

Araştırma Makalesi / Research Article

**A PROPOSAL TO PERFORMANCE MANAGEMENT IN
INTERNAL SECURITY UNIT: 6M MODAL¹**

İlker KARAKOYUNLU²

ABSTRACT

As the range of needs expands in this century, businesses are developing themselves as suppliers of this change. Internal security units continue to implement performance management practices in order to increase the efficiency and quality of services and to maximize citizen satisfaction. In this study, an original model is proposed by analyzing the current situation in order to determine the methods used in the current performance management practices in the Turkish public administration and the problems that arise, and by making use of the management theories discussed in the world. This proposal, called the 6M Model; the first stage is to identify the problem; revealing and improving the Material Condition-Cause-Consequence Relationship, the second stage is to identify the Motivation Factor-Cultural Codes for the solution of the problem, the third stage is to create the conditions as the first step of the solution of the problem; Preventing Existing and Possible Internal Barriers, the fourth stage is to gain the appropriate structure for the solution that will solve the problem; Preventing Existing and Possible Internal Obstacles, the fifth stage is a cyclical model in the form of taking measures against Existing and Possible External Changes in order to include the problems that were not included in the definition of the problem in the first stage; Taking Measures Against Existing and Possible External Changes, and the sixth stage is a cyclical model in the form of Establishing Mental Performance Balance in order to establish the institutional structure in terms of solving the problem. With this model, it is aimed to contribute to an integrated perspective on the performance system by making inferences on the obstacles to performance management practices in general.

Keywords: 6M Modal, Performance, Performance Management, Internal Security Unit,

¹This study is the article format of the 6M Model, which I put forward in my doctoral thesis titled "Performance Management in Türkiye: The Case of the General Directorate of Security", which was defended on 13.10.2022.

² Dr., 1.Sınıf Emniyet Müdürü, Polis Başmüfettişi, EGM, ilkerkarakoyunlu@yahoo.com
ORCID: 0000-0002-8656- 1989



İÇ GÜVENLİK BİRİMİNDE PERFORMANS YÖNETİMİNE YÖNELİK BİR ÖNERİ: 6M MODELİ

öz

İçinde bulunduğumuz bu yüzyılda ihtiyaç yelpazesi genişledikçe, işletmeler de kendilerini bu değişimin tedarikçisi olarak geliştirmektedir. İç güvenlik birimleri hizmetlerin etkinliğini ve kalitesini yükseltmek için performansını arttırmak ve vatandaş memnuniyetini en üst seviyeye çıkarmak amacıyla performans yönetimi uygulamalarını sürdürmektedir. Bu çalışmada; Türk kamu yönetiminde mevcut performans yönetimi uygulamalarında kullanılan yöntemler ve ortaya çıkan sorunların tespiti amacıyla mevcut durum analizi yapılarak dünyada tartışma konusu yapılan yönetim kuramlarından da faydalanılarak özgün bir model önerilmektedir. 6M Modeli ismi verilen bu öneri; ilk aşama sorunun tanımlanması yönelik olarak; Maddi Koşul-Neden-Sonuç İlişkisinin Ortaya Çıkarılması ve İyileştirme, ikinci aşama sorunun çözümüne yönelik olarak; Motivasyon Unsuru-Kültürel Kodların Saptanması, üçüncü aşama; sorunun çözümünün ilk adımı olarak şartların oluşturulmasına yönelik olarak; Mevcut ve Muhtemel İç Engelleri Önleme, dördüncü aşama sorunu çözecek olan çözüme uygun yapının kazanılmasına yönelik olarak; Mevcut ve Muhtemel İç Engelleri Önleme, beşinci aşama ilk aşama olan sorunun tanımlanmasına dâhil edilmemiş sorunların çembere dâhil edilmesine yönelik olarak; Mevcut ve Muhtemel Dış-Değişikliklere Karşı Tedbir Alma, Altıncı aşama olarak sorunun çözüme kavuşturulması bakımından kurumsal yapının oluşturulmasına yönelik olarak; Mental Performans Dengesi Kurma şeklinde döngüsel bir modeldir. Bu model ile genel olarak performans yönetimi uygulamaları önündeki engeller üzerine çıkarımlar yapılarak, performans sistemine bütünlük bir bakış açısı kazandırılmasına katkı sunulması amaçlanmaktadır.

Anahtar Kelimeler: 6M Modeli, Performans, İç Güvenlik Birimleri, Performans Yönetimi,

INTRODUCTION

The act of “maintaining its existence”, which has emerged as a biological factor since the existence of humanity, has evolved from the individual to the society, which is a social structure, in mutual relations. This evolution has also shaped the expectations and demands that emerged in line with the endless needs. As a ‘natural’ result of living in a society, people who take actions such as ‘reaching for the best and doing the right thing’ wanted to benefit from public services in the ‘best and most correct way’ as a natural result of these actions.

The state phenomenon, which was created to meet the basic needs of society in a sustainable way within the framework of a dynamic structure, has transformed into modern structures with society and state systems in parallel with the development of humanity. In other words, the state has also transformed its organizational structure with the transformation of societies needs. The rapid change in the state phenomenon experienced in the last century has been reflected in the field of management science at the same level and continues to be reflected.

The management approach, which has its roots in ancient times, has experienced a break with the “Industrial Revolution”, which is considered the beginning of the modern period. With this period, management; instead of the handicraft system, it has transformed into a structure defined as “productivity-oriented planning, organization and control” of all business activities. This structure gained prevalence with the rise of bureaucracy at the end of the 19th century, and finally, “scientific management thought” in the sense of “formation of scientific management and general administrative management understanding” became the dominant understanding (Taylor, 2018:93). This structure has undergone various transformations and has begun to find a response in the form of modern management, which finds application in all areas of life today.

In today’s modern democratic society, it is one of the important duties of the state to meet the public services needed by the people with high performance. With the opportunities provided by the rapid development in information and communication technologies, it has become a necessity to perform public services with a high performance in line with the needs of the citizens, and in this way,



it is aimed to increase the level of relations between the state and the citizen. Especially with the 21st century, the state has preferred to use managerialism-oriented management functions that cover all these activities, while performing its services through the officials working on behalf of the public or through the private sector. In the 21st century, the understanding of management maintains its dynamic state by constantly changing and transforming both administratively and structurally in line with political, socio-economic, global and technological developments (Maslov, 2015:7).

In this context, when the subject is approached, it is seen that the level of adaptation of public administrations to changes in the relevant literature is strongly explained with the concept of performance. In other words, it is generally accepted that if the performance of public administrations is high, that structure and system is a management that adapts to changes.

Today, among the important services offered by public administrations, security service comes to mind as a priority. Security services are provided not only to increase the comfort of life, but also to protect the safety of life and property of citizens and to fight against crimes and criminals.

