Analysis of the Motivation Phenomenon from the Perspective of the Turkish Police Organization[1]

Yıldız ATMACA[2]
Mestan Onur BAYGIN[3]

Abstract

The police workers of the security organization, which is the important organization in the first dere, responsible for providing the safety and esensitivity of the state, have dense working conditions, and the motivation of the police organization is applied in the direction of what or not applied. Motivation is an important force to act in accordance with the individual needs. There are many factors that negatively affect the motivation of the police, or even reveal the unsatisfiedness of work, as a result of which, affect the environment of the organization and the culture of the organization negatively. In this study, attention is drawn to the motivational tools used in the performance of the police profession and their importance. The impact of the phenomenon of motivation on the productivity of the profession is examined. In this context, the Turkish police organization is evaluated. As a result of the study in which the literature review was made, one of the qualitative research methods, it was revealed that motivation has an important place in the best functioning of the police profession in Türkiye, and it is understood that motivation has an important role in ensuring the efficiency of the organization.

Keywords: Turkish Police Organization, Police, Motivation, Motivation Tools
JEL Code: D23, D73, D79

1.Introduction

From the functioning of the organization of safety members, the atmosphere, the culture of the past; the professional, the development of the presence of foreign factors related to the rise in career areas, and there are some

important issues related to the nature of the police profession (Sanchez et al, 2002:21-22). Motivation cons are considered only one of these issues and most importantly. It is possible to express police's serusations with different reasons, such as the behavior that reveals unfairness of the flagships in the context of general personnel questions. It is necessary to pay attention to the management and efficiency of motivation tools in an organization that is directly related to esensitivity, liquid and psychological mood.

The police's motivation negatively affects, even reveals business dissatisfience, and as a result of this, the coparan from the philosophy of the organization, allows to sort the organization's environment and the factors that negatively influence the culture of the institution in the negative way: the police will not feel physically and spiritually after very busy working hours, as a result of the fact that judicial investigation is unopened, the concern of the appointment of a beer that he does not want, while he would not feel much worse than the incidents of the risk of causing error when he wants, and in many cases, with violence, and fear of a hundred times (Erşahıs, 2010:240).

The police profession, which can be counted in the group of Political and management work arm; revealing the set of written law, qualitative training, physical endurance and ability, as a top-level business area, understands most of the police. To prevent the police before committing a crime, to ensure the life and safety of the citizen, to reveal the accused with all the results, to deliver them to forensic mechanisms by catching them, there are numerous tasks that apply in the whole world, such as to indemn the indispensable rights and injustices of people. The police receive a certain salary, which is the price of the work, while injecting these responsibilities. While the police perform the authorizations given by the written legislation, the instructions given are held responsible for the consignment of work and actions, as well as account when requested (Fındıklı, 2000:5-8).

This study addresses the importance of motivation, an effective tool in making the police profession more efficient. The study's fundamental question is: Are police officers sufficiently motivated to perform their jobs? Furthermore, is there a general provision or law applicable in law enforcement legislation regarding the source of motivation? In this context, the legal regulations and other important documents governing the Turkish Police Department were examined, and the motivation parameters and scope in these documents were examined. The extent to which the concept of motivation and its fundamental principles were included in existing regulations was analyzed. Examples from different countries that exemplify the police profession in terms of motivation are briefly mentioned. Therefore, the study was furthered through secondary research and document analysis, which are qualitative research methods.

2. Turkish Police Organization and Its General Structure

The police definition also gained in literature in 04/07/1934, is defined as the concept of police in the applicable law, which is the founder and the first written

law of the police profession, as well as the first written law: "Polis protects the awife, personal, saving safety and home masseuse. It provides the rest of the people's bites, life and goods. Help is to help with riots, the children, the acizons. The law and the responsibilities given to him," (Polis Vazife ve Salâhiyet Nizamnamesi (PVSK), Resmî Gazete 3890 (25/4/1938), Kanun No. 2559, md. 1).

Considering the fact that Turkish Police Regulation was conducted in 04/06/1937, it is understood that the modern and advanced provisions, which are adapted according to the present, inspired by the institutions in various European States, "The Law of Safety Regulations No. 3201" is the form of applicable law. Law No. 3201 has been saved by the personnel who have a safety organization with the start of the validity of Law No. 3201. This law, which is currently in force and is based on today's organization, has been developed by modifications until present (Damlapınar,1997:43-59). The structure stone of today's safety organization is also seen by using the definitions and professional details of security members with many tasks. To understand the organization in the Law of the Safety Regulation, the definitions of the public and the subject were included in the wood.

Organization in the wood: two jealouses are divided into public and respect. In the public wood: a gun force (polis) and (jandarma). In the special case: except for the public police, the forces in which the remaining and cellar laws are confiscated according to the laws of the police are the forces. Jandarma and his/her organization shall be subject to the provisions of this law. Jandarma and its point is determined by the regulation issued by the president of communication, opposition and study styles with others in the center and provinces of the safety organization (Emniyet Teşkilatı Kanunu (ETK), *Resmî Gazete* 3629 (12/6/1937), Kanun No. 3201, md. 3).

The police, upon which this law is understood, is a armed force located in the Oumi wood in the Organization of the police with jandarma. In the 4th article of the same law, the police are an armed force, it is expressed in the fields of duties with the official and uniform police.

