Structural and Normative Challenges of Law Enforcement in Protecting Civil Rightsss According to the Makna Plan and Organizational Excellence

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Abstract

Structural and normative critique of the performance of the police force in this regard has a very special place that reaching solutions to solve these problems is the main purpose of this study. Structurally, many factors can cause the performance of the police force in line with Protecting the rights of citizens is facing many problems. In this regard, poor management, poor execution of the mission, poor fitness in urban environments, trafficking and bribery have an important and special place to study these problems and provide solutions in To solve it, it can help the police force. In this regard, the issue of supervision and management system has a special place that we can hope that with its proper implementation, many structural functions of the police force in dealing with citizens will be improved. . In this article, which has been done in a library and review manner, an attempt has been made to examine the structural and normative challenges of the police force in protecting civil rights according to the Makna plan and organizational excellence.

Introduction

Citizen rights are inherently oriented around both rights and duties. This means that when discussing the rights of citizens, offenders, victims, or law enforcement, their respective duties must also be considered, with legal guarantees recognized and protected within legal frameworks. It is under such circumstances that the importance of monitoring the performance of law enforcement becomes significant, highlighting the necessity for thorough examination.

On one hand, law enforcement agencies have various responsibilities regarding citizens' rights. In numerous instances, they are required not to interfere arbitrarily in these rights, except in legally limited situations, and, conversely, they are obligated to safeguard citizen rights against obvious violations of the law. This dual responsibility emphasizes the need for effective monitoring methods for law enforcement personnel.

In this context, due to the expansion of law enforcement missions and the subsequent increase in authority, as well as the diversity in methods, equipment, resources, and the growing role of new technologies, including the internet and virtual spaces, that penetrate all aspects of individual and social life—alongside the economic, cultural, and security impacts on the country—there is a pressing need to identify weaknesses in oversight and to devise new methods in response to citizens' expectations and the national and international conditions.

Additionally, challenges in police-community interactions may sometimes hinder proper oversight of police operations by supervisory bodies, leading to the potential infringement of citizens' rights or a lack of public awareness regarding law enforcement roles and legal systems.

Within this framework, initiatives implemented by law enforcement hold a unique position. Institutionalizing excellence in organizations is a strategic approach that encompasses various aspects of growth, development, and improvement. It is arguably more important to streamline the path to achieving excellence than to attain excellence itself. Therefore, identifying barriers, challenges, and existing weaknesses in this process can significantly aid in smoothing the path.

Over the past two decades, most Iranian organizations have aimed to enhance the quality of their services and products, adopting localized models of excellence. Defensive and military organizations, too, have aimed to improve procedures, enhance work quality, maintain order, and generally achieve stakeholder satisfaction by fostering excellence within their institutions. The Center for Quality Management Development, inspired by models of organizational excellence and national awards, has been designing and implementing the Ministry of Defense Quality Award since 2004. The excellence model of this award was reviewed in its third iteration to align with the priorities and programs of the Ministry of Defense. The values, criteria, and guidelines of the excellence model were revised to reflect the specific considerations within the Ministry of Defense. The primary objective of the Ministry of Defense Quality Award is to foster organizational growth and excellence and to cultivate defensive competencies.

Another model in the military context is the Quality Management and Organizational Excellence Model for NAJA (MOKNA). The MOKNA model focuses on organizational excellence within the NAJA, aiming to improve the quality of environmental, behavioral, procedural, and innovative aspects. However, as with any organizational implementation, striving for excellence inevitably encounters weaknesses and challenges, and implementing an excellence model within defense and military organizations is no exception.

Structural and Normative Challenges of Law Enforcement

One of the primary drivers of facilitation activities, or "fixing" services, lies in economic issues. Certain professions, due to their specialized, social, and legal sensitivity, receive particular attention worldwide. For such professions, ensuring that officers have adequate financial security is essential to alleviate concerns and pressures. If the salaries of police officers, judges, or any other public servants are insufficient relative to their demanding roles—especially within enforcement and judiciary institutions where clients often come from wealthier economic backgrounds—there is an increased likelihood of temptation, providing fertile ground for unethical facilitation activities.

It is crucial to note that while raising wages can alleviate financial stress, it alone does not eliminate the potential for corruption. This approach should complement cultural and legal solutions to be effective. Leaders must recognize that in a society where consumerism and wealth are highly valued and luxury goods are aggressively marketed, the desire to consume rises among all social classes. Consequently, even individuals without immediate financial hardship may develop an artificial urge to consume, diminishing their sense of contentment and need.