In the light of the historical developments mentioned above, it can be said that there is a change in the understanding of security in Türkiye as well as in the whole world, both in terms of form and content. Today, security services have gained a performance-oriented structure with globalization, technological developments, and the incredible increase in the speed of access to information.

Within the framework of modern security understanding, public administrations have to perform service applications with high performance. Internal security services such as security/law enforcement, which is the security dimension that this study focuses on, are carried out by the Gendarmerie General Command (JGK), The Coast Guard Command (SGK) and the General Directorate of Security (EGM).

The aim of the model that will be proposed in this study, especially in the literature in the 21st century; To create the theoretical structure of the 6M¹ Model, which is an 'original and mixed'performance model, inspired by important

¹The emphasis on the letter "M" consists of the initials of the Turkish equivalent of the stages.

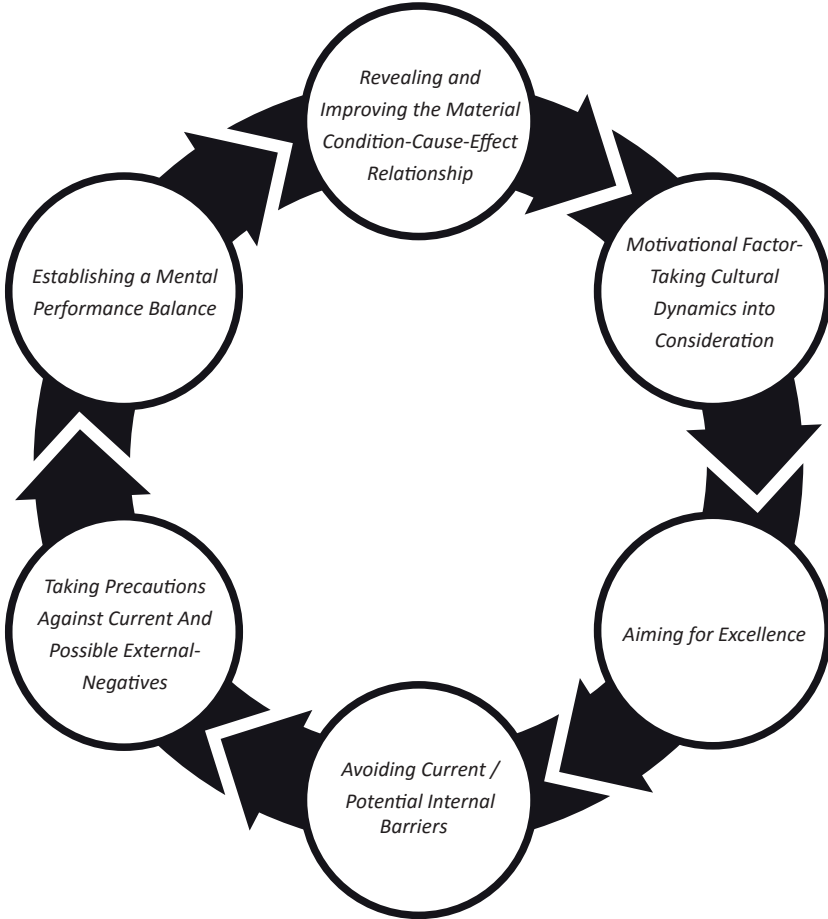
theoretical performance management theories such as Deming and Sheward (Definition of Quality, PUKO) (Chiarini, 2012:11), Ishikawa (Cause and Effect, CE), (Ishikawa, 1976:19), 6 Sigma (Basu and Wright, 2003:34), Ho (5S), (Ho. 1999:74), Simon (Bounded Rationality), (Simon, 1997:45), TQM (Feigenbaum, 1983:823), Performance Pyramid, (Cross, and Lynch, 1988:24), Juran Trilogy (Third Stage Improvement), (Juran, 1986:19), Mintzberg (Hygiene), (Mintzberg,1987), Delta Model (Hax, and Wilde, 2001:7) Hertzberg (Hygiene), (Herzberg, 1965), Motivation Theories (Maslow, 1943), U Theory (Scharmer, 2009:7), Balanced Scorecard (Kaplan and Norton, 1996), Mushroom Management (Kılıç and Olgun,2017).

The importance of the study can be stated as bringing the performance-oriented service delivery of internal security units officers to the agenda again and again. In other words, it is reminding the public administrations that they should constantly base their performance criteria on while realizing their goals and activities in line with the mission they have undertaken. If the internal security units officers adopt an attitude to perform their service delivery in line with the performance criteria, then they will have fulfilled the requirements of modern management.

The scope of this model is considered to be applicable to other public institutions, especially the Police, Gendarmerie and Coast Guard units, which provide internal security services. With the 6M Model, it is aimed to make the team performance application functional as well as corporate and individual performance management and to handle the performance dimensions in a holistic structure within the integrated performance management system.

While preparing the model, a six-stage quality circle was created. This model; The first step is to define the problem; Revealing and Improving the Material Condition-Cause-Effect Relationship, for the solution of the second stage problem; Motivational Element - Identification of Cultural Codes, third stage; for the creation of conditions as the first step in solving the problem; Preventing Existing and Potential Internal Obstacles, the fourth stage, in order to gain a structure suitable for the solution that will solve the problem; Preventing Existing and Potential Internal Barriers, Fifth stage: for the inclusion of the problems that were not included in the definition of the problem, which is the first stage, into the circle; Taking Action Against Current and Potential External-Changes. As the sixth stage, in order to establish the institutional structure in order to solve the

problem; It is a cyclical model in the form of Mental Performance Balance.

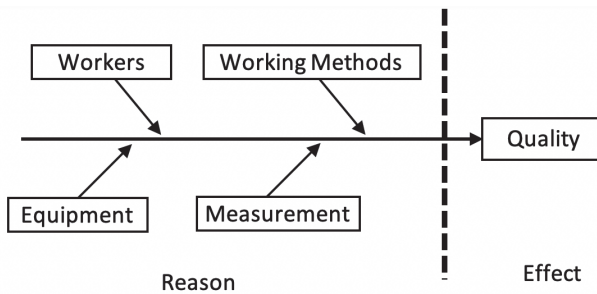


Picture 1. 6M Modal (Created by the Author).

In short, this model proposes a cyclical application within the framework of the six process elements and claims that performance will be increased as a result of this proposal. In the following sections, these six elements will be discussed in detail one by one. Thus, a proposal will be presented to re-engineer a high-performing internal security unit in the 21st century world, and it will be hoped to contribute to the Turkish public administration in particular and the management thought in general.

