organization and to encourage the employees to perform at the maximum level (Daft, 1997: 10). In order for the executive function, also known as directing, to be successful, there are some features that the orders and instructions for the employee must have. These features are; It is essential that the orders be fulfillable and reasonable, and that they are clear-understandable and complete instructions (Özalp, 2010: 259).

coordination function; It is another function of management, which is also called harmonization or coordination. In fact, it is extremely difficult to evaluate the functions of other management separately. Because it is certain that coordination and coordination are needed when using all other functions. Harmonizing the efforts of the personnel working in order to ensure that the organization or the enterprise reaches the determined targets can be defined as coordination (Dalay, 2001: 335).

Control function; It is also described as the most important dimension of the management process. It is the stage where the results obtained from the combination of the first four functions of the management are checked and whether they are successful or not. In other words, it is the function required to control how well the strategies implemented and the current philosophy of the management work, and to give clues as to how to proceed in the next stage (Aslan, 2010: 64). The more independent and unbiased auditing process is put forward, the higher the probability that the process will result in success. Accordingly, it can be stated that the supervisory function is a critical determinant of organizational success and that many researchers discuss the supervisory function through feedback and adjustment processes (Merchant, 1982: 43). The feedback and reorganizations obtained in the audit function will contribute to the achievement of organizational success.

3.2. Security Governance

The concept of governance differs in meaning from the concept of management. The term governance is defined as the withdrawal of authority from management. While management is based on integration and centralization, governance refers to fragmentation and differentiation. Fragmentation can occur in three different ways (1) downward - towards local actors, (2) upward - towards the global level, and (3) laterally - towards independent and voluntary actors (Rhodes, 1999: 23). According to Smouts (1998: 94), governance is neither a system of rules nor an activity, governance is a process. Governance describes a process that includes both public and private institution actors and is based on harmony-reconciliation, not domination. Governance is not a formal structure but depends on continuous interaction. Neo-liberal reforms in security place emphasis on governance rather than management. The privatization of security shows that the monopoly of legitimate use of force has disappeared and security has become multi-headed and fragmented. In security governance, it is argued that security should be provided not only by the armed forces or the police, but also by a wide range of non-state actors, including regional and international organizations, militias, commercial companies, businesses, citizens' forums, community-based associations, and voluntary organizations (Ekinci, 2011: 191).

As a result of the spread of new threats such as trans-border crimes, international terrorism, the proliferation of nuclear weapons, and infectious diseases in the globalization process, security as a concept has begun to be reconstructed. On the one hand, there are those who suggest that the concept of security should be expanded by getting rid of the security of the state or military security; on the contrary, there are those who argue that such an effort will destroy the usefulness of the concept.

Today, with the change of methods of struggle, causes of conflict and sources, "new wars" have started to be mentioned. However, today, the concept of security is also multidimensional, military, economic, social, individual, environmental, etc. started to be considered as a whole with its aspects. The security problem handled in this way has begun to strain the capacity of the nation-state, and besides nation-states, other non-state international actors such as international organizations, non-governmental organizations and even private sector actors have begun to take place in security policies (Tangör and Yalçınkaya, 2010: 129- 130; Kaldor, 2013).

Security governance is the set of responsibilities and practices implemented by senior management to provide strategic direction, ensure objectives are achieved, identify risks are managed appropriately, and verify that organizational resources are used responsibly (Fay and Patterson, 2006: 500).

Security governance refers to the joint use of administrative, economic and political authority in order to maintain peace and stability in the international arena (Tangör, 2004: 257). According to another definition, security governance is a system of purposeful rules that includes coordination, management and regulation by public and private actors; it refers to formal and informal adjustments and targeted specific political results (Webber, 2000: 44). Kirchner and Sperling (2007: 14) describe the tasks of security governance as follows: Security governance fulfills two functions. The first is the building of institutions and the other is conflict resolution. It develops two types of methods to fulfill these functions. The first of these is persuasive (economic, political and diplomatic) methods and the other is coercive (military intervention) methods. All in all, security governance asserts itself in four categories: assurance, prevention, protection and enforcement.

With the advent of the expanded security agenda, security governance is increasingly being examined (Rosenau, Czempiel, & Smith, 1992; O. Young, 1999; Webber, 2000; Keohane, 2001). As a result of the various definitions of security governance, different analytical frameworks have been created. While some of these conceptualizations describe the institutional mechanisms that some states have established to achieve their own goals (Sperling, 2003), some state that some states are more equal than others and are the main actor in international relations (Waltz, 1979), while others say that power relations are determined not only by material capacities, but by norms and identities. stated. However, studies examining especially the EU's security governance relations (Tangör, 2008) show that there is a broad definition of the security governance approach. According to Kirchner and Sperling (2007: 14), security governance is adopted in four main ways. These are security governance in general theory, security governance in the form of theory networks, security governance that expresses the system of transnational and international regimes, and security governance that reshapes security issues such as conflict arrangements and resolutions with the expansion of the security agenda by interstate and non-state security actors (Sperling, 2003; Kirchner, 2006).