The police force, among other institutions, is vulnerable to the presence of such facilitators, which presents a significant weakness in case-processing procedures. Sensitivity in judicial and police matters, unreasonable delays in case proceedings, inappropriate or occasionally hostile interactions with visitors and parties involved, and even denying access to individuals based on questionable reasons, contribute to an environment where both parties in a case may seek connections or "favors" within the police force to fulfill their legal desires. Although this behavior is not problematic in isolation, it becomes a serious issue when it turns into a widespread practice among both police staff and visitors.Structural issues in this context often stem from delays, lack of transparency, or procedural inefficiencies that incentivize individuals to find shortcuts. Addressing these challenges requires a comprehensive approach that not only improves compensation and working conditions for law enforcement but also strengthens accountability measures and fosters a culture of integrity within the police force.

Management Weakness

One of the most critical responsibilities of managers is to foster motivation, creativity, and innovation within an organization, as an organization's survival hinges on innovation, which in turn relies on employee motivation and engagement. Managers must continuously and rigorously strive to understand individuals and their behavioral principles, as behaviors do not occur in a vacuum; they are driven by reasons, triggers, and motivations that often give insight into individuals' direction and goals. In essence, these triggers form the foundation of personal motivation, influenced by both internal and external factors such as love, beliefs, desires, and inappropriate behaviors between employees and managers.

Managers themselves are not exempt from this rule, and their behaviors are also affected by motivational factors. "The results of a questionnaire study conducted by the Public Management Training Center on identifying factors influencing government employee participation in Iran show that employee engagement in organizational matters is very low. (The questionnaire consisted of 4 questions distributed among four groups of employees across three ministries: Jihad, Construction, Health, and Labor and Social Affairs). This study identified 'lack of motivation' as the most significant factor in the lack of employee engagement" (Moeini, 2002).

Undoubtedly, neglecting motivational issues among competent and dedicated police officers leads to a grueling and discouraging work environment, resulting in performance weaknesses and minimal productivity. To move beyond traditional management and ensure the police force's survival, managers and leaders must implement fundamental and substantial changes in their management methods. A shift in attitude toward human resources can positively impact police leaders and managers, as every topic within an organization is connected to human resources. Viewing human resources as human capital is one of the key successes for any organization, recognizing each employee as an asset, which ultimately contributes to the organization's advancement and excellence.

Weaknesses in Software Systems and Information Technology

Information technology infrastructure plays a significant role in empowering police personnel, contributing benefits such as increased speed, improved accuracy, reduced physical storage for information resources, elimination of redundant administrative processes, enabling remote collaboration, and lowering operational costs for the police organization. Given these advantages—particularly increased speed, which enables handling a higher workload—system productivity is notably enhanced, resulting in substantial cost savings (Raoufi, 2014: 384).

The police force's software system weaknesses can be attributed to various factors, such as failure to address citizens' needs in a timely manner, inefficiencies in facial recognition systems, and network system issues, leading to considerable operational challenges.

Additionally, the emergence of formal and informal organizations at different levels within the police structure has made the employment of effective managers essential. The need for effective management is particularly prominent in the digital era due to increased security demands. Effective management enables maximum productivity in achieving organizational empowerment goals by, firstly, equipping managers to understand and analyze organizational dynamics and environmental demands to diagnose and resolve police-related issues through scientific methods (Azad, 2010: 29). Secondly, effective management involves adapting organizational behavior to diverse conditions to maximize productivity in line with environmental needs.

Key management-related factors that impact the intersection of citizen rights and existing weaknesses within the police force include:

1. Managerial competence,
2. Operational processes,
3. Collaboration.

To ensure efficient information exchange, organizational resources—such as personnel, documents, facilities, and equipment—must be managed by skilled and qualified managers who can deliver maximum services at minimal costs. Establishing a center to oversee effective network functionality, operational supervision, and policy implementation is crucial for empowering the police force. This center would

address all issues arising from performance, execution, and management of policies. Thus, the manager's role involves integrating centers and managing the national police information system. The national police management system should create a comprehensive plan to empower the organization based on realistic needs assessments, organizational goals, and resource allocation.

Staff shortages, particularly in experienced IT specialists, are a fundamental and shared concern among police forces in developing countries. In-service training for active managers remains the most expedient way to develop capable and qualified leaders essential for empowering the police force.

Weaknesses in Mission Execution

The primary weaknesses in mission execution—especially concerning the performance of the police force and emergency unit 110—have significant impacts. Police unit 110's interaction with citizens often exposes serious operational shortcomings, creating numerous challenges for the public.