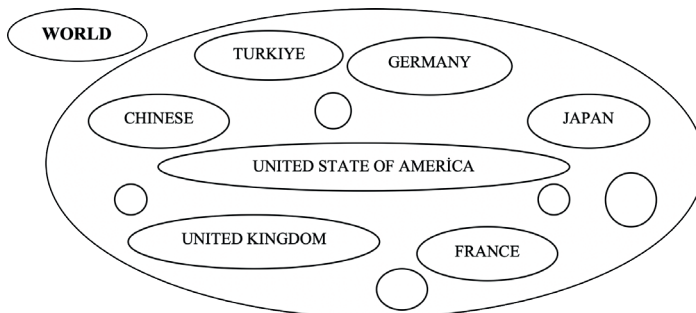
1. REVEALING AND IMPROVING THE MATERIAL CONDITION-CAUSE-EFFECT RELATIONSHIP

A research on cause and effect relationship, will show that there should be integrity between scales in the detection and solutions of performance problems. The Ishikawa cause-effect diagram/fishbone diagram is a first-cause oriented thought and considers it necessary to develop thoughts about the first cause to solve the problem. However, beyond all this, the scale expressed by the cause-effect relationship is a performance scale with a global impact.



Picture 2. Cause-Effect Diagram (Ishikawa, 1976: 20)

When the cause-effect relationship is in question, it is not possible to analyze the performance without understanding the cause-effect relationship between countries. Because if we want to establish a cause-effect relationship between the increase or decrease in all other performance types (individual, team, institution), a spherical shape will appear as the first-cause.



Picture 3. Global Cause-Effect Relationship of Performance (Created by the Author).



In other words, this stage does not aim to draw the causes of factors that negatively affect performance; but aims to draw a diagram to establish the most detailed cause and effect relationship that can be made in order to reach the main root causes. In details;

All activities and projects of the institution should be classified according to their operations in detail and should be included in the performance evaluation system. Performance indicators should be classified within the scope of the main activity and calculated as a point contribution value to the overall performance.

Otherwise, the institution and the employee might include the activities and projects that they are successful or activities and projects they can make within the desired time in the performance measurement indicators, and by performing the general evaluation in this way, the performance of the institution can be shown successfully, which is not objective and realistic for the measurement method.

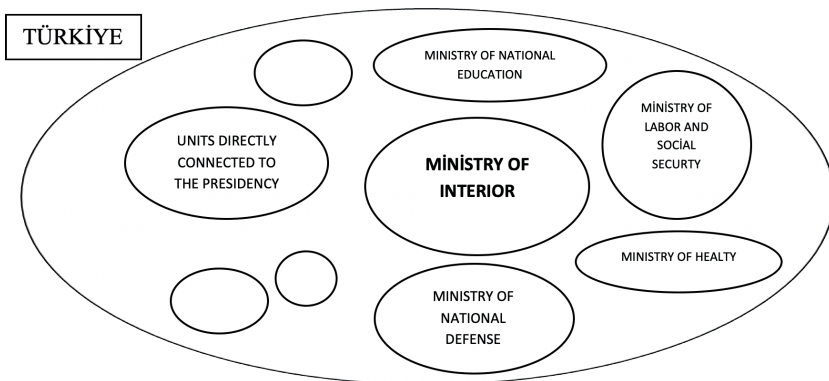
The direction of performance indicators should be clearly stated (positive or negative). For example, some performance indicator of the unit carrying out the preventive services task should be negative. Because the decrease in the number of thefts within the scope of their preventive activities in the responsibility area, meaning that it's negative orienteted, shows that the performance of this unit is increasing. If we refer to the positive orientation with another example, if the unit, which carries out the activities of fighting against narcotic crimes in the area of responsibility, investigates, monitors and inspects an organized drug network, uncovers and seizes the organization together with the criminal elements, the increase of the number of operations of this unit, meaning that it's positive orienteted, shows that the performance of this unit is at increasing acceleration. An example is the integration of institutions or units with the same job description, or the establishment under a single roof, with a total perspective that transforms total quality control, which is the Ishikawa "improvement" cycle element, into total quality management, and service quality on a "total" scale. (Ishikawa, 1976: 20)

The necessary development to "improve" some service offerings can be addressed by establishing a special unit. For example, identification of persons

who lost their lives or the children and injured who cannot be identified, and handing such them over to their families or relevant institutions in events such as earthquakes, floods, avalanches, landslides and similar natural events, or plane/train/metro accidents, large-scale fires, mine accidents, explosions is made by Disaster Criminal Investigation (AKİ/DVI) Interpol wants teams to be present in its member countries to identify victims of the disaster. These teams take part in the identification of people who lost their lives in disasters. This unit, which is called “Disaster Victim Identification (DVI)”(interpol.int,2022)(Disaster-Victim-Identification-DVI,2022) internationally and by the Interpol’s member countries, is called “Disaster Criminal Investigation (AKİ)”(EGM,2022) in our country. (Criminal, 2022).

2. MOTIVATIONAL FACTOR-TAKING CULTURAL DYNAMICS INTO CONSIDERATION

After the cause-effect relationship of the global performance aspect is determined, the country-scale performance aspect, which is a sub-scale of the global scale, is reconsidered. This new scale, which deals with the internal factors of the countries, includes an analysis on the scale of Türkiye in terms of the country where the Law Enforcement Forces are affiliated, which is the subject of the study.



Picture 4. Motivational Factor-Taking Into Account Cultural Dynamics (Created by the Author).



In addition, flexibility that varies according to cultural dynamics should be provided. In addition to the one who is harmed by the crime, that is, the primary victim, at the same time, all factors in the form of rings, starting from the immediate environment, are negatively affected.

The first step is to categorize cultural dynamics for institutions that give similar or compatible results, as in Ho's quality application (Ho,1999), which takes into account the 5S cultural dynamics. Making the categorization means: After determining the measurement criteria in regions with similar cultural dynamics, this criterion should not be taken into account as a performance determination criterion for the regional institutions that do not have the known cultural criteria. For example, the practice of "on-site service" for the elderly, sick and disabled is an application created for a situation related to the traditional attitude of the family institution or the region as a cultural factor. In regions where the service for the "elderly or disabled person" is not sufficient, there will be no performance criteria for the provision of the service and therefore the performance of this service.

It should be considered that performance practices are directly related to the life culture of the people. It is difficult to imagine that the lifestyles of the peoples of Northern Europe, their understanding of justice, their ability to adopt the rules and their social relations are reflected in the performance practices in these countries, but that all the cultural codes of the performance practices of the Northern European countries can be perceived and accepted at the same level in all Mediterranean countries and in Türkiye. This makes it difficult to have a universal common standard for performance practices in Mediterranean countries and therefore in Türkiye, which lives more improvised.