3.3. Strategic Security Management

Strategic management, which is the latest point reached in the field of management; It is a discipline that emerged in the 1950s and 60s. Although there are many contributors to the concept, the ones who influenced the literature the most are Alfred Chandler, Phliph Selznick, Igor Ansoff, and Peter Drucker (Culp, 2012).

The concept of strategy is derived from the Greek words "stratos" and "agein". The word stratos means "army" and agein means "leading" and "ruling" (Cummings, 1995: 23). As a matter of fact, the concept of Strategy was initially expressed with concepts such as "the art of command" (Horwath, 2006) and "the art of war" (Tzu, 2018). The first discussions about strategy are based on authors such as Sun Tzu, Homer, Euripides (Tokgöz, 2014: 4). Due to this feature of the concept, the concept of strategy was used as a military term at first, but towards the end of the 20th century, it began to be used quite a lot in the field of management (Tortop et al., 2016: 224). Sun Tzu's (2018) The Art of War contributed to the development of the concept of strategy in terms of military literature; continues to inspire corporate strategies today (M. Moore, 2003: 23). Mintzberg et al. (1998), who are among the pioneers of strategy, stated that making a single definition of strategy and therefore looking at it from a single point will cause an incomplete understanding of strategy. These researchers used the strategy 5P; They stated that they have different definitions (plan, ploy, pattern, position, perspective), strategy as a plan, strategy as a ploy, strategy as a pattern, strategy as a position, and strategy as a perspective (Mintzberg et al., 1998: 9-15).

Strategic management is accepted as a management style that will enable organizations to survive under all conditions (Pamuk et al., 1997: 15). What is essential in this management technique is the systematic planning, organization, coordination and control of the work to be done in order to move the organization to the desired point (Dinçer, 2013: 35).

Strategic management concept; "It is a management technique that reveals what an organization does, its reason for being and the goals it wants to achieve in the future" (Bryson, 2004: 5). Peter Drucker (2014: 22), the main task of strategic management is to think through the mission of a business and "What is our business, what should it be?" By asking questions, he said that it is to ensure that the determined decisions give the results for tomorrow in line with the determined goals.

Strategic management generally includes strategic thinking, strategic planning and strategic decision making. Planning, organization, coordination, execution, control, etc., which are the basic functions of classical organizational management. application areas do not change in strategic management. However, these functions and approaches are carried out with a strategic perspective by focusing on the external environment (Üzün, 2000: 39).

The concept of strategic management, on the other hand, is the analysis of the process that shows what the goals an organization wants to achieve in the future are and how to reach these goals (Barry, 1997: 10). In other words, strategic management is a management technique that sets out the objectives of what the institution does, what its reason for being and where it wants to be in the future (Bryson, 2004: 5). Therefore, strategic management is related to activities that will help institutions to maintain their existence in the long term rather than their daily business and provide competitive advantage (Ülgen and Mirze, 2013: 27-28). As a matter of fact, strategic management is a function of the top-level management in the institution, and it is a form of management that deals with the future, sees the organization as a system, includes lower-level managers in the management, and reconciles the objectives of the institution with the interests of the society (Tortop et al., 2016: 228-229).

Strategic thinking, which is considered to be the beginning of the strategic management process and is effective at every stage of the strategic management process; It means that the institution has a long-term perspective, which enables the institution to see the structure of its environment from a larger perspective (Swayne, Duncan, & Ginter, 2007: 12-13). In other words, strategic thinking aims to reveal the creative aspects of the strategic management process (Tokgöz, 2014: 10). In other words, it is a stage where the organization has an external orientation intention, the data it has obtained is analyzed, the assumptions are questioned, and new ideas are put forward (Swayne et al., 2007: 12). There are some features that the strategic thinking process should have. These; strategic intent, long-term thinking, evaluation of the past and the current situation together, looking at the organization as a system, and a scientific approach (Harrison and John, 2013: 14-15).

4. SECURITY MANAGEMENT IN CURRENT MANAGEMENT APPROACHES

Since the phenomenon of security is considered as public security within the scope of this study, current approaches are discussed by considering current approaches in public administration. Therefore, the opinions

of the theories that have certain suggestions in public administration processes and bureaucratic structures on public security have been analyzed.

4.1. Security Management According to New Public Management Approach

First of all, the new public administration approach has made itself felt in all areas of public administration since the 1970s and it can be said that it is still effective. Especially since these years, the economic and financial crises that have been effective have turned to the New Public Management approach, which prioritizes local administration based on a flexible organization approach, softens the hierarchy, and acts with a minimal state understanding, instead of the classical public administration approach, which has a wide intervention area, centralized, strict hierarchical and strictly adhered to the rules. (Çevikbaş, 2012: 11). The reforms that developed NPM do not rely on a source written by any scientist. First, the reforms were carried out, and then the theory was developed based on the analysis of the practices (Eryılmaz, 2019: 43).

NPM is based on the merging of the common points of different ideas and perspectives, and there cannot be only one generally accepted interpretation or explanation, which expresses that it is a very accepted concept in the field of management (Hood, 1991: 6). Therefore, with this approach, it has emerged that the same kind of approaches or practices cannot be valid in all areas of public administration and that different application approaches should be considered together.

Theoretically, the NPM approach is derived from the public choice theory in economic terms; politically, it is a combination of views arising from the new right ideology and the business movement. In essence, NPM adopts the regulation and improvement of traditional structures in the provision of public services and the use of (considered good) management techniques used in the private sector in public administration, the provision of services that were considered public in the past by actors outside the state with market or semi-market-like practices.

In general, NPM is seen as an approach to increase the efficiency and effectiveness of public service performance in public administration organizations and to apply the knowledge and experience gained in the field of management and other disciplines to public administration (Indahsari and Raharja, 2020: 73).

Achieving increased efficiency and productivity is largely related to the state's role as a catalyst (Üstüner, 1995). Accordingly, it is suggested that the state should be moved from the position of rowing to the position of helmsman, with the analogy of a ship management. The most important suggestion of this approach is the transfer of many works and transactions made by public institutions to the private sector. This is how it affects the security industry. It is suggested that both the external security and internal security of a country in the international arena should be largely provided by institutions other than the state. The most important suggestion of this approach is to limit the activity areas of units working in the field of internal security and direct them to judicial duties. Therefore, it is suggested that the duties of the administrative law enforcement in the division of judicial law enforcement and administrative law enforcement should be fulfilled by private security units. For example, instead of assigning the police in regulating and controlling traffic, it may be considered that private security units under the control of the civil administration or municipality in the relevant place carry out these procedures.

Another important feature of NPM is the transfer of authority, authority and responsibilities to lower levels or units that perform the main task (Bilgiç, 2013: 29). This situation, which we can also describe as decentralization, includes the transfer of authority and responsibilities to sub-units in the hierarchical structure of security units. This is not about eliminating the hierarchy in security units, but about paving the way for faster and more efficient transactions. Therefore, it is about paving the way for provincial organizations to implement their own policies both in terms of personnel and in the transactions, they will make, both in internal security units and in units providing national security. As a matter of fact, even if this situation causes a situation such as giving up the benefits of the central management approach, it ensures that more effective and efficient results can be obtained. It also allows each unit to develop their own practices according to their subjective needs or task types. For example, national security units responsible for internal security may need to have different equipment or clothing due to regional differences. In such a case, it may be possible for each unit to develop different applications according to their own needs.

Another important feature of this approach is that competitive approach should be applied in all institutions. It recommends that competition should be brought to the fore among service-providing units (Bilgiç, 2013: 29). It is not possible to create competition among organizations in an organizational structure where security services are provided from a single source. However, it may be more beneficial to establish a competitive

structure between units that do the same job in different regions. For example, by determining the crime statistics of two different police stations with the same population in the same province in terms of preventing crime and catching the criminal, by rewarding the units with higher performance, it can be ensured that other units compete to achieve this performance. At the same time, a performance-based structure can be developed within the personnel. However, this is not suitable for every unit or every task of the security forces. As a matter of fact, it is not easy to implement a structure like the performance-based wage system applied in the health system for the security forces.

Another feature of this approach is the establishment of a goal-oriented management approach. Therefore, it can be suggested to train personnel specialized in certain tasks and to gain more competence through trainings for service in the units related to their field of interest, and thus to establish a structure that directly focuses on the main objectives of their own unit. In order not to lose success in the case of separate personnel or the same unit dealing with different issues, it is necessary to establish units equipped with different purposes and having authority and responsibility related to their own field. However, from the perspective of the integrity of the administration, the coordination between these units should be kept very tight.

According to another feature, the public administration should not have a monopoly in the provision of public services, and should be a guide between the private sector and voluntary organizations and the units where service is provided (Hood, 1991: 4-5). It is a more correct approach for the state to have a monopoly position in the provision of security services. However, this monopoly position is an authority that the state should have. In other words, responsibilities of the same nature of duty should be assigned to different public institutions. Due to the situation in our country, internal security is provided by the Gendarmerie, Coast Guard and Police Departments. However, the cooperation and areas of responsibility between these institutions are determined by the Ministry of Interior. Therefore, different public institutions act under a single public administration while performing the same type of transaction. The new public management approach argues that the private sector should take a role beyond such a structure.