The police are two parts of the armed enforcement and incubat force and uniform and civil. In the Safety Regulation, the verbal police services are excluded from the written, account, levase, wired or radio communication, criminal laboratory, traffic phenol examination, registration, registration and so on services, safety services are invaded by class members. The essential and health conditions to be considered to be transferred from one service department to another with the necessary tasks and working conditions for each service section are indicated by a regulation to be prepared by the Ministry of Interiors (ETK m 4). Uniform police are divided into vehicles and uncontrolled parts. The police is the part of the horse, bicycle, motor and live, unstable with other means (ETK m 5). Civil police is a uniformly operated part in every safety service (ETK m 6). Police in view of the Departments of Safety Organization: divided into administrative, political and judicial sections. It appears that three different sections are the task area, in view of

these sections and definitions. Administrative police are the part with a taxpayer to supply internality and public suicide. The political police is the part of the state with taxpayers to the public safety. Forensic police: minimum full-fledged police is a part of the staff of the Directorate of Safety Oum to deal with forensic work. All or part of police in force less than a full-fledged staff can be blown as forensic police. (ETK m 9).

3. Turkish and Liberal Democracy Example on Democratic Police

Police organization in a country is an important factor that determines the level of freedom of all citizens living in the country. With another saying, the democracy scale in a place is proportional to police diplomas at a high rate, because the police organization is an effective legitimate tool to ensure the public esensitivity and safety of citizens and perform anti-democratic tings. The state authority with the police pressure is considered democratic if the police is restricted state (Bayley, 1999:11). Democracys are built on two main titles. The first is democracy thinking that reveals many of the people's statements of essential social issues. The second is the liberalism thought that the decisions obtained after the democratic processes will be carried out in compliance with individual freedoms. This title acknowledges that the majority will not be ignored and prevented decisions except very critical and exceptional states (Levine,1996:12).

It can be said that liberal democracy is a baric tension in the basis of these two basic thoughts. Even the "Liberalism Principle", the "Democracy Principle" effect is severely placed tool. However, these shots are only apparent; the reason is that two basic thoughts are also the main liberal democracy scale, meaning that all citizens are equally counted, and they work as a booster and developer that they use without exception from all rights. These two thoughts can also be said for "Liberalism Principle". So, minor masses should be protected from their interest and the most applicable main rights, even if it is not suitable for the other thought structure (Shaw,1997).

It is seen that many measures are applied in liberal democracy under pressure of political opposition. Many are employed by police and military force, which seems to be the only way to resort to legitimate violence. It is necessary to have such applications with registration not exceeding the limits in a Democratic place. In general, despotism is qualified in general, the measures applied by police power, cause liberalism to damage the root of liberalism, suitable for freedom and other society structure. Thus, the radical and non-official organizations that wish to fight for the injustices lead to the proliferation of their supporters in society. Although it is necessary to have established every state police organization to provide security opportunities for citizens for public security and esensitivity, the police' duties and work in places managed with democracy should be translated with certain and solid kets that are revealed by legislation. In contrast to the authorities that the police are considered as a method of suppression, liberal culture and interests that provide superiority to the democratic environment are predicted

by a policeman who continues with the appropriate finding of citizens. Even in democratic states that the judicial arm benefits from an implicit status, the applications of the police must provide compliance with a judicial legislation (Brewer vd. ,1996:11).

As a state that strives to include itself to the European Union, the Republic of Türkiye must provide a democratic and free spirit of the police organization and keep the employees information fresh with in-house trainings. In today Türkiye, where full membership efforts to the European Union are systematically increasing, and the perception of terrorism threatened against the democratic scheme of the country is reduced, it should be very important to the idea of raising the police organization to a level of democraticity. While doing this, Türkiye must acknowledge the structure and principles of Western democratic societies by taking an example. Bayley attaches great importance to comparisons in this context. Bayley on the topic can easily be expressed as the ideal way for a matter that is present in studies that are subject to comparison. With another statement, many of the police activities in the country are considered without exception, if the police bodies of different states benefit from their experience and accumulation. This reveals the concept of antidemocratic police. For this reason, "It is imperative to be discussed in the world scale of police (policing) to increase the performance of the polysin and to reveal the areas that require reforming" (Bayley, 1999:11).

There are many police typologies in the world. The reason is that in most works, the classical structure, social, economic characteristics and lifestyles of society have derived classifications for the subjects they are interested in. The Turkish Police System, on the other hand, is analyzed in different dimensions according to the characteristics of the 'responsibility', 'structure' and 'functions' of the police, as well as the 'Anglo-Saxon', 'European' and 'colonial' police examples, which are seen as well-known classifications.

4. Motivation in the Turkish Police Organization

The concept of motivation includes various internal and external reasons and their functioning mechanisms that push the human body to behave, determine the intensity and energy level of these behaviors, give a certain direction to the behaviors and ensure their continuation. Although it is not always easy to decide which of our behavior is motivated and which are not, the movements in motivated behavior are more organized and directed than the others. The liveliness of these behaviors, the energy expended, their resistance to change and disintegration, their duration, etc. show us that these behaviors are motivated. In other words, motivation is a sequence of behaviors that initiates, directs, maintains and stops a target-oriented behavior sequence. Motivation types are divided into two as 'intrinsic motivation' and 'extrinsic motivation'. Accordingly, intrinsic motivation is personal factors such as individual goals and intentions, biological and psychological needs, self-confidence, risk taking, coping with anxiety, curiosity. It is the desire to be successful from within oneself, with one's own will. Intrinsic

motivation is considered to be the best motivating motivation. (Needs, desires, interests, loves etc.)

For example, a child who is interested in mathematics is intrinsically motivated if he/she studies mathematics because he/she wants to without being told to do so. Extrinsic motivation is environmental factors such as the expectations of society and family, reward and punishment systems, teaching models applied, and the tendencies of friends. Extrinsic motivations are motivations that activate the individual with the help of environmental stimuli. Rewards, all the effects reflected from the environment on behavior, the environment's control of behavior. For example, a child who starts to eat his/her food when his/her mother says 'if you don't eat your food, you can't play games' is extrinsically motivated. The motivating factor for this child is not that he/she likes to eat, but that he/she uses food as a tool to play games. The most important factors that mobilize and push the individual are (Polis Akademisi, 2017).

Motivation, which emerged from the Latin terms 'movere' and 'motus', that is, to act, is defined as a phenomenon that mobilizes a person, directs the movement towards the desired goal and contains qualities that make it continuous. (Yan, 2008:23). There are many definitions in the literature to describe the word motivation, but a clear boundary has not been established.

The place of motivation in the Turkish Police Organization can be felt even in those who have not yet entered the profession but act with the aim of becoming a police officer. In this respect, it is useful to mention the stages of entry into the police profession and the place of motivation in the Turkish Police Organization. Candidates who are willing to become a police officer, who meet the conditions specified in the Entrance Examination Application Guide published by the Presidency of the Police Academy, make a pre-application on the dates specified in the official website of the Police Academy Presidency and as specified in the said guide. Candidates who are successful in the 'Application Acceptance, Preliminary Health Check, Physical Competency Exam and Interview Exam' stages are scheduled to the Directorates where they will receive training. Candidates who are successful at the end of the training are appointed as police officers (Polis Akademisi, 2001). As a result of the exams, those who meet the necessary conditions to become a police officer are firstly trained in police schools and those who complete the basic police training with devotion are recruited as police officers in the Turkish police organization. There is nothing that associates the police officer with the profession and instils a love for the profession beyond the salary that he/she deserves in order to sustain his/her life. There is no need to talk about motivators that would encourage police officers to act diligently, to acquire professional knowledge, to keep abreast of current events, to communicate properly with citizens, to endeavor to illuminate a murder case, to capture a fleeing suspect by chasing him faster, to confront, if necessary, a citizen who disturbs people while on patrol duty (Fındıklı, 2000:4-10).

Policing is an important profession that ensures the security of the citizens and tries to establish sovereignty within the borders of the country by consuming the resources offered to it effectively and efficiently. To realize the purpose of existence of this profession, great importance should be given to the phenomenon of motivation. One of the methods of directing the behavior of the police in the desired direction and to the desired extent is the persuasion of the personnel. There is no doubt that a convinced and persuaded personnel will fulfil his/her duty at the highest level and on time in line with his/her abilities. A police officer may be forced to carry out a task by superior pressure, strict disciplinary rules, unlawful orders and even administrative investigations, but it is unclear to what extent that task will be effective and efficient. When you assign tasks to the staff with persuasion, you make them adopt the current vision and mission of the organization, make them feel the importance of the work, make them share the ideas in the organization, find their thoughts valuable, treat them fairly and equally in the use of the tools available to glorify success, reward them, and satisfy them in terms of their needs and desires, In an organization where you thank them for the work they have done and, most importantly, make them feel that you value them as individuals with your behavior and words, the staff of the organization will feel mentally, materially and spiritually happy, and thus their task performance will reach the highest level (Sommerfeldh, 2010).

Personal and social motivation in the Turkish police organization is directly related to the effectiveness and quality of the security service and the peace of mind of the citizens. It is simple to ensure the justified and appropriate use of motivational methods for personal and social purposes in the organization. To achieve this, first, the factors that reduce the motivation of the police should be identified and these factors should be eliminated. In this process, police chiefs should be given important responsibilities. Senior police officers in the Turkish police organization should receive in-service training on some management styles such as working environment, performance evaluation, individual-oriented management. It should also be kept in mind that the results of this in-service training should be applied equally and impartially to all personnel and motivation should be made as a philosophy of life for the organization.

4.1. Importance of Motivation in Police Organization

In general, the police profession is a profession that those who are left without a profession or those who cannot start their business life in their own profession that they have been trained in. In a study conducted on the reputation of the police, it was seen as a profession that struggles with uncertain and unsafe jobs, ranking 40th out of 60 professions. (Fındıklı, 2000:10). Motivational tools should be used to make these people, who will perform their duties under compulsory conditions, love the police profession and overcome the difficulties they face while performing their duties. Their motivation must be kept high.

The tools that will make the police feel sufficiently motivated vary depending on the environmental and economic characteristics of the place, the perceived threats in the country and the geopolitical situation. In addition, the population of the location, the level of vocational education and professional seniority of the personnel, and the technical tools and equipment provided in line with the economy of the organization can also significantly affect the motivation of the police. For example, in undeveloped, hot African countries, even the presence of a cooler in the office of a police officer can motivate him/her, whereas in developed countries where living standards are at a high level, one of the conditions to motivate the police is to give them extra leave and personal rights. In countries such as Iraq and Afghanistan, where there is a lot of internal chaos, recruiting police candidates who have the indivisible integrity of the state and the freedom of citizens will make it easier to manage the motivation of places with such problems. In South America, where the crime of money laundering as a result of the sale of narcotics is considered a serious security threat, in order for the police to effectively and efficiently combat such criminal structures, it is necessary to ensure that the salaries of the police are at the level they deserve and that the first-degree relatives of the police are provided with the opportunity to benefit from free secure housing. As a result of a survey conducted by Chica on people living in Bogotá, the center of Colombia: 71 per cent, i.e. more than half of the inhabitants, say that the city is not safe, 91 per cent, i.e. almost all of them, say that there is corruption, corruption and corruption in the police force, while 16 per cent, i.e. a very small number of Bogotan citizens have full trust in the police. According to this research, it is possible to say that the police are not sufficiently motivated for the task they perform and that trust in the police is not sufficiently ensured in the eyes of the citizens. Maria Marques Fernandes, while talking about the Spanish police, states that the police, who work in community policing in every region and city in Spain, should be motivated according to the realities of the areas they work in and should get to know the people more closely (Fernandez, 1994:165-178).

Researcher Khandkar Manwar Hossain, because of a study conducted on police officers in Dhaka, the center of Bangladesh, found that out of 23,599 police officers, an average of 02.93 per cent (618) had their own residence (Erşahıs, 2010:252-258). It is thought-provoking to specify to what extent the quality of the security provided to citizens by a police officer who is unable to resolve the housing issue will be reasonable and efficient.

In a study conducted on 250 police personnel performing their duties in Istanbul, it was concluded that factors such as not being appreciated by superiors and not being rewarded in any way as a result of the different duties performed, lack of working environment, inadequacy of the physical facilities of the duty areas, the routineisation of the duties performed, and the lack of clear promotion conditions in the legislation destroy the motivation of the police (Erşahıs, 2010:252-258).

In the study conducted by Susan and her team on 150 active police officers working in Nairobi, the capital of Kenya, it was concluded that the motivation needs

of the police were not met as one of the most realistic consequences of the serious increase in crime rates due to the changes made by the government (Erşahıs, 2010:252-258). In places like Iraq, Syria, Afghanistan, Pakistan and Nigeria, where economic problems and conflicts are high, the physiological and vital needs of the police should be met first. The expectations of the police in European countries with high living standards such as Norway, Germany, France and Canada, which do not have concerns such as meeting their physiological needs, are different and directed towards personal rights. The police in these countries are seeking union rights, more annual leave than they are entitled to and increased salaries. In developing countries such as Türkiye and China, where social incidents and resistance to the police are quite common, it will not be easy to ensure adequate performance if the necessary needs such as rations are not delivered on time to the police officers who wait in those risky areas for long periods of time in order to be able to seize the incidents on time in the streets, areas and parks, if the police officers are not thanked as they deserve as a result of their long and tiring and intensive duties, and if there is no tolerance for spontaneous mistakes in duty (Erşahıs, 2010:252-258). In this context, it is possible to say that the importance of the police organization differs in each country. Depending on the geographical development of the countries and the nature of the events, there are specific security threat perceptions and police measures that need to be provided against these threats. If a state does not take into consideration the security issues within itself and does not use the right ways and methods that glorify its police, it will be unable to protect its state and nation against the perception of crime. In this regard, Adair states that 'Prefer already motivated people in recruitment' and that including those who are more inclined to the police profession will ensure the active use of motivation (Adair, 2003). In Türkiye many legislations are being implemented to increase the morale and motivation of the security personnel and efforts are ongoing in this direction. The most current and effective one of these is the Circular on Morale and Motivation of Security Personnel, published by the General Directorate of Security on 22.02.2020, to increase the morale and motivation, professional solidarity, sense of belonging and productivity of the Security Personnel and to ensure the highest level of personnel satisfaction. The following articles are included in the Circular (Emniyet Genel Müdürlüğü, 2020).

- Fully adopting the 8/24 working system in Police Headquarters and Official Teams in Provincial Security Directorates and making the necessary planning and arrangements within the possibilities in order to adopt this system in other units,
- Planning the annual leave of the personnel in two periods, winter and summer, ensuring that at least 1/3 of the annual leave is used in the winter months, thus ensuring that each personnel use all of his/her leave every year,
- Ensuring that one day of excuse leave regulated in the 'Civil Servants Law' no. 657 is granted to the personnel on their wedding anniversaries by the authorized supervisors,
- New recruits and personnel assigned to a new province as a result of assignment and relocation are subjected to orientation training,

informed in detail about their new duty station, conditions and issues that they may need in matters concerning their private life and provided with the necessary support,