Like any legislation taken from other countries, it would be beneficial to regulate performance management legislation by taking into account the social value judgments of the people to be applied. It should be considered that in countries such as Türkiye, the rewards such as moral rewarding, valuing, and promotion rather than material rewards will give more successful results by spreading these practices in general.

Carrying and using a weapon is a culturally affirmed behavior by some in Türkiye, but its use in situations such as sending off soldiers, weddings and match celebrations creates a negative effect. With the phrase “stray bullet”, many people are injured and die every year on the pretext of “celebration”. It is not possible to eliminate the causes of these crimes that have become a cultural crime, with the security measures taken by the preventive service units, which deals with these type of situations. This is evident from the continuation of such crimes. In this respect, it is thought that it would be beneficial to equip the relevant units with ‘psycho-cultural’ training appropriate for the region they work in order to prevent this type of crime, which has cultural dynamics. Thus, the quality of the service provided will increase, as the personnel who are unfamiliar with the cultural structure of the region served, whether on a general or micro scale, will dominate the sources of the problem before the crime occurs.

As in the quality circle proposal, groups of voluntary stakeholders can be formed, and the problematic areas of the service provided at regular intervals can be reviewed, and discussions can be made about measures to solve or increase the quality of service. For example, within the scope of preventive services, quality circles consisting of students, parents, school administration and security unit officials can be established in the school police practice. Quality circles will ensure the quality and effectiveness of the services carried out by the police and increase citizen satisfaction, and will be beneficial in carrying out the activities within the governance with the elements of transparency, accountability and participation.

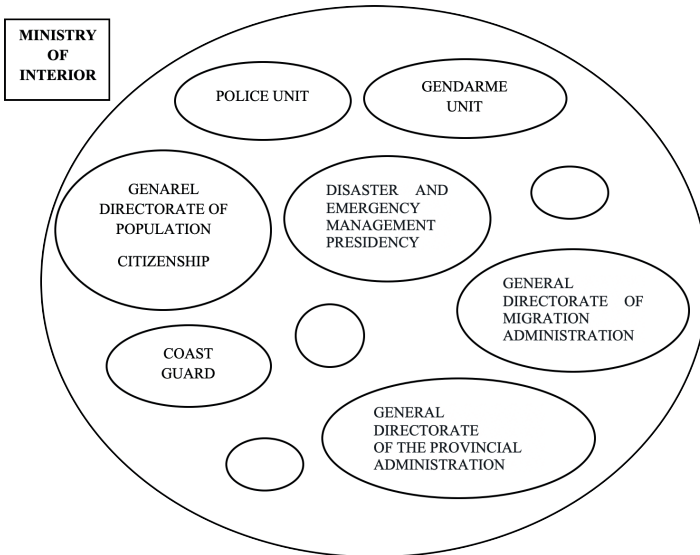
While preparing the questions of the citizen satisfaction surveys conducted for the purpose of evaluating the service provided, it is necessary to pay attention to the perception of the citizen in the face of the question asked. Thus, citizens should be fully informed about the authority and responsibility of the law enforcement in the services provided to them (Maslov, 2015:18).

Within the scope of activities aimed at increasing citizen-law enforcement relations, for example, local satisfaction surveys can be conducted and the results can be shared with the public. As a result of the survey, revisions can be made in this direction by taking the opinion of the citizens on evaluation and improvement issues. In addition, support can be obtained from citizens to increase the quality and realization rate of projects and activities carried out by law enforcement.

For example; In Germany, warning signs saying “we are being watched by my neighbor” are hung on the walls of the houses as an application that will contribute to the preventive duty of the police, and in Sweden, school and park areas are checked from time to time at night by groups formed by citizens for the safety of children, and suspicious matters are shared with the police. In our country, law enforcement commissions should be formed voluntarily from local people acting jointly with civilian surveillance units, and joint studies should be carried out on the planning and evaluation of security services. Citizen participation and alike increases the level of support and legitimacy of citizens to law enforcement.

3. AIMING FOR EXCELLENCE

The “aim” that will be determined as “excellent” within the subject of this stage, is the aim arising from the integration of corporate and individual performance. Law enforcement units in Türkiye operate under the Ministry of Internal Affairs. Therefore, it aims to maximize its performance quality and continuously improve it as a part of a whole by reaching perfection in coordination with other units affiliated to the same Ministry.



Picture 5. Aiming for Excellence (Created by the Author)

In terms of quantitative measurement criteria, for example, the six sigma (Thomsett, 2005: 6-7) perspective offers the following: There is a seemingly small difference between sigma 4 and sigma 6 levels in terms of percentage measurement, $99,9997-99,977=0,0227$. However, in critical situations where human life is in question, this risk is no longer acceptable since this difference will correspond to $6.210-3.4=6.2066$ per million. In the case of public administration, since the quantitative measurement of the service provided cannot be difficult or preferable, certain concrete criteria must be determined for qualitative measurement.

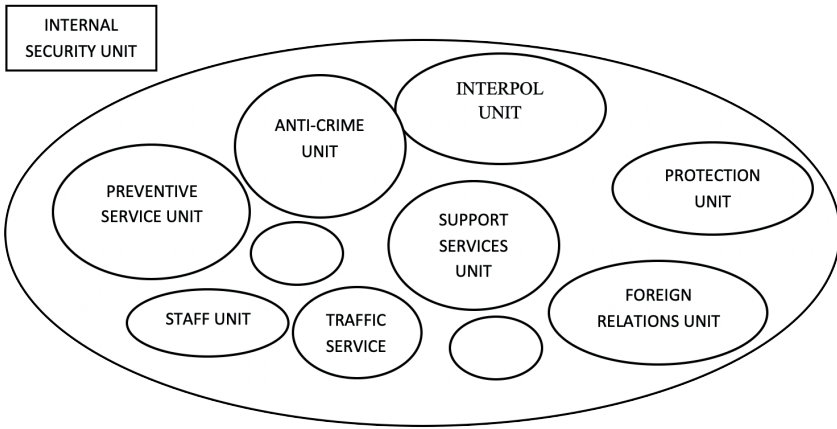
For example, let's take the shooting training of an employee group of 350 thousand people 3 times a year. If the fourth level sigma is used instead of sixth level sigma in the production and use of domestically produced weapons and ammunition used in this training, the accidents that may cause life-threatening accidents will be 6.210, not 3.4, which will be a very high rate.