Another well-known feature of this approach is that the perspective towards citizens should be in the form of customers (Hood, 1991). In order to improve the quality of the services offered to the citizens, such an approach is determined in order to take their opinions and ensure their satisfaction. As of today, for example, it reflects this approach that the personnel who apply to the police units and help the citizens who submit their complaints, call by the citizens to evaluate the approach and the solution to the problem. Such an approach ensures that security services can be regulated depending on the demands of the citizens and that their quality can be increased.

4.2. Security Management According to Governance Approach

Governance approach, which gained a dominant position in the understanding of public administration with the 1990s, has become a subject that has been written and drawn seriously in the academic field after being emphasized in the reports published by international organizations (UN, WB, IMF, OECD). However, there is no universally accepted definition yet (Parlak and Sobacı, 2012: 232).

Governance is an understanding that expresses the hierarchical bureaucratic organization, is used in a different sense from management, encourages the interaction between the stakeholders who have a role during the execution of the administration, the participation of individuals and groups who do not have an official duty and title, and the participation of the segments that are not included in the hierarchical chain in government activity (Yüksel, 2000: 145). Although the concept of governance is not an agreed upon definition, governance; It can be defined as the structure or order formed by the results obtained by the joint efforts of all the relevant actors in a social political system. However, governance is a structure that includes public, private and non-governmental organizations and is a concept used to express the interaction and relationship between them (Eryılmaz, 2019: 60).

The effectiveness of citizen participation determines the quality of governance in terms of how governments take decisions and use their power. Governance is a concept that has a multi-faceted meaning and is open to innovations brought by time, which allows adding new meanings to its meanings in the future. In the current sense, it has reached widespread use in the field of social sciences and in this field, especially in the fields of politics and economy (Tortop et al., 2016: 342).

4.2.1. Governance Models Encountered in Management Practices

In the process of transformation of public administration, four governance models have emerged that have been developed and applied in line with the developments in theory and practice, the governance approach

aimed at solving existing problems (Peters, 1996). In public administration applications, sometimes only one of these four types of governance and sometimes more than one model are applied together. As a matter of fact, these models, which have been idealized and made functional, can gain different appearances in practice (Frederickson, 2005).

These four governance models, expressed as market-friendly state administration, Participatory state administration, Flexible state administration, and Free state administration, reveal the mainstays of the new structures adopted in practice. These models are alternative management styles that are put forward in order to eliminate the problems arising from the traditional public administration approach and to prevent the emergence of new problems. Each model exhibits different governance understandings within the framework of the public interest they are trying to provide with its unique structural features, management mechanisms, decision-making processes. These governance models and key features are given in Table 1 comparatively.

Table 1. Major Features of Four Models of Governance in Public Administration

	Market Government	Participative Government	Flexible Government	Deregulated Government
Principal Diagnosis	Monopoly	Hierarchy	Permanence	Internal regulation
Structure	Decentralization	Flatter organizations	Virtual organizations	No particular
Management	Pay for performance; another private sector techniques	TQM; teams	Managing temporary personnel	Greater managerial freedom
Policymaking	Internal markets; market incentives	Consultation; negotiation	Experimentation	Entrepreneurial government
Public Interest	Low cost	Involvement; consultation	Low cost; coordination	Creativity; activism

Reference: (Frederickson, 2005:11; Peters, 1996: 21)

These governance models, which have quite different management understandings, may not offer management options for every country or for all public institutions in a country. As a matter of fact, the public administration management histories and traditions of the countries are an important factor in the selection of these management models. For example, since the market-friendly state administration model adopts a market-based approach, it is possible to apply it in countries such as the USA, but in Continental European countries, which are more centralized in terms of state tradition, it is not possible to implement this model due to the strong state tradition in France. Therefore, after analyzing the current public administration structures of the countries in detail; Deciding to choose one of the governance models would be an appropriate decision.

Apart from these distinctions made in governance models, the most accepted governance approach both in theory and in public administration practices is the good governance model recommended by the world bank. Accordingly, governance; Freedom of Expression and Accountability, Political Stability and Nonviolence, Effectiveness of Government, Quality of Regulatory, Rule of Law, and Prevention of Corruption is a phenomenon. Therefore, it is accepted that state administrations that can fulfill the situations listed under these headings have higher governance quality.

Based on this approach of the World Bank, it can be said that the criteria of nonviolence and prevention of corruption, which are among the governance indexes, are related to the security management phenomenon. Therefore, the necessity of further processing of these two phenomena in the field of security management emerges.

As expressed under the heading of security governance, the application of the governance phenomenon to security institutions and this service sector; ensures that participation, transparency, freedom of expression and the rule of law prevail in these institutions and their implementation. Therefore, the necessity of taking decisions with social participation in the activities and policies of the security units and the necessity of sharing these decisions with the society in a transparent manner emerges. As a matter of fact, in such a case, a desired management style can be achieved.

4.3. Security Management According to the New Public Service Approach

With the 1990s, the NPM approach, which sees the state as a private sector enterprise, evaluates the citizen as a customer and does not care about the public interest, has started to be criticized and triggered the emergence of new approaches. One of them is the New Public Service (NPS) approach (Genç, 2010: 158). This approach, which emphasizes democratic values, emphasizes the citizen-oriented public interest, and attaches importance to the communication and negotiation to be created between the bureaucracy and the

citizen, has generally taken the criticisms against the NPM approach as its starting point. Although NPS is mostly known by Denhardts (2000, 2001, 2003), the first frame about him was tried to be drawn by Paul Light (Genç, 2010: 158).

The NPS approach, which Light introduced with its basic features, was later developed by J. Denhardt and R. Denhardt. In the approach, participatory citizenship and civil society are substituted for the rational choice advocated by the classics. In the NPS approach, it is revealed that the public should not serve the citizens with a business logic, but with a democratic understanding (Kayıkçı, 2017: 706). Even if cross-sector employee turnover is prominent in the new public service understanding, transitioning from the private or non-profit sectors to the public is less likely among workers who start their careers in non-public sectors. This reveals both the institutional and psychological barriers to moving from the private or non-profit sectors to the public (Perry, 2007: 7).

It can be said that democratic citizenship, society and civil society, people-oriented organization, new public administration and post-modern public administration theorists contributed to NPS in general. Those who govern in democratic citizenship should not see citizens only as voters, service recipients or customers, they should see them as citizens and share authority with them, reduce control over individuals they see as citizens, trust the benefit of joint action, and increase the accountability and trust in citizens with the business logic of the administration (Denhardt & Denhardt, 2000, 2001, 2003). The main features of the new public service approach can be listed as follows in seven principles (features) (Denhardt and Denhardt, 2003: 42):

✓ The target audience of the public service is the citizen, not the customer

✓ The target must be in the public interest

✓ The understanding of citizenship precedes the understanding of entrepreneurship

✓ Thinking strategically and acting democratically

✓ Accountability is not a simple concept

✓ Being a servant rather than giving direction

✓ Along with efficiency, the human element should be valued.

Along with this approach, it has been argued that democratic values should be emphasized by relatively reducing the effect of the NPM approach's view of drawing the state and public administration into a narrow area. Based on these suggestions of the public service approach, it can be suggested to experience various developments in the field of security management.

The individuals to whom the security service is provided are not considered as customers, as in the NPM approach. As a matter of fact, it is recommended that citizens have an active participatory role in the provision of all security services, because of the concern that it may distract citizens from participating in the provision of these services, even if evaluation as a customer contributes significantly to increasing the quality of service. Accordingly, it would be appropriate to take the opinions of non-governmental organizations at the meetings of the organizations providing security services or to take policies for the provision of this service.

Another important contribution of this approach was that the main purpose of the services provided was to provide public benefit. Therefore, since it is not possible to make a profit from public services in terms of some sectors (such as security), the main goal in the provision of these services is to establish an environment of peace and security for the benefit of the whole society.

4.4. Security Management According to Public Value Approach

The understanding of NPM, which emerged as a criticism, a new point of view and even a new paradigm against classical public administration, started to be criticized in the 1990s, and new alternative or supportive approaches were put forward instead. One of these approaches is the concept of Public Value.

Although this new understanding adopted neither the normative structure of the classical understanding nor the managerial understanding of NPM, although it was influenced by both classical and NPM, the goal of the Public Value Approach was to reveal a value-based management approach. According to Moore (1994, 1995), public services inherently had features that could not be handled with an operator or utilitarian approach. At the same time, public services were not something to be confined to precise and clear boundaries. For this reason, a management approach based on public value contained more appropriate

solutions for the public administration organization. Moore, who does not seem to make any clear definition of public value in his work, left it to public administrators how to define public value. Moore has also proposed some Terms that may be helpful in establishing public value for public administrators. Moore (1995: 22) lists these conditions as follows: determining what will be more valuable and effective in creating public value and making decisions at this point, 2) considering political expectations, and 3) calculating what is possible during implementation.

The concept of public value introduces ways of thinking that can be useful about the target and performance achieved by public policy. It provides a benchmark for services performed or supported by the government (including services funded by the government but provided by other organizations such as private Companies and non-profit organizations). It deals with the results of the services rendered in terms of providing public value, trust and legitimacy. In addition, the public value draws attention to the concept of ethics along with equality and accountability (Kelly, Mulgan, & Muers, 2002: 3).

Public value is expressed not only through outcomes, but also through processes that will ensure trust and justice, while public value emerges as a process that provides political support to citizens' expectations (O'flynn, 2007: 358).