- To be fair in the distribution of duties and employment of personnel in the units,
- Attaching importance to equality and transparency in additional assignments and ensuring that the assignment schedules are distributed to the units and announced to the staff,
- The implementation of the 'Personnel Opinion Day' should be carried out by the Provincial Police Chiefs whenever possible, and when this is not possible, it should be carried out at least at the level of Deputy Provincial Police Chief, and it should be carried out by complying with the issues in the circular dated 02.12.2019 and numbered 2019/20 on this subject,
- Ensuring that all personnel participate in mandatory individual interviews with psychologists working in the Guidance and Psychological Counselling Office at least 1 (one) time each year,
- If the Psychologist deems it necessary for the personnel to continue the interview process after the mandatory individual interview, all line supervisors should show the necessary sensitivity to ensure that the issues stipulated in the circular dated 02.12.2019 and numbered 2019/20 and other relevant legislation are carried out in full and on time,
- In the event that the psychologists working in the organization are insufficient for the annual mandatory individual interviews, the psychologists working in other public institutions and organizations in the province should be used by assigning them in coordination with the Governorships,
- Organizing training activities on 'Domestic Communication, Coping with Stress, Anger Control, Problem Solving Skills, Communication Skills, Communication with Children and Adolescents, Domestic Violence and Child Abuse, Budget Management, Psychological Violence, Mental Disorders etc.' in cooperation with universities and other relevant institutions and repeating these trainings periodically,
- Organizing sports tournaments (football, volleyball, basketball, table tennis, shooting, swimming, chess, etc.) at provincial and district level,
- Organizing various activities such as folk dances and choir activities, nature walks, picnics, etc. within the scope of cultural and social activities,
- Including the spouses and children of the personnel in the activities and organizing activities to increase knowledge and skills (painting, music, handicrafts, etc.) in cooperation with other public institutions and organizations in the provinces,

- Not leaving the personnel alone in cases such as marriage, birth, illness and death, and providing the necessary material and moral support with timely visits,
- Provincial Police Chiefs to visit the units where the personnel work more frequently and to fulfil their supervision and guidance duties effectively, as well as to ensure a closer and warmer relationship environment by identifying the problems of the personnel both related to the duty and personal issues on the spot and in a timely manner. In addition, all line supervisors must show the same sensitivity,
- Establishing and putting into service a 'Psychological Counselling Line' that can be reached 24 hours a day (telephone, internet, message, etc.) within the Department of Social Services and Health,
- Conducting a more detailed examination by the psychologists in the commission during the interview conducted during the student candidate recruitment process within the scope of the legislation,
- Obtaining the health reports of the students before they start school and making the necessary evaluations,
- Implementation of orientation training in accordance with its purpose and more efficiently,
- Increasing the number and variety of in-service training programmes, ensuring the participation of more personnel in these programmes and adding subjects such as 'stress management, anger management and effective communication' etc. to the course programmes,
- Introducing the activities of Guidance and Psychological Counselling Offices to students by school administration,
- A one-week in-service training programme for all Assistant Commissioners employed by the Presidency of the Police Academy to share the experience they have gained in the field, to ensure uniformity in policing practices and to reinforce their knowledge of legislation,
- Inspection of compliance with the above-mentioned instructions, other legislative provisions and disciplinary rules during general and special inspections carried out by Chief Inspectors of Police and Inspectors,
- Filling in the activities carried out to increase police morale and motivation by our units in accordance with the attached format and sending them to the Social Services and Health Department every six months.

4.2. Turkish Police Organization in the Context of Theoretical Approaches to Motivation

Many studies related to the concept of motivation approach this issue from two different perspectives. These perspectives are accepted as Content and Process Theories. The theories that focus on 'what' motivates behavior are called content theories; the theories that focus on 'how' behavior is motivated are called process theories (Tosi & Mero, 2003, p.72 as cited in Oksay, 2005:33). Among these complementary theories, content theories are primarily related to job satisfaction and then to the effort expended, while process theories are more related to the effort expended and its performance results (Koçel, 2005).

4.2.1. Turkish Police Organization in the Context of Content Theories

Scope theories try to understand the factors that the person is in and that lead the person to behave in certain directions (Koçel, 2005, p.584). If the concept of motivation is sufficiently understood by organizations, the occupational field will feel more peaceful, the work will be effective and healthy, and the employees will feel more energetic. It is possible to evaluate the tools of motivation under four main headings: psychological, social, physiological and organizational. Policing becomes efficient when all these motivational tools are evaluated together (Göksu et al, 2009:167-168). In order to carry individual and organizational efficiency to high levels in the Turkish police force, there are motivational tools that belong to the police profession. These are rank promotion, salary increase, increase in responsibility, making the equipment of the workplace suitable for the personnel, organizing working hours, including the personnel in the management, using proper communication, rewarding success, being respected, providing equal opportunities and being meritorious in appointments (Erşahıs, 2010:240-251). Although the theories on the use of motivational tools have been around since the early times of history, the scientific emergence of these theories dates to the Industrial Revolution (Göksu et al., 2009:173). Scientists have carried out important analyses in ensuring the effectiveness and harmony of motivation and personnel. As a result of the studies, the motivational tools used in the Turkish police organization have been the subject of a detailed discussion around the scope theories. In the scope theories, superiors should analyze the psychology, family situation and working environment of the personnel and then direct them to the performance of their duties in line with the aims and functioning of the organization. Accordingly, it is not easy for the organization to reach its goals and functionality without adequately understanding the paradigms that push the personnel to perform their duties in the desired direction. Alderfer's ERG Theory, Herzberg's Dual Factor Theory, Achievement-Power Theory, which are also included in the scope theories, like Abraham Maslow's Pyramid of Needs, are related to what individuals are motivated and motivated to act.