Similarly, in 2020, if helicopters that conducts inspection in the air for 4.525.200 seconds are produced at the fourth sigma level, there will be $4,525 \times 6210$ errors, while at the sixth sigma level, this will decrease to $4.525 \times 3,4$, again in this case, a 'vital' improvement will have been made when it comes to human life. If it is to be exemplified specifically for the Police Organization; 4.870 armored vehicles serve 4870×8 hours (minimum) $\times 60 \times 60 = 140,256,000$ seconds. Similarly, the annual error rate of $140,256,000 \times 6.210 / 3,4 = 256,173,458,823,5294$ is reached between the sigma four level and the six sigma level, and there are huge numerical changes in terms of human life. (Ministry of Interior,2020)

As in all these examples, the use of six sigma methods in the production of tools and equipment that will directly affect human life will result with not having terrible consequences in terms of people's life safety. It is worth noting that the resulting budget losses will also be prevented.

4. AVOIDING CURRENT /POTENTIAL INTERNAL BARRIERS

After choosing our institution and determining its perfection, the reasons that adversely affect performance arising from internal obstacles are dealt with. Law Enforcement Units have formed their institutional structure in the form of central and provincial structuring, according to their field of duty. Therefore, the focal point of interest at this stage may be the central organization or the provincial organization.



Picture 6. Avoiding Current /Potential Internal Barriers(Created by the Author).

It is essential that the individual performance practices, which are considered to be applied to human resources, be correctly defined and the organization regulated in this respect. The creation of a structural and functional unit that will organize these areas is a necessity of today's modern management systems. It is essential that the performance evaluation criteria for individual performance are clearly defined and standardized for each unit. For these standard criteria, employees' personal rights (wages, working time, retirement, relocation, assignment, promotion, etc.) and other conditions should be matched, then it should be evaluated whether the personnel comply with these criteria.

While determining performance indicators in the performance evaluation process, criteria such as rank, title, authority and responsibility should be considered. For example, the Branch Manager and the bureau chiefs and officers

working under his command should be evaluated from different perspectives, not according to the same performance indicators. For example, while the managerial abilities of the Branch Managers and Bureau Chiefs are prioritized, their technical knowledge and skills may be prioritized in the evaluation of officers.

If the candidates who are unsuccessful in the “supervisory promotion” system are higher than the average of the successful candidates, the effect of the stationery and nepotism that causes this on the preferences can be determined by asking ‘Do the employees whose overall success result is below the average have a general character?’and activities can be taken to prevent it.

For example, if the idea that someone’s performance is being evaluated as a result of favoritism arises, there is a high risk of a decrease in overall quality not only in that unit but also in all other units that hear about it. In addition, even if this case of favoritism is very exceptional, it will leave the performance awards made correctly under doubt. Insufficient performance rewards may also cause lower performance instead of increasing motivation. In order to avoid this situation, administrations prefer to distribute the total performance awards to all employees.

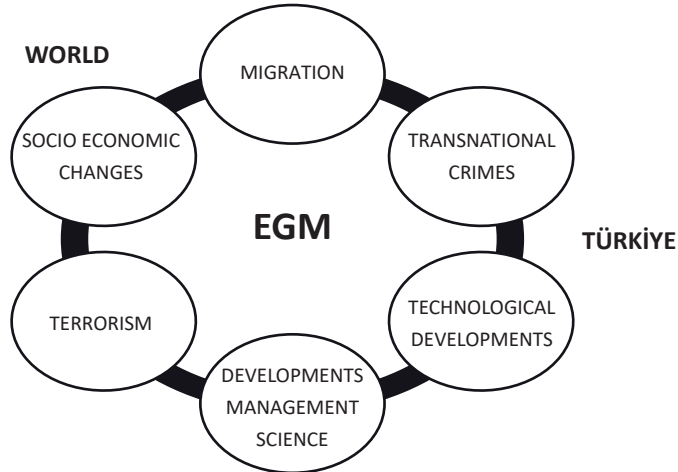
An objective and sustainable performance management system can be mentioned if a fair working environment is provided that will eliminate the different types of nepotism, insecurity and injustice that disrupt the working peace. Thus, it will be possible to achieve the expected performance target by the distribution ratio in the internal distribution of factors such as rewarding, task area and budget balance, which will enable the measurement of in-house performance with the help of technological opportunities such as “PBS (Staff Information System), corporate e-mail, wise business intelligence and e-government services”. (EGM,2022) (Information Technologies and Communication,2022)

As W. Wilson effectively argued in his 1887 article, with its emphasis on “consistency, continuity, predictability, stability, carefulness, efficiency, equality, and professionalism” (Wilson, 2018), the hierarchical Weberian form of bureaucratic organization (Weber, 2017:48)) has become the preferred approach to ensure “accountability” in public administration.

5. TAKING PRECAUTIONS AGAINST CURRENT AND POSSIBLE EXTERNAL-NEGATIVES

The purpose of this stage is to protect the organization from external threats and negative effects, which can only maintain its performance if many units are integrated. In other words, the ‘umbrella’ shown in the figure below indicates that the factors that negatively affect performance have changed and that new factors have emerged that need to be taken into account.

This model aims to “observe” in the “retreat” position against possible negativities and to create “first example” solutions when negativity occurs, by making risk analysis by “downloading past patterns” from the past experiences of law enforcement in the fight against crime with the current technological possibilities. In the most general sense; A continuous communication relationship with the public should be ensured through the media, public relations and protocol unit in order to prevent possible negative perceptions towards law enforcement officers. As seen in integrated projects such as fingerprint bank (BALISTIKA)-EKIP-JKIP-UYAP integration of law enforcement and e-Government services; An “integrated security umbrella” should be established. (Plan and Budget Presentation, 2022) (Ministry of Internal Affairs, 2022).



Picture 7. Taking Precautions Against Current And Possible External-Negatives(Created by the Author).

The purpose of this “umbrella” is to protect the institution from external threats and negative effects that can only protect the performance of the institution by integrating many units. Many of the possible external-negatives in the 21st century, with the effect of social media prepared by technological devices, manipulate the reputation of the institution and of course, its struggle afterwards. The meaning of this is to be expressed with an example; In the unlawful acts that the society plans to carry out using the religious beliefs, women or children are placed in the most visible front of the protest, and with this, the security forces’ intervention in the unlawful act is desired to create the opposite image of the duty performed by the law enforcement and therefore, desired to prepare the ground for the establishment of social and emotional pressure within the public for the future planned unlawful acts by creating perception management against the security forces. Therefore, this “ground preparation” activity, in which social media is at the forefront, emerges as the main method of preventing the undermining of the activity of the institution thanks to the “umbrella” where the “Media and Protocol” unit will be formed together with other units in charge.

Similarly, as in the proposition of “animal abusers are five times more likely to commit acts of humanitarian violence (for example, assault and rape), four times more likely to commit property crimes (such as theft and vandalism), and three times more likely to commit drug crimes.” (Can the FBI catch future serial killers using this test,2022)(cssh.northeastern.edu,2022), it can be ensured that the database for crimes against animals, which has not yet been formed, can be met from other unit databases.

Although examples can be multiplied, the main argument of this proposal can be summarized as follows: OWith “Integrated Security Umbrella”, it will be ensured that new technologies are offered to corporate use in order to produce “prototype solutions”, the establishment of a “Research and Development” unit covering the entire institution directly reporting to the top manager, and the “umbrellas” that will be created specifically for each possible threat.

Thus, necessary measures, legislation development and fighting techniques will be taken before the detection of new types of crime on the world agenda and the methods of combating them reach the country. For example,



the game named “Blue Whale” emerged in Russia caused suicides by having a negative effect on children. If we give another example, “DeepFake”, which means to change the image, recording face and speech content by manipulating a person who has a video or image in the digital environment, as if that person is the one saying it, can be used also in our country in electronic hearings, fake pornographic videos of important people, economic manipulations, and many crimes such as fraud in the future. In the Metaverse application, there may be applications to the law enforcement to eliminate the victimization as a result of the person’s avatar being damaged.

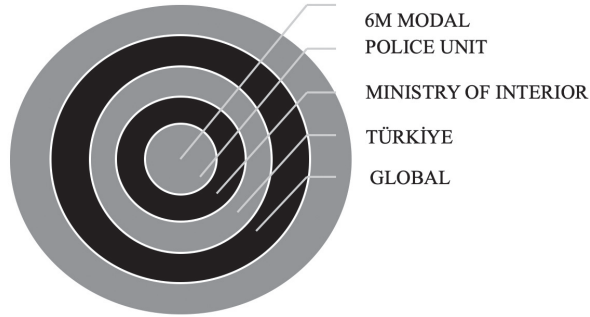
Based on these examples, “Blue Whale”, “DeepFake”, “Metaverse” will be handled as prototypes, and combat regulations will be prepared against potential new threats before they come to the country, and before a crime is encountered, both legal regulation and information and training of the personnel will be carried out.

6. ESTABLISHING A MENTAL PERFORMANCE BALANCE MENTAL

The last phase of the performance model contains a suggestion in the meaning of establishing the “balance” of all performance actors and factors as a whole. In this sense, the organizational scale perspective cycle, adopted in the first phase, will be reflected back to the organization after the last phase.

When the performance system is effectively put into practice in an integrated way, it will make the service quality offered efficient by improving the productivity of both the organization and the stakeholders. This procedure, which is done in processes, will affect negatively the whole performance system if one or several of the processes are implemented incorrectly.

The last phase of the performance model discusses the focusing “team” performance in the meaning of establishing the “balance” of an organizational and individual performance as a whole. In this sense, the organizational scale perspective cycle, adopted in the first phase, will be reflected Police to the organization after the last phase.



Picture 8. Mental Performance Balance Chart (Created by the Author).

Developing the individual talent will mean primarily the development of organizational talent and then national talent and this will develop global performance eventually.

In order to implement this, the structuring foreseen by the Balanced Scorecard theory is suggested. Norton and Kaplan established a relationship between balance principle between long- and short-term plan, input-output, management-citizen and thus, aimed to provide economy, public interest, employee motivation, citizen satisfaction, productivity and efficiency (Kaplan and Norton, 1996).

In relation to measuring the organizational performance of the affiliated institutions by the Ministry of Interior, Monitoring and Assessment System (IZDES) Project, Citizen Satisfaction Survey Project, Performance Monitoring and Assessment System (PERDIS) Project were introduced. PERDIS Project run by the Ministry of Interior has the characteristic of a predecessor study to serve as a model for all public institutions.

Individual performance is measured by a ‘performance assessment form’. Nevertheless, it may not be mentioned about a mechanism which will establish the ‘balance’ between these two. Because, for instance, despite a low activity performance, a higher grade can be given for the individual performance of the personnel carrying out that activity. The most important emphasis of this aspect is in relation to keeping the ‘balance’ of the individual and organizational performance measurement. Therefore, our suggestion at this point is, as a



concrete example, to provide the sustainable integration focusing “squad/working group/team/unit/bureau” concepts. Improving the performance of the law enforcement agency consisting of a combination of “groups/squads/working groups/teams/units/bureaus” that are the smallest units is only possible as long as it is on the “balance” with the improvement of the performance of the personnel working as a team.

The first structural transformation to be done for redressing the balance is to grant rewards (salary-bonus-contribution for promotion) among the personnel and to provide coordination between these rewards. In other words, for a sustainable and improvable performance management, it is necessary to regulate the opportunities and welfare level for the personnel as per the similar organizations in order to fairly regulate the employee personal rights systems by taking into consideration some criteria such as authority-responsibility and organization’s reputation and to build a sense of organizational belonging.

In addition to the employee’s faith in and commitment to the existential reason of the organization, organization’s meeting the competence of the employee and their career expectations, and sustaining this dual relationship will be one of the cornerstones of the performance management. As such, employee motivation can be improved and in addition, “improvement” in the working environment and working conditions will provide the organizational belonging, namely “balance”. For instance, let’s assume a case which a four-people team of a homicide unit is in charge of. A team performance affected by individual performances of each one of them is in question in this particular case where this type of performance is the main performance type that should be chosen as performance criteria. Because, although each individual performance would be successful, we cannot speak of an organizational performance in this particular case if they are not successful as a team.

In other words, the “balance” point of the 6M model means that exceptional performance can only be achieved when teams are present.. Therefore, the main defense of the 6M model is the creation of optimal teams in the application areas.

The teams created are structures organized around the world. At this

point, what is recommended is mentor / mentor policing / project-based-network mentoring / evaluation / mentoring of experienced senior police officers outside the classical performance criteria. For example, in Germany, informative activities regarding the measures that can be taken at home in order to minimize the victimization of theft are carried out by the law enforcement. In our country, information activities can be carried out by these mentors in terms of both the transfer of experience to the personnel and preventive services.

Currently, the planning, measurement, evaluation and rewarding of individual and corporate performance are carried out by the personnel unit, while the measurement and evaluation of corporate performance is carried out by the strategy units. This is the main obstacle to integration. Therefore, the structuring of the performance units in the institutions can be ensured by determining the job descriptions and work flow processes in the administrative sense, establishing “balance-oriented” “team performance units” and connecting them in a hierarchical horizontal way with each other.