Considering the definitions and explanations above, it is seen that the public value is considered singularly. However, the concept was taken as plural by B. Bozeman. According to Bozeman (2007), values (public values) can be listed as: a) the rights, benefits and privileges that citizens have and can have, b) the obligations of citizens to each other, society and the state, and c) the principles on which government policies should be based (Bozeman, 2007). 2007: 13).

Spano (2014: 354-355) stated that many authors have worked on the definition of public value but did not pay much attention to how it should be measured. However, Moore (1994: 297) draws attention to four features in defining and measuring public administration:

✓ Managers should achieve their goals as effectively and efficiently as possible,

✓ Criteria can be determined for public sector production in the context of professional standards,

✓ Public value can be determined by analytical techniques (such as program evaluation, cost and effectiveness analysis).

✓ The idea that the satisfaction of users or beneficiaries can be measured that public value is provided

In the light of the information given above for public value; Public value management can be defined as the meaningful effort of the managers, who are trying to produce solutions in line with the needs of the citizens, to make the citizens who receive service benefit from the service as much as possible.

Classical public administration and NPM's "what should we do?" While the answer to the question is to use the characteristic tools created by these models, public value approaches this question from a pragmatic perspective and argues that different conditions require different management tools (Alford and Hughes, 2008: 140). Different social needs come to the fore in different regions and countries of the world, and public values can change from place to place according to these needs (Köseoğlu and Tuncer, 2014: 151).

Therefore, the idea of "one size fits all", which is put forward based on the classical and NPM understanding, is not respected by the public value understanding (Alford and Hughes, 2008: 131). The pragmatic character of public value makes it easy for public administrators to deal with complex problems they may encounter in today's management processes. In this respect, the public value management approach is important for both academics, politicians and public administrators due to its situational perspective, its harmony with the current effective network governance, the importance it attaches to dialogue in management processes, and the fact that it emphasizes the citizen as a more general concept instead of the customer. increases (Köseoğlu and Tuncer, 2014: 166).

The understanding of public value has the potential to increase or decrease depending on the circumstances. It is very difficult to have managers with equal sensitivity and perspective everywhere at all times. For this reason, it may be possible that the needs of the public are not met equally everywhere. It is also possible to evaluate public value as a process. The work of a talented and enterprising manager who acts with the understanding of public value and a well-intentioned but less talented and less equipped manager may not be of equal value. The change of managers or management understanding will also affect the public value

creation approach. As time and conditions change, managers also change and the quality of the public value in question may also change.

The most important contribution this approach has made to the field of security management, as well as its contributions to public administration, is that the pragmatist approach is indispensable in terms of security management. Therefore, flexibility and being able to change in line with innovations are very important in terms of security management. It is accepted that it would be more beneficial to adopt different management styles in different types of units or in different duties of the same person. Managers responsible for security management should also adopt different techniques in order to create or increase public value, such as the condition-dependency (contingency) approach, which suggests that the structures of organizations change according to changing conditions (strategy, technology, environment, etc.). It is argued that administrators should reorganize their organizations providing security services and the administrative processes of these organizations according to changing social needs.

4.5. Security Management According to Neo-Weberian State Conception

The concept of "Neo-Weberian", which is a prominent approach in the literature, has actually been used in the fields of politics, sociology and public administration since the 1970s. The concept evaluates the interpretation of the classical Weberian model by considering the government mechanism in terms of power relations within the management system (Bercu, 2012: 16). However, Pollitt and Bouckaert evaluated Neo-Weberianism (NWS) as a model focused on state administration (Bercu, 2012: 16).

Weberianism in the NWS draws attention to the enduring and formative importance of the state in the structure and management of public administration. The neo element is a modernized version of traditional Weberian practices (Byrkjeflot, du Gay and Greve, 2018: 992). The Weberian Concept of State, which was put forward as a descriptive concept rather than a normative paradigm for governments, later gained meaning as a reform model for public administration (Çiner and Olgun, 2015).

It could also be said that NWS was developed in the context of a concern about the inadequacy of NPM and other management reforms imported from the USA. NWS critique has several main focuses. First and perhaps most importantly; National economies and newly independent states that are often powerless against external influence and control of the NPM and the IMF and the World Bank, including civil services hampered by indigenous ethnic strife, overly pluralistic political party systems, weak economic structures, and health and environmental regulation systems. such as the inability to create a strong state that can manage many internal and external problems it faces (Bercu, 2012; Byrkjeflot et al., 2018).

It is defined by Pollitt and Bouckaert (2004) as "an attempt to modernize the traditional bureaucracy by making it more professional, efficient and citizen-friendly". In addition, it is seen that this initiative has a more optimistic and more confident attitude towards the state than the NPM approach. It should also be emphasized that NWS does not have a fundamental criticism towards NPM principles and practices. NWS is not a perspective that is formed by adding the principles of NPM to the Weberian understanding of bureaucracy, but expresses a perspective in which the NWS and Weberian understanding of bureaucracy are handled together (Çiner and Olgun, 2015: 224).

This approach is about the positioning of the state actor rather than the public institutions. Accordingly, he argues that the state is still an active actor in the social, administrative and economic fields, and the way to ensure this is the professional application of bureaucracy. Weber's bureaucracy approach is, of course, very strong in terms of internal consistency and is still a popular approach today. However, it can be thought that such a differentiated paradigm has been adopted in order to reduce the impact of the criticisms against it. In the field of security management, according to this approach, it is recommended to provide more effective and efficient service by preserving the bureaucratic structure. Therefore, it is suggested to combine the management styles of the traditional security management bureaucracy with the private sector management techniques rather than the transfer of security services to private organizations.

4.6. Security Management According to Digital-Era Governance

It is seen that the rapidly developing digital technologies in the world have recently started to be effective in every part of the society. In order to create positive values, especially in the context of governance, worldwide digital technologies are used (Özer, 2017: 466). The same development also affected the state-citizen relations, public administrations and policy making processes. Thus, the increase in the prevalence of the Internet with the 1990s paved the way for the electronicization of the social sphere as well as in the public sphere. The supply-side, one-sided service provision offered by the government online has turned into

a "two-way process where citizens can participate in the process as actors and share their demands, wishes and expectations, as well as the content they create" (Örselli, Bayrakçı, & Karabulut, 2018). They show a tendency towards the understanding of "governance in the digital age".

Dunleavy et al. (2006) in their article "New Public Administration is Dead, Long Live Digital Era Governance" emphasize the central importance of information technology-based changes in management systems, supporting and integrating existing bureaucratic adaptations, and interacting with citizens and service users. They point out that this emphasis is not directly influenced by a technologically determined mediocrity, but through very different "cognitive, behavioral, organizational, political and cultural changes" linked to widely interpreted information systems. The authors named this new consensus and reforming changes "Digital Era Governance" (DEG). Under this name, the importance of the place that information and communication technologies have gained in the delivery of public services and how they are distributed to citizens or customers is emphasized (Dunleavy et al., 2006: 468).

In both the DEG and NPS approaches, there is an emphasis on sharing responsibility between the citizen and the government, and cooperation in making and implementing political decisions. Therefore, instead of applying the private sector working logic in the execution of public activities, it is about offering the right of citizens to participate more in the making and implementation of public decisions.

Due to the dizzying speed of technological developments, the importance of these technologies has increased significantly in the field of security management, as in every field. Therefore, the understanding of security management has moved far beyond the traditional logic of managing security personnel. It has become more important to manage security actors or methods that develop depending on technological developments. For example, instead of assigning personnel to prevent the entry of foreign elements to a certain area, protection service can be provided with very few personnel who can use all these by using camera systems, motion and temperature sensitive detectors instead of many personnel. Therefore, management in the field of security is changing towards information systems management. The necessity of managing information systems necessitates the managers in charge of security management to have new leadership styles and competencies. Therefore, it requires all managers in security organizations to have technical, human and conceptual competencies.

4.7. Security Management According to Project Management Approach

Project management; It is the sum of all the skills and knowledge required for the successful execution of the project. A project is a process applied to reveal something that is not owned. Project management; It is a dynamic process involving skills that embrace people to work with to achieve desired results. Briefly, project management; It is the process of using the appropriate resources of the institution in a controlled and organized work to achieve some results needed for strategic reasons (T. L. Young, 2016). Therefore, the aim of project management is to complete projects and reach the final point. It is to reach the final point in the prescribed manner, in other words, at a certain cost and within the planned time (Newton, 2016). Key features of project management (T. L. Young, 2016):

- ✓ It is target oriented.

- ✓ It is change centered to get what is needed.

- ✓ It incorporates versatile skills to achieve success.

- ✓ It is opportunistic. It looks for new solutions by ignoring the known ones.

- ✓ It is carried out in a controlled manner so that the works are completed on time.

- ✓ It is performance centered. It sets high standards for the quality of work and the style of work.

- ✓ He is inquisitive and tries to develop new methods by ignoring old customs.

Modern project management came to the fore with the evolution of management principles that developed with the growing and complex business life in the late 19th century. Especially the large-scale government projects realized in those years were the driving force in the development of project management. In the early 1900s, Frederick Taylor opened a new page in the understanding of management by developing a scientific approach to improve productivity. Prior to Taylor's work, the only way to increase productivity was to have workers work harder for longer hours. Taylor has made business processes more efficient by showing that management techniques can be analyzed and improved scientifically. Concentrating his work on the construction of navy ships, Taylor analyzed the components of business processes one by one, making

business planning more efficient and emphasizing the benefits of standardized processes and measured performance. Henry Gantt, on the other hand, developed the Gantt Chart in 1917, which provides great convenience in creating the project calendar (Albayrak, 2005: 8).

Today, especially information technology has become an important factor; Computer hardware, computer software, computer networks and teamwork have changed the traditional working methods in business environments and made it necessary to radically change the conditions of doing business. These changes have been the elements that ensure the more comprehensive way of doing business and the use of effective project management in businesses and have been accepted in all areas from health to production, from software to natural resources. Today, it has been realized that the success of organizations, both in the changing business environment and in the increasing competition conditions, is possible with project management (Albayrak, 2005: 8).

The four basic features that distinguish project management from other managements are as follows (Albayrak, 2005: 7)

✓ Each project; It is carried out using advanced technology within the framework of the determined cost and within the determined time.

✓ Each project; Since it is carried out in a certain time period, usually with a team of different people, it has different characteristics from each other and is unique for one time.

✓ Each project; It includes the use of human, monetary and information technology resources.

✓ Each project; requires working within an organizational system.

Project management can be understood as getting things done for once. However, the vast majority of security services may suggest that a management approach that is continuous and often based on repetition of the same things is necessary. Apart from the continuous security services depending on the changing conditions and social expectations; The way to ensure effectiveness and efficiency in operational security activities such as investigating crimes investigated by complaint or ex officio, neutralizing security threats, is to manage these activities by projecting them. Therefore, in such security management situations, the possibility of being successful is increased by determining the workloads, the persons in charge, the actions to be taken, the work packages in all details.

4.8. Security Management According to Innovation Management

Drucker (2014), who was the first to state that innovation is not only a result but also a process, named all of the managerial activities that regulate innovation activities as "innovation management" in order to avoid confusion.

Innovation management focuses on how to create an idea around an inventive idea, how to achieve economic gain, and how to make growth and profitability sustainable (Barutçugil, 2004). Innovation management is the management of the process between the initiation of the idea of innovating and the ultimate goal of making economic profit. The innovation process is an important process that needs to be managed as in other managerial activities. Innovation needs to be managed in order for businesses to succeed in the innovation idea and gain competitiveness capability, and therefore grow.

Innovation management is often related to technology management. Technology management focuses on technology and its use, development, innovative activities and results. Innovation management, on the other hand, extends beyond the management of technology and its use in products and processes, and includes social creativity and innovations that include social structure, process and managerial approaches in business (Mirze, 2010).

An innovation process that is desired to be carried out independently of technology is insufficient to reach the goal. In order for innovation to reach its goal, it is necessary to have advanced technology and to be able to use it. Having and using technology depends on being able to access and use "knowledge", which is the indispensable condition of our age. Although it is not possible for organizations to carry out their activities without knowledge, it is also impossible for organizations to make competitive efforts in the information age and to obtain information independently of technology. While organizations should give importance to knowledge, they should also have employees who care about knowledge and are equipped with knowledge.

For an innovation to be effective, it must be simple and focus entirely on that innovation activity. Even innovations that create new users and new markets must be directed towards specific, clear and carefully

designed activities. However, effective innovations should start small and should not be exaggerated. Innovation must aim for leadership from the very beginning, otherwise it will not be innovative enough. However, innovators are more talented than others in well-defined areas and rarely work outside designated areas.

As in all management units, it should be ensured that security management can manage innovations in a way that can keep up with the changes, and innovations should be initiated at organizational and individual levels depending on institutional, social and technological needs. Therefore, it is important to keep up with innovations and to initiate innovations based on needs.

5. EVALUATION AND CONCLUSION

The importance of the concepts of security and security management is understood more clearly with the emergence of risks and threats to people and their property. Security management should always be carried out in an active and open-to-development manner, since more importance is given to situations where there is a deficiency. As a matter of fact, the impact of administrative problems that may be experienced in meeting people's needs other than security will be relatively less than security management problems. Good management of security, which is one of the vital needs, is essential and a necessity. Therefore, security management must always be in a position to respond flexibly and effectively to individual and environmental demands and changes.

The suggestion of shaping the management to respond to changes and expectations as a common claim in all of the approaches that have emerged in the field of management is also a reality for security management. It is the common deduction of all approaches that security management processes and managers are able to respond to all these changes and expectations. As a matter of fact, not following the developments in security management and not developing up-to-date approaches can lead to administrative problems, just as societies that cannot manage and adapt to changes are lagging behind. In order to prevent such problems before they occur, the eight different approaches and models mentioned above should be correctly analyzed and security managements should act according to these models or approaches based on their own needs. In this way, institutions and their managers who perform both security management as a system and security management will be successful.

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