

Social Determinants of Police Efficiency in Kazakhstan: A Criminological Perspective

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Abstract

The study's relevance stems from the absence of a unified scientific or practical approach to assessing the efficiency of internal affairs bodies in the Republic of Kazakhstan and internationally, particularly from a criminological perspective. This research explores the efficacy of law enforcement based on public trust levels, a practice that proves challenging in actual application. The investigation includes an examination of various motivational forms and stimuli for internal affairs employees, such as material compensation, social security, working conditions, psychological support, and effective human resource management strategies. This study traces the evolution and reform of the legal and regulatory framework governing Kazakhstan's internal affairs system, establishing state policy priorities to enhance the social welfare of law enforcement personnel. This work synthesizes insights from legal science, sociology, psychology, criminology, and human resource theory, offering a novel perspective on defining the social efficiency of Kazakhstan's internal affairs bodies.

Keywords: law enforcement system; motivation; criminology; social security; job satisfaction; police officer.

Introduction

Public administration reforms that have taken place in the world in recent decades have mainly been carried out under the slogan of “public sector transformation from bureaucratic organisations to more accountable, efficient and less centralised”. The priority postulate of public administration has become the efficiency of all state structures, including the law enforcement system. The peculiarity of the activities of the internal affairs bodies (IAB) is in their social significance and direction. The IAB of the Republic of Kazakhstan is a law enforcement agency designed to protect life, health, human and civil rights and freedoms, the interests of society and the state from security incidents, protect

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public order and ensure public safety (Law of the Republic of Kazakhstan “On the internal affairs bodies of the Republic of Kazakhstan”, 2014).

The efficiency of each profession depends on many different factors, and the employees’ motivation is not the last among them. Early studies have shown that the most influential motivational factor in law enforcement (police) activity is the nature of the work itself, which involves protecting the citizens’ lives, its recognition in society and legitimacy (Turkalj et al., 2016). Therefore, in police science and practice, it has long been customary to measure the police activity efficiency by the level of public confidence, and not by the crime level, as it was customary to measure before (Ludwig et al., 2017).

Thus, in relation to crime, the groundlessness of evaluating the crime rates growth as a decrease in the law enforcement agencies efficiency has been unequivocally proved, and there is scientific uncertainty in relation to public confidence (Karipova et al., 2016). According to one of the approaches, the index of public confidence is applicable to evaluate the efficiency of the IAB and should be determined by such categories as: the latent crime level; the number of complaints filed against the employees actions; analysis of the mass media on the activities of law enforcement agencies; the number of criminal acts and/or administrative offenses committed by the IAB employees themselves; the number of disciplinary penalties on citizens’ complaints; surveys of non-governmental organisations, citizens participating and not participating in criminal proceedings (Turetsky, 2014).

However, as noted by F. Ferdik et al. (2022), the level of public satisfaction with the law enforcement system work rather affects the wish of citizens to help, assist the police during the performance of vital tasks (for example, deterring a suspect, maintaining domestic peace and observing social conventions require unwavering public assistance). The absence of such assistance may actually hinder the performance of a police officer’s work and adversely affect the efficiency of the entire law enforcement system. On the other hand, public confidence and support is necessary for the police authorities to maintain permanent financing. As it can be seen during the current police legitimation crisis in the United States, segments of the American population ungratified with the police services are increasingly calling to a policy of “defunding the police” and redirecting these funds to other public services (Bolger et al., 2021).

Therefore, the population’s trust in the internal affairs bodies can be both a determinant of their activities efficiency, and its consequence. At the same time, the population’s trust is an unstable and changeable category, which is unable to objectively evaluate the activities efficiency of the internal affairs bodies. Sometimes the lack of recognition from the population is considered as a

demotivating factor for employees of bodies and services that ensure public order and security. Critical, dismissive and simply indifferent reactions from the public can degrade the performance of even the most proactive and socially motivated employees. A common but mistaken point of view is that for organisation efficiency it is enough to hire proactive employees who are initially motivated to help beneficiaries.

Proactive behaviour involves the employees' participation in self-developing activities that go beyond the requirements put forward to them. Such employees adopt a long-term direction that includes forward thinking and usually influence positive changes in their work environment. What is typical for socially motivated proactive police officers is that they are more sensitive to public opinion and evaluation, therefore, their productivity level may depend on such external subjective factors as criticism or lack of public confidence (Patil and Lebel, 2019). And only organisations with the right procedures supporting and improving the performance efficiency of their employees get a good return on this investment and achieve rapid, efficient and sustainable development. On the contrary, the lack of appropriate procedures that support and improve the performance efficiency of internal employees leads to employees being inefficient, apathetic and unable to achieve the desired performance (Tengpongsthorn, 2017).