The ‘balance competencies’ of team members are important at this point. ‘Balance competence’ refers to the capacity of the employees who make up the team to work in harmony with each other. The 360 Degree performance evaluation system, which is a process that supports the development of individuals, is very important in terms of “detection of balance competencies, allowing each other to give feedback, and providing detailed information about strengths and areas open to improvement”. In the institution; by providing feedback on individual performances as well as determining general trends regarding the performance of the team (Bayram,2006:52,53), the employee who negatively affects the performance of the group, that is, disrupts the “balance” situation, should be identified and this staff will either work in a “balanced” way or should be directed to a group or evaluated in units suitable for individual work (Office Services, etc.). The conflict between the employee and the institution arising from the legislation or practice will adversely affect the trust in corporate commitment and decrease employee performance.

Giving full points to all employees may mean punishing those who deserve full points. This may place performance appraisal in the category of trivial work that is routinely done with stakeholders. However, making the measurement



criteria systematically, fairly and impartially increases the importance of performance evaluation in terms of employees in particular and the institution in general, citizens and countries. Therefore, there is a positive value-added effect to increase corporate loyalty.

The reward system should be fair, impartial, transparent and accountable, not in a routine way, but by considering efficiency and work performance. Motivation-enhancing reward systems should be determined and personnel-based motivators should be used. These motivators should be structured on a level accessible to all personnel. In other words, while it is easy for a personnel to reach the award in terms of the unit they work, it may be very difficult or even impossible for another personnel to reach the same award in terms of the unit they work for. This situation can have a performance-reducing effect for the institution. The important emphasis here is that the employee believes that the manager is impartial and fair in all his activities. While rewarding the success of the personnel working as a team, previously determined motivational factors for each of the individuals forming the team should be taken into consideration.

The results of activities such as inspection, special inspection, monitoring and auditing should be added to the performance indicators of individual, team and institutional performance, and measurement indicators should be arranged accordingly.

RESULTS AND DISCUSSIONS

The schematic of the theoretical analysis of the current performance model, which was reached as a result of all the discussion during the writing phase of the study, will be as follows:

Theoretical Analysis of the 6M Model	
Revealing and Improving the Material Condition-Cause-Effect Relationship	Sheward and Deming (Quality Definition, PUKO), Iskihawa (CE)
Motivational Factor-Taking Cultural Dynamics into Consideration	Ho (5S), Mushroom Management
Aiming for Excellence	6 Sigma, TK, Performance Pyramid
Avoiding Current /Potential Internal Barriers	Simon (Bounded Rationality), Juran Trilogy, U Theory
Taking Precautions Against Current And Possible External-Negatives	Mintzberg(Strategic Management), Delta Model, Herzberg (Hijyen)
Establishing a Mental Performance Balance	Motivation Theories, Balanced Score-card

Table 1. Theoretical Analysis of the 6M Model (Created by the Author).

As a result, it can be said that; Each M of the 6M model was inspired by the theories outlined in the table above. The performance model, which this study calls the “6M Performance Model”, was created to offer a solution to the problems in the 21st century, which is the point reached by the historical process discussed in detail in the study.

This model, which consists of six cyclical stages and takes its name from the initials of the stages, can be tabulated around the dimensions of ‘method, purpose, analysis, structure and process’as follows:



Performance Model Analysis Chart	Classic Performance Model	Modern Performance Model	The New Public Performance Model	6M Performance Model
Method	Hierarchical	Mixed	Half Mixed	Integrated
Aim	Organization Development	Employee Development	Both Organization and Employee Development	Development of both the Organization, the Employee and the Society
Analysis	Input Oriented	Customer Oriented	Process Oriented	Public Interest Oriented
Structure	Central	Semi-Autonomous	Flexible	Hibrit
Period	Long-term	Short term	Medium Term	Variable Term

Table 2. Performance Model Analysis Chart (created by the Author).

The 6M performance model envisages an ‘integrated’ structure as a ‘method’. This means the simultaneous use of both hierarchical and horizontal organizations, incorporating various management tools and techniques.

Performance management, in this sense, aims to ensure the participation of the public, who are external factors in addition to the hierarchy within the organization. For example, while investments are planned by making a total benefit analysis in some services offered to citizens, it is known to act contrary to this situation in some services such as security. Because the ‘purpose’ of the 6M performance model is not only to ensure the development of the organization or only its employees. The 6M performance model ‘aims’ to ensure ‘the development of both the organization, the employee and the society’. This is the reason why the ‘analysis’ form identifies as ‘public interest oriented’ rather than ‘input’, ‘customer’ or ‘process’ oriented. Practices in public services are primarily aimed at improving service quality by improving public service delivery, and as a result, increasing the satisfaction of all stakeholders. All reforms, both structural

and functional, will ultimately contribute to the best use of organizational performance and the realization of that organization's strategic goals and activities, that is, its reason for existence, and thus the development of the employee will be in question. The rationale for proposing a 'hybrid' building as a 'structure' emerges here. The organization should be in a 'hybrid' structure, which can sometimes act centrally and sometimes autonomously. This is the reason, after all, to designate 'performance processes' with variable terms. The fact that applications have unique processes necessitates a 'variable-term' perspective, which means that the long-medium or short-term perspectives are rejected and the maturity is determined specifically for each application.

In summary, the following can be said: All these qualities pointed out by the 6M performance model suggest team-based performance measurement and practices in all law enforcement types as a recommendation.

In the phase of "Revealing and Improving the Material Condition-Cause-Effect Relationship", performance goals are determined; In the phase of "Motivation Factor-Taking Cultural Dynamics into Account", it is aimed to determine the objective and applicable motivation elements for the employees with scientific method and employee participation, and cultural forms for this purpose are determined.

In the 'Perfect Targeting' phase, the most perfect state of the determined form is defined, in the 'Preventing Current and Possible Internal Barriers' phase, internal obstacles for this performance purpose are in the 'Preventing Current and Possible External Barriers' phase; Measures are taken against external obstacles, and finally, it is recommended to adopt 'team-based' practices in the sense of 'Establishing Mental Performance Balance'. When these stages are cyclically continuous, the balance of 'method', 'purpose', 'analysis', 'structure' and 'process' can be achieved. In other words, a paradigm shift will be achieved in the sense of solving existing performance problems; it will be possible to put the organization-individual-society relationship on a healthier plane. Planning will be carried out around strategic targets, activities, risks, and threats suitable for the purpose, so that the determination of performance indicators will be determined as a result of considering all stakeholders as a factor. The concept of performance will find a holistic response for individual, organization and society.



Along with the 6M model; It is recommended that performance management dimensions such as strategic plan, annual report, performance program, corporate, individual and team performance be redesigned by integrating them into a single system as an 'integrated performance system'. In addition, performing performance processes such as 'performance planning, implementation, measurement, monitoring, evaluation, improvement' over the integrated performance system will increase the quality of measures such as the efficiency and productivity of services, economic use of resources and accountability.

In this direction, for the implementation of the 6M model, all activities and projects related to the aims and objectives of the institution should be classified in detail according to their operations and included in the performance evaluation system. Performance indicators should be classified within the scope of the main activity and included as a point contribution value to the overall performance.

Otherwise, the institution and the employee include the activities and projects that they are successful or can realize within the desired time in the performance measurement indicators and perform the general evaluation in this way and show the performance of the institution as successful, which may mean that the measurement model cannot reflect the current performance status of the institution.

It is considered that ensuring coordination and integration in the personnel and organizational structures of law enforcement agencies carrying out the same work throughout the country, including reward and punishment systems, will contribute to both national and institutional performance. In order for corporate performance to be successful, individual performance and corporate performance must be coordinated, that is, team performance must be prioritized.

Conversion of applications such as the Performance Monitoring and Evaluation System (PERDİS) Project, which is an exemplary institutional performance implementation study implemented by the Ministry of Interior, into practice by other institutions throughout the country, bringing together the performance system of all public institutions under one roof and monitoring and

evaluation into an integrated performance system by a unit to be established on a national scale is an application example for the 6M model.

In conclusion, the point reached by the 6M Model recommendation is as follows: Tool performance is central to the 6M model. As a result of the examinations made, the establishment of individual-institution, institution-country, institution-global and individual-global balance results in the orientation to practices that require team focus when it comes to performance scale.

Team-centered performance appraisal is the positively correlated variable of all performance scales. In other words, increasing team performance without being on any scale (individual, country, etc.) will mean increasing all other performance scales. In other words, while increasing individual performance does not unconditionally suggest an increase in institution, country and global performance (the same is true for other scales), on the other hand, increasing team performance means increasing other scale performances.

REFERENCES

- Basu, R. and Wright, N. (2003). *Quality Beyond Six Sigma*. Oxford: Butterworth-Heinemann.
- Bayram, L. (2006,). *Geleneksel Performans Değerlendirme Yöntemlerine Yeni Bir Alternatif: 360 Derece Performans Değerlendirme*, *Sayıştay Dergisi*, 62, 47-65.
- Chiarini A. (2012). *From Total Quality Control to Lean Six Sigma Evolution of the Most Important Management Systems for the Excellence*. Milan: Springer-Verlag Mailand.
- Cross, K. F. and Lynch, R. L. (1988). The 'SMART'Way To Define And Sustain Success. *National Productivity Review*, 8(1), 24-25.
- Feigenbaum, A. V. (1983). *Total Quality Control*. Third Edition. New York: McGraw-Hill Company,
- Hax, A. C. And Wilde, D.L. (2001). *The Delta Project: Discovering New Sources of*



- Profitability in a Networked Economy. New York: Palgrave Macmillan.
- Ho. S. K. M. (1999). TQM and Strategic. Strat. Change, 8, Visiting Scholar, School of Business, Baptist University, Hong Kong: Kowloon Tong.
- Herzberg, F. (1965). The New Industrial Psychology, Industrial And Labour Relations Review, 18, 364-376.
- Ishikawa, K. (1976). Guide to Quality Control. Tokyo: Asian Produktivity Organization.
- Juran, J. M. (1986). The Quality Trilogy. Quality Progress. 19(8), 19.
- Kaplan, S. R. and Norton, D. P. (1996). Balanced Scorecard: Translating Strategy Into Action. United States of America: Harvard Business School Press, VII.
- Kılıç, T. ve Olgun, H. (2017). Mantar Yönetimi. <https://www.interpol.int/How-we-work/Forensics/Disaster-Victim-Identification-DVI>
- Maslow, A. H. (1943). A Theory Of Human Motivation. Psychological Review. 50(4), 370.
- Maslov, A. (2015). Measuring The Performance of The Police: The Perspective of The Public. Canada: Research Report.
- Mintzberg, H. (1987). The Strategy Concept I: Five Ps for Strategy. California Management Review, 30(1), 11–24.
- Ministry of Interior. (2020). Grand National Assembly Plan Budget Commission (2020).
- Scharmer, C. O. (2009). Theory U Leading From The Future As It Emerges The Social Technology of Presencing. San Francisco: Berrett-Koehler Publishers.
- Sezer, Ö. (2008). Kamu Hizmetlerinde Müşteri (Vatandaş) Odaklılık: Türkiye’de Kamu Hizmeti Anlayışı Açısından Bir Değerlendirme. ZKÜ Sosyal Bilimler Dergisi, 4(8). 147–171.
- Simon, H. A. (1997). Administrative Behavior: A Study Of Decision Making Processes in Administrative Organizations. Newyork: Fourth Edition.

Taylor, F. W. (2018.) Bilimsel Yönetimin İlkeleri (H. Bahadır Akın, Çev.). Konya: Çizgi Kitapevi.

Thomsett, M. G. (2005). Started in Six Sigma. New Jersey: John Wiley & Sons, Inc.

Weber, M. (2017). Bürokrasi ve Otorite. (H. Bahadır Akın, Çev.). 8. Baskı. Ankara: Adres Yayınları.

Wilson, W. (2018). İdarenin İncelenmesi, (Nur Şat, Çev.). Ankara. Liberte Yayınları.

<https://www.egm.gov.tr/kriminal/afet-kriminal-inceleme-aki-ekiplerimiz-marmaris-bolgesinde-etkili-olan-orman-yangininda-incelemelerde-bulunmak-uzere-afet-bolgesinde> (Erişim Tarihi:26.08.2022).

<https://www.aa.com.tr/tr/turkiye/471-bini-askin-kisi-yerinde-ifade-verdi/966871>(Erişim Tarihi:23.09.2022).

<https://www.egm.gov.tr/bilgiteknolojilerivehaberlesme>.(Erişim Tarihi: 13.06.2022).

<https://cssh.northeastern.edu/brudnickcenter/can-the-fbi-catch-future-serial-killers-using-this-test/> (Erişim Tarihi:26.08.2022)

<https://web.archive.org/web/20170911171749/htt3/>(Erişim Tarihi:17.09.2022).

<https://www-merriam--webster-com.translate.goog/dictionary/deep.> (Erişim Tarihi:19.10.2022)

<https://www.icisleri.gov.tr/bilgiteknolojileri/izleme-degerlendirme-sistemi-projesiizdes> (Erişim Tarihi: 31.05.2022)

<https://www.icisleri.gov.tr/strateji/vatandas-memnuniyet-anketi>. (Erişim Tarihi: 31.05.2022)

<https://www.icisleri.gov.tr/bilgiteknolojileri/performans-degerlendirme-sistemi-projesiperdis> (ErişimTarihi: 31.05.2022)

<https://www.icisleri.gov.tr/bilgiteknolojileri/performans-degerlendirme-sistemi-projesiperdis> E.T:31.05.2022,