Abraham Maslow emphasized factors other than wages that motivate people. The 'Pyramid of Needs Model' developed by Maslow considered man as a being who constantly wants and suggested that such a person can only be motivated by satisfying his needs. According to Maslow, these needs exist in a certain order in human beings. In this order, the needs in the upper steps do not lead the individual to behavior unless the needs in the lower steps are met (Akdemir, 2004, p.79).

Therefore, the phenomenon of motivation in the Turkish Police Organization is elaborated especially from the framework of Abraham Maslow's Pyramid of Needs. Maslow, one of the important researchers of the Neo-Classical period, declares in his work 'Theory of Human Motivation' that needs are in a hierarchy, some needs are at the forefront compared to others and that human beings shape all their actions according to these needs. According to Maslow, individual needs are divided into five different basic groups. Physiological needs are at the top among these needs. He states that the feeling of hunger, which exists at the nirvana of physiological needs, means that an individual who cannot adequately meet the need for hunger will not be able to continue his life and will not even make an effort to meet some secondary needs such as being interested in history, writing poems, driving a car, owning new clothes. In the same work, Maslow reveals with this statement that man cannot even express his secondary physiological needs such as sexuality and sleep without eliminating his hunger, which is the most important need. According to Maslow, the most indispensable fact for the individual living in Ethiopia is to be able to be full and satisfy his hunger. If an Ethiopian has no doubt that he or she will be able to reach food and satisfy his or her hunger, this Ethiopian is the most peaceful person in the universe. To an Ethiopian, food is the very essence and the real meaning of vital activity, that is, sleep, respect and social values have no meaning unless he has access to food and is satisfied (Maslow, 1943:370-380).

A person who has sufficiently satisfied his/her main physiological needs wants to live a life that is secure and free from most threats. For this reason, the need for security comes second. The organizational equivalent of security is to have a long-term and well-paid job and to be free from the anxiety of being removed from the job. It can be said that most adults are unaware of their security needs until they encounter abnormal and distress at work. On the third step of Maslow's pyramid of needs, there is a sense of belonging and love. The equivalent of this situation is that the person can create a network of quality relationships with other staff and the managers of the organization. People who satisfy these needs at a reasonable level want to be appreciated by other people and to be satisfied in terms of respect. In the field of duty, they demand that they can easily climb the merit of promotion steps and increase their responsibilities. The most challenging step, which is at the nirvana of Maslow`s pyramid of needs, is self-realization. It is possible to summarize this with examples such as the development of the personnel's own self, showing the direction of creativity and continuing their education life. Organizations are obliged to provide all necessary opportunities for their employees to self-actualize (Jeromen, 2013:39-45).

When the living standards of police officers in Türkiye are evaluated within the framework of Maslow`s pyramid of needs, there is no problem under the heading of satisfying needs, which is the first and most important stage of the pyramid. The reason is that the average monthly income of a newly recruited police officer is above the average living standards in Türkiye. In 2025, in the Republic of Türkiye, where the minimum wage is determined as 22,104 TL, the monthly salary of 59,000 TL, which is almost three times the minimum wage, is considered

sufficient for the police to meet their physiological needs comfortably. Earning a salary of this amount and meeting physiological needs easily will lead to a significant increase in the commitment and motivation of the police to their work. At this point, the level of problems in security issues should be analyzed separately.

Maslow's hierarchy of needs pyramid can be adapted to the Turkish police as follows: As stated before, the salary earned by the police is sufficient to meet their basic physiological needs such as eating, drinking, shelter and heating. However, due to the risk of their work, police officers are concerned about being subjected to judicial and administrative investigations, being imprisoned, being dismissed from the profession or being dismissed. This anxiety causes the police to have security concerns about tomorrow and to be unable to focus sufficiently on their work. After this situation experienced with security, the need for love emerges in the third step. Respect, which is frequently mentioned together with love, ranks fourth in the pyramid. In the last stage, self-actualization, two dimensions should be mentioned. The first is to develop oneself in a field and the second is to have enough knowledge to specialize in this field. Self-actualization is possible through being appreciated and loved. As the police experience this appreciation and love, their self-confidence and loyalty to their profession will increase.

4.2.2. Turkish Police Organization in the Context of Process Theories

Process theories were developed as content theories were insufficient to explain the complex process of motivation. Process theories try to explain the functioning of motivation through cognitive activities. Process theories try to explain the types of variables related to motivation (needs, values, expectations and perceptions) and how they combine to create motivation (Metle, 2001, p.314). According to the theories in this group, needs are only one of the factors that lead people to behavior (Koçel, 2005:644). In addition to these internal factors, many external factors also affect the behavior and motivation of the person. Vroom's expectancy theory, Lawler and Porter's developed expectancy theory, and reward justice (equity) theory. Among these theories, the Reward Justice (Equity) Theory, which is the most widely known and directly related to the police profession, is expressed as follows.

Reward Fairness (Equity) Theory, another motivation theory based on cognitive process, was developed by Adams. Adams (1963 as cited in Luthans (2008) tries to explain motivation with the concept of equity. If there is an imbalance between the results (or outputs) obtained by the employee and his/her investments (or inputs: knowledge, experience, effort, etc.); or if there is no equality when the input-output ratio is compared with the input-output ratios of others who do the same job as him/her, inequity may arise. This is entirely based on the perception of the individual. If inequity is perceived, the employee can go to create equity. If the inequality is to his/her detriment, he/she usually does so by reducing his/her performance (i.e. investment) (Tevrüz, 1999).

Adams, because of his research in General Electric Company, mentioned that reward justice is a very important tool in terms of motivating and encouraging employees continuously. In his research, he stated that individuals always compare the rewards given to them and try to determine to what extent the rewards deemed appropriate for them are equal to those who show similar success (Eren, 2004:538). In this context, according to Adams, the degree of job success and satisfaction depends on the equality or inequality perceived in relation to the working environment. According to the equality theory, it is said that people seek reciprocity in their individual and organizational relationships and try to maintain it. What is given and received in the relationship should be in direct proportion to what is invested and earned. This is also called distribution equality (Koçel, 2007:399). There are two factors that the employee compares when making comparisons. The first one is his/her ability, characteristics, knowledge and experience as input; the second one is the wage, status, bonus, premium and similar social benefits that the organization gives to the employee as output because of his/her work. The employee should be able to establish a balance between these two dimensions for job satisfaction (Mirze, 2002). It is very important that the police, who have many critical duties such as ensuring the peace of the citizens, protecting their property, rape and life, ensuring the peace of the public, and confronting crime and criminals, are motivated by meeting their needs in order to perform their work properly. Therefore, first and foremost, the police organization should have more egalitarian-fair-reliable-participatory-rewarding relationships with its officers. In police recruitment, if the recruitment of those who have the necessary conditions of the profession by those who love and really want to be police officers is not taken into consideration as much as necessary, if the appropriate education policies are not taken into account in the pre-professional education of those who are recruited, if the success is not fair, if the first graduates who are graduated from the profession cannot be offered equal career opportunities, and if a fear-mobbing-punitive-discipline-oriented administration approach is maintained; it is not possible to talk about security service activities that give peace of mind to the citizens and an organization in which the material and moral values provided to it by the public order and its effectiveness are harmonized, the motivation of the police is at its peak, and secular management is brought to life (Garcia, 2009: 23-40).

In a motivation technique considered in the context of the process, it is understood that the primary priority in policing is equity and equality. The provision of "Being fair in the distribution of duties and employment of personnel in units" in the Circular on the Morale and Motivation of Security Personnel dated 22.02.2020 of the General Directorate of Security shows that the Turkish Police Department acts based on equity.

5.Conclusıons

There are serious issues in the impact and importance of motivation in the Turkish police organization. On 31.12.2014, the Ombudsman's Office (Ombudsman's Office), through a theoretical study, revealed some problems in the Turkish Police Organization that directly target the motivation of the personnel.

This statement is a guide for the supervisors who have the will to determine the management style of the Turkish Police Organization and to make effective decisions. The innovations that will take place as a result of this explanation, which better analyses the critical incidents that the police go through, will radically solve many problems that hinder the motivation of the police.

During the resolution process, the police force has undertaken significant efforts to maintain strong police motivation. One of the most significant efforts in this context is the "Circular on the Morale and Motivation of Police Personnel, published by the Ministry of Interior," which entered into force on February 22, 2020. These Circular proposed measures aimed at increasing morale and motivation, professional solidarity, sense of belonging, and productivity of police personnel, and at maximizing staff satisfaction. In this context, in collaboration with universities and other institutions, training activities were organized on the topics of "Domestic Communication, Coping with Stress, Anger Management, Problem-Solving Skills, Communication Skills, Communication with Children and Adolescents, Domestic Violence and Child Abuse, Budget Management, Psychological Violence, Mental Disorders, etc." These training sessions were repeated periodically.

However, in order to assume that the motivation existing in the Turkish Police Organization is effective and successful, it is necessary to determine the quality standards of the police profession that will carry out job development and determination in the first step. Police students who meet professional standards, who have the necessary equipment and certain values and who sincerely want the profession should be subjected to a modern, secular, respectful to human rights and practical police basic education in police graduation schools (Police Vocational High School, Police Vocational Training Centre and Police Academy). It would be quite simple to motivate police officers who have attended a solid police basic education from well-equipped trainers before joining the profession, who love their country, the indivisible integrity of their country, the police and policing sufficiently and who have empathized with them before. Thus, this noble profession will cease to be an alternative chosen by those who are unemployed.

The motivation methods in the Turkish Police Organization should be revised. Considering the security problems that are frequently encountered today, the personal expectations of the police officers and some realities of our country, the motivation methods in the Turkish Police Organization should be updated, improved and made more effective and applicable.

The impressions, professional experiences and opinions of police officers should be taken into consideration in the decisions to be made by senior administrators. It is not healthy and feasible to implement a decision at a desk without considering subordinates. Senior administrators should listen to those below them in rank and seniority, make them feel valued, and take and implement decisions on behalf of policing together with their subordinates on a common spectrum.

The Turkish Police Organization should not move away from the principles of accountability-equality-democratic policing, transparency-people-centered management and administration in its activities not only for the citizens but also for its own employees. An organization functioning in accordance with these conditions will achieve success and the personnel will have the necessary motivation.

REFERENCES

Adaır, J. (2003). Etkili Motivasyon. Çeviren: Salih Uyan. İstanbul: Babıali Kültür Merkezi.

Akdemir, A. (2004). Temel İşletmecilik Bilgileri. Türkmen Kitabevi. İstanbul.

Bayley, D. (1999). "Policing the World Stage" , R. I. (Ed.) Policing Across The World: Issues for the Twenty-first Century, London: UCL Press.

Brewer, J. D.(1996). Guelke, a., Hume, I., Moxon-Brown, E., Wilford, R. , The Police, Public Order And The State, London: Macmillan Press.

Damlapınar, Y.(1997). Cumhuriyet Dönemi Türk Polis Teşkilatının Tarihi Gelişimi, Yayımlanmamış Yüksek Lisans Tezi, Ankara

Emniyet Genel Müdürlüğü (2025). "Haberler", https://egm.gov.tr/emniyet-personelinin-moral-ve-motivasyonun-artirilmasi-amaciyla-genelge-hazirlandi

Eren, E. (2004). Örgütsel Davranış ve Yönetim Psikolojisi, 8. Baskı, İstanbul, Beta Yayınevi.

Erşahıs, Ü. (2010). Emniyet Teşkilatında Motivasyon Araçları: İstanbul İli Kadıköy İlçe Emniyet Müdürlüğü Örneği. Editör H.H. Çevik, M. Bucak, O. Filiz, İnsan Kaynakları Yönetimi, pp. (239-268), Ankara: Polis Akademisi Yayınları.

ETK, Emniyet Teşkilatı Kanunu (Kanun No. 3201). *Resmî Gazete* 3629 (12/6/1937). https://www.mevzuat.gov.tr/mevzuatmetin/1.3.3201.pdf

Fernandez, M.M. (1994). La Policía Local Ante una Nueva Cultura Profesional, Cuadernos de Trabajo Social, (7).

Fındıklı, R. (2000). Polislik Mesleğinin Özellikleri ve Mesleki Kimlik Olgusu. Polis Bilimleri Dergisi, 2(4-10).

Garcıa, L.V. (2009). Administracion Policial. Administracion Publica Aplicada Al Manejo de Policias, Espacios Publicos, 12(25).

Göksu, T., Çevik, H. H., Filiz, O. ve Gül, S. K., 2009. Güvenlik Yönetimi, Ankara: Seçkin Yayıncılık.

Jerome, N. (2013). Application Of The Maslow's Hierarchy Of Need Theory; Impacts And Implications On Organizational Culture, Human Resource And Employee's Performance. International Journal of Business and Management Invention, 2(3).

Koçel, T. (2005).İşletme Yöneticiliği. 10.Basım, Arıkan Yayınevi, İstanbul.

Koçel, T. (2007). İşletme Yöneticiliği. 11th Ed., Arıkan Press, Istanbul.

Levine, A. (1981). Liberal Democracy: A critique of its Theory, New York: Columbia University Press.

Maslow, A.H. (1943). A Theory of Human Motivation. Originally Published in Psychological Review, (50).

Metle, M. (2001). Education, Job Satisfaction and Gender in Kuwait, The International Journal of Human Resource Management, Cilt:12, Sayı:2, ss.311- 332.

Mirze, K. (2002). Introduction to Business. Literatür Yayınevi, İstanbul.

Polis Akademisi Başkanlığı. "Polis Dergisi", https://polisdergisi.pa.edu.tr/motivasyon-1322-haber

PVSK, Polis Vazife ve Salâhiyet Nizamnamesi (Kanun No. 2559). *Resmî Gazete* 3890(25/4/1938). https://www.mevzuat.gov.tr/mevzuatmetin/2.3.28501.pdf

Sanchez, M. Jj., Sanz, B. M., Apellanız, G. A. ve Pascual, I. A. (2001). Policia y Estrés Laboral. Estresores Organizativos Como Causa de Morbilidad Psiquiátrica. S.E.S.L.A.P. - Vol. 1(4). 21-26.

Shaw, M.(1994). Global Society And International Relations, Cambridge, Polity Press.

Shaw, M.(1997). 'Globalisation and Post-military Democracy' , A. McGrew (Ed.) The Transformation of Democracy? Milton Keynes: Polity Press.

Sommerfeldh, V. (2010). An Identification Of Factors Influencing Police Workplace Motivation, Master of Education, Queensland, http://eprints1/Vernon_Thesis.pdf.

Tevrüz, S. (1999). Endüstri ve Örgüt Psikolojisi, Türk Psikologları Derneği Yayınları, Ankara.

Yan, İ. (2008). Duygu Zeka İlişkisi ve Duygusal Zekanın Yöneticiler Üzerindeki Etkilerine Yönelik Bir Araştırma, Yüksek Lisans Tezi, Afyonkarahisar, Afyon Kocatepe Üniversitesi Sosyal Bilimler Enstitüsü.