In terms of organizational characteristics influencing police unit 110's performance, key issues include the need for centralized coordination, balanced patrol distribution within sectors, clearly defined operational processes for unit 110, specific task delineation, alignment of personnel with organizational structure and demands, organizational support, staff availability or substitution in case of absence, adherence to work hours and duty schedules, suitability and adequacy of personnel, forecasted job positions, communication flow with executive ranks and hierarchical levels, placement of communication equipment for unit 110, GPS for real-time issue resolution, adequate patrol units across sectors (Abbasi, 2017: 74), vehicle readiness, volume of incoming calls, improvement of the work environment, computer and data equipment at headquarters and province-level facilities, a stable wireless network, high-speed data transmission, a provincial call center, and efficient software for unit 110 capable of rapid case assignment and news analysis. Many of these challenges impact citizen rights and are primarily due to resource limitations.

Geographical and social conditions also present challenges, such as reducing non-emergency calls to unit 110, collaboration with patrol officers (Fazlizadeh, 2012: 15), timely reporting by citizens, respect for citizen rights by patrol officers, community-centered approaches, fostering a sense of security among citizens, public satisfaction with the police, the geographical context of crime (area size, population density, traffic), division of patrol zones, quality of streets for patrol mobility, and effective telecommunications for citizen-police contact. These issues collectively highlight the need for comprehensive improvements to support mission efficacy and citizen trust.

Shortage of Specialized Human Resources

One of the most critical components of an administrative system is its human resources, including both employees and managers. A skilled, specialized, and creative workforce with high motivation is essential for the success of any administrative system. In today's rapidly changing environment, the key to an institution's success lies in fostering creativity, innovation, and initiative within its specialized domain. Since the administrative system serves as the entry point for human resources into any field, it must concentrate all efforts on attracting skilled and creative personnel.

Lack of Public Trust

Public trust in the police is recognized as one of the most important indicators of policing in any country. In contexts where cooperation between citizens and the police is high, public trust increases, allowing the police to perform their duties with less reliance on force. In this system, the police wield no more power than the average citizen and are generally unarmed, with armed officers present only in certain units. Consequently, one of the significant challenges facing the police is social inadequacy.

Despite a large segment of society evaluating the presence of police positively, some individuals harbor negative opinions for various reasons. Some perceive incompetence within the police force, while others view police presence as a restriction on their freedoms and deem police interventions unnecessary. Thus, contemporary society needs police support and trust more than ever.

One vital strategy for building this trust is effective and constructive communication between the police and citizens. The aspects of interaction and constructive engagement must be defined and clarified. This need has prompted the Iranian police to enhance public relations and cooperation initiatives. Strategies include establishing neighborhood watch programs, creating public oversight offices for the police, and launching television programs focused on police activities. Although these measures may seem minimal compared to efforts in other countries to improve public cooperation with the police, they can serve as a foundation for fostering police public relations and dismantling barriers of public distrust.

Weak Financial Structures and Budgeting Challenges

The absence of stable revenue streams for the police force has led to numerous challenges, preventing the organization from performing effectively. While the police experience fewer issues concerning employee salaries due to their dependency on government funding, they face significant problems in other areas, particularly in financing for equipment purchases and hiring efficient personnel due to insufficient budgets.

Over the past 40 years, police forces have consistently been a cornerstone for authorities in various domestic and international contexts. Today, the Islamic Republic of Iran enjoys remarkable stability and security in the volatile and challenging region of West Asia. In contrast to neighboring countries that spend astronomical amounts of money to import security, Iran has achieved internal security and stability with minimal expenditures. This not only secures internal safety but also contributes to strategic depth and deterrent capabilities, providing security for regional nations. Therefore, it is expected that the parliament and government will give serious attention to the budgets of police forces, especially since police personnel typically receive lower salaries and benefits compared to other government employees.

This challenge will not be resolved without establishing specific revenue streams for this vital military organization or linking the operational budget of the police to sustainable national revenue sources, such as taxes or oil revenues.

Structural and Normative Challenges in Employee Quality Management (Mekna Plan)
Environmental Dimension

A review of the history of quality and its evolution in various sectors reveals that enhancing the quality of produced goods initially focused on quality control. This concept aimed for every production unit to inspect the final product before offering it to customers, ensuring that the produced item met desired quality standards. However, this approach had the downside of incurring substantial costs when a product failed to meet quality standards, often resulting in its disposal. As a solution, the focus shifted from final product quality control to inspecting semi-finished products, which reduced potential waste costs.

Subsequently, the idea of using information from samples and generalizing it to the whole quality process emerged. In other words, statistical quality control began to replace complete inspection of every part. This transition significantly lowered the costs of quality control and evaluation, increasing the effectiveness of quality management. However, it is crucial to note that such approaches could only assure the adequacy of a product without aiming to improve its quality or guarantee high-quality production.

As a result, process control and statistical process control became substitutes for quality control, allowing for a reduction in error costs. It is evident that to ensure product quality, various dimensions and components must be managed, including the quality of materials, the skill level of human resources, and the condition of equipment. Therefore, comprehensive management of all influential aspects is necessary to assure product quality.

This understanding eventually extended to the service sector, acknowledging the necessity of quality management in services. However, the authors' experiences indicate that neglecting cost considerations in quality management significantly diminishes its effectiveness. Thus, it is essential to establish a balance between the components of cost in quality.

Given that error costs in police services are extremely high and critically important, it is necessary to devise and plan measures that prevent any service failures. Therefore, initiatives for prevention and evaluation must be designed to improve quality in police services. The Mekna model aims to prioritize these features to facilitate the police's path to excellence. The components of this model should be structured to maintain this balance.

The concept of quality management has been introduced in Iran since the early 1990s and has garnered attention across various industries. Many industries have adopted quality standards, and the service sector in Iran has increasingly embraced quality management. However, it is vital to differentiate between implementing standards and obtaining certification. Furthermore, the quality costs in all service organizations do not yield uniform results. For instance, in the police force, error costs are of significantly greater importance and impact. A failure in police services (such as failing to apprehend a thief in a timely manner) can have irreversible consequences. Therefore, the focus on quality in police services requires a unique approach, ensuring that errors do not occur.

The Mekna model seeks to address this crucial issue by emphasizing:

1. Evaluation Costs vs. Error Costs

2. Prevention Costs

Behavioral Aspect

The behavioral aspects and patterns in this study can be examined from various perspectives. However, based on the research conducted, the most significant behavioral challenges can be summarized as follows:

1. Lack of enhancement in social behaviors and skills

2. Lack of improvement in specialized and professional awareness

3. Lack of education and training

4. Lack of administrative integrity

Process Aspect

The process aspects and patterns in this study can be examined from various perspectives. However, based on the research conducted, the most significant process challenges can be summarized as follows:

1. Issues with mission-related processes

2. Issues regarding accountability processes

3. Issues concerning the observance of citizens' rights

Creativity and Innovation Aspect

The creativity and innovation aspects and patterns in this study can be examined from various perspectives. However, based on the research conducted, the most significant challenges in creativity and innovation can be summarized as follows:

1. Lack of initiative and innovation

2. Lack of creativity and innovation

3. Failure to provide constructive suggestions

Structural and Normative Challenges in Relation to the Organizational Excellence Plan of the Police Force

Challenges such as changing and localizing the excellence model of the police force, the lack of promotion of a culture of optimization within the organization, failure to reform and improve the evaluation method and its process, the absence of establishing internal organizations and capabilities, the failure to establish and develop a national excellence network, and the lack of design and development of growth centers, as well as the lack of technology to measure the satisfaction of stakeholders, constitute the most important structural and normative challenges concerning the Organizational Excellence Plan of the Police Force.

Enhancement of the Police Force's Plans Based on the Preservation of Citizens' Rights

The costs of control and evaluation have significantly decreased to enhance the quality effectiveness. However, the important point is that utilizing such thoughts could only assure the suitability of a product, while there was no goal for improving product quality or guaranteeing that a quality product would be produced. Therefore, the use of process control and statistical process control replaced quality control to ensure that the process is going correctly. This approach also reduced failure costs. It is clear that

improving product quality involves other dimensions and components, including the quality of parts and raw materials, the skill level of the workforce, and the condition of the equipment. Hence, to ensure product quality, all influential dimensions and components must be controlled. With this perspective, quality management in manufacturing industries was developed and pursued, which can further reduce evaluation and failure costs within the organization. This important matter was, with some delay, also considered in services, and the necessity of utilizing quality management in services was acknowledged. However, the authors' experiences indicate that negligence regarding costs in quality significantly reduces the effectiveness of implementing the quality management model. Therefore, it is necessary to maintain a balance among the components of cost in quality: since failure costs in policing services are very high and also of great importance, it seems essential to devise and plan actions to prevent any failures in policing services. Thus, measures for prevention and evaluation to improve quality in policing services must be devised. The designed model pays special attention to this characteristic to facilitate the police force's path to excellence. In the Police Force's plans, the components should also be designed in a way that maintains the aforementioned balance. The concept of quality management has been introduced in Iran since early 1995 and has received attention across various industries. It can be stated that most industries have engaged in implementing quality standards. In Iran's service industries across different sectors, attention to quality management has also been embraced to the extent that various service organizations have implemented quality management. However, it should not be forgotten that implementing a standard is different from obtaining a certification. On the other hand, the quality costs in all service organizations do not yield uniform results. For instance, in the police force, failure costs hold much more significance and impact. If a failure occurs in policing services (for example, failing to apprehend a thief promptly), it can lead to irreparable consequences. Therefore, attention to quality in policing services is somewhat different. Hence, excellence should ensure that failures do not occur. In the Police Force's plans, efforts have been made to consider this important aspect. Moreover, according to the research conducted, it is logical that the Police Force's plans should be structured to create competition and allow for comparison among requesting units, as well as for each requesting unit over different times, necessitating the use of awards and incentives to foster further continuity and cohesion in establishing the proposed system. Based on the conducted research, the simultaneous use of certifications and awards at various levels for the Police Force's plans is recommended. These levels include, at the lowest level (the certification of the proposed system's establishment), the minimum expected standard for each case of requesting units, and there will be no limitation on the number of issued certifications. The next levels comprise bronze, silver, and gold awards.

Presentation of Final Results Based on Efficient Supervision and the Promotion of Vahdja and Makna Plans

By linking efficient supervision and the promotion of Vahdja and Makna plans, results are achieved that directly impact citizens' rights. Below are several examples of these results:

1. Standardization of processes and operational activities, ultimately leading to the provision of services and fulfilling duties;
2. Increased trust among the public in the police;
3. Clarification of the stages and operational processes from the perspectives of the public and police officials;
4. Continuous improvement of service quality and performance in law enforcement through quality circles;
5. Understanding and meeting the needs of the public;
6. Creation of competition among various operational and executive ranks within the police;
7. Systematic oversight of quality management processes within the police;
8. The ability to set targets and measure the achievement of goals at various levels of the police;
9. Facilitating organizational transformation within law enforcement;
10. Increased organizational learning;
11. Annual improvement of standards in service delivery and performance.

12. Achieving a better understanding of one's duties and objectives;

13. Improvement of morale and a sense of pride among employees through the receipt of certificates and public and stakeholder satisfaction;

14. Rapid learning of tasks and duties by newly recruited employees due to the written documentation of implementation details;

15. Establishing a connection with the performance evaluation system.

Conclusion

The police force in any country plays a crucial role in establishing security and is significant in preventing and combating crime. However, the primary role of this organization in preserving, protecting, and enhancing citizens' rights is often undermined in many missions and organizational activities, and in many cases, these rights are not respected. In this context, the main issue is diagnosing and resolving this problem, which was addressed in this research. It should be noted that the police cannot independently manage prevention efforts. Success in achieving preventive goals requires the participation of all governmental and public and private institutions. The art of the police lies in effectively and responsibly engaging other partners in the fight against crime. However, this task is somewhat challenging as many public and governmental institutions do not recognize their share and responsibility in social anomalies, and unfortunately, members of society and citizens also lack sufficient information in this regard. To enhance community participation in crime prevention and control, it is essential to implement certain strategies. The first strategy focuses on measures and changes within the police force. To leverage the capabilities of the social sector, the police must align its structure accordingly. For this purpose, the interaction between the police, the local community, and civil society must be ensured. Within this framework, the needs, demands, and roles of the police and, on the other hand, the needs, demands, and roles of the social sector must be considered. Each of the two sections interacts scientifically and effectively in determining roles and meeting needs. In such a context, the police is not merely a representative of the government and defender of its interests, but an institution that also pays attention to the needs and roles of the social sector. The police are in a neutral position that guarantees both government interests and protects the social sector's interests against the transgressions of other citizens or government officials. If such a framework can be institutionalized within the police, it will undoubtedly lead to maximum community participation.

In this regard, we present two suggestions:

1. It is proposed that the Makna and Vahdja models of organizational excellence be implemented, taking into account the contents discussed in this research, with a clear organizational chart for police personnel and used as a roadmap for preserving and protecting citizens' rights.

2. It is suggested that a clear model be established for internal oversight within the police and informal (public) oversight based on modern information and communication technologies by decision-making centers, and that this oversight model serves as a bilateral lever to ensure the protection of citizens' rights. Furthermore, considering the effective role of NGOs in enhancing public participation, it is suggested that organizations issuing permits for NGOs take purposeful measures to facilitate the establishment of non-governmental institutions, thereby promoting greater citizen participation. By monitoring the implementation of these institutions' programs, the path for active citizenship can be paved. It is also recommended that these organizations invite and convene NGOs and highlight the concerns and necessity of public participation with the police, thereby strengthening the partnership and assisting these institutions in organizing voluntary and specific contributions of NGOs.

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