The area of public administration is characterised by a situation in which an increase in organisational efficiency is most often achieved at the expense of a decrease in the employees' welfare. In pursuit of high efficiency ratings, government bodies are increasing the work requirements without regard to what is offered in return. Thus, an increase in organisational efficiency is achieved by reducing the employees' welfare (Van Thielen et al., 2018). Thus, while achieving external social efficiency (protection of the rights and interests of citizens, society and the state), the system of internal affairs bodies may remain socially ineffective inside (in relation to protecting the rights and interests of IAB employees). From which, in the end, the external efficiency indicators will worsen over time even in comparison with the initial ones. Therefore, the purpose of this study is to establish factors that contribute to the social performance efficiency of the IAB system of the Republic of Kazakhstan: factors of social efficiency that provide IAB employees with job satisfaction, welfare and a high level of professional life.

Materials and Methods

The methodological basis of this study is the theoretical and methodological arsenal, which is determined by the purpose and features of the studied phenomenon: the activities efficiency of the IAB of the Republic of Kazakhstan. Primarily, based on the existing theoretical and methodological heritage, the

authors proceed from the dialectical perception of social and legal phenomena. The synthesis of systemic, dialectical and formal and logical approaches made it possible to suggest a qualitatively new concept for determining the social efficiency of the IAB of the Republic of Kazakhstan. The logical-semantic method contributed to the definition deepening of the efficiency concept based on the construction “invested resources – obtained results”. With the help of a system-structural method, a set of motivational, psychological and managerial factors for increasing the efficiency activity of the IAB was studied, as well as the connection between them.

The subject-object approach was used during the consideration of the activities efficiency of the IAB of the Republic of Kazakhstan as a result of the interaction of such subjects as: the state legislative power, which develops the state policy and the legal and regulatory framework for regulating the activities of the IAB; heads and chiefs of the IAB who create a favourable environment in individual departments and departments of the IAB of the Republic of Kazakhstan, and used methods and practices of management and stimulation in relation to their subordinates; exact employees of the IAB of the Republic of Kazakhstan on the level of social security of which, in the authors’ opinion, the activities efficiency of the IAB of the Republic of Kazakhstan depends. The historical and legal method was used to consider the legal and regulatory framework evolution that governing the activities of the IAB of the Republic of Kazakhstan from the beginning of the Republic of Kazakhstan formation as an independent state to the present.

Due to the comparative and legal method, key differences were established in the current legal and regulatory framework of the Republic of Kazakhstan with Soviet legislation, and the legislation of such foreign countries as Great Britain, France, Germany, Sweden, Denmark and Taiwan was analysed to identify the best practices for the social security of police officers in the world. This method allowed establishing a priority vector for the further development of the social efficiency of the IAB of the Republic of Kazakhstan, taking into account the positive experience of these countries. Independent statistical studies were not carried out by the authors, however, the scientific and reference sources used contained data from surveys, questionnaires and police reports around the world. These statistics were synthesised by the authors for the purposes of this study.

An integrated approach to the use of the abovementioned methods allowed comprehensively consider scientific approaches to determining the efficiency of the IAB, to identify their strengths and weaknesses, and also to offer a new look at solving the problem of the efficiency assurance of the IAB in the Republic of Kazakhstan, and also, taking into account the practice needs to suggest ways to

improve its legal regulation, and also for the further development of theoretical thought in this direction. The study conclusions are built in accordance with the laws of logic regarding the completeness, clarity, continuity and consistency of the presented material.

According to the set purpose of the study, along with the works of administrative and law enforcement law, scientific developments, sociology, psychology and the theory of personnel management were widely used. This work is connected with interdisciplinary studies, integrates the knowledge of the abovementioned sciences. This methodology allowed comprehending and revealing the problem set by the authors connected with the improvement of the organisational and legal, and social aspects of the activities efficiency of the IAB of the Republic of Kazakhstan.

Results

Law enforcement activity in general, including the activities of the Internal Affairs Bodies, is organically woven into the social life of society, determined by it and affects it itself. Increasing the activity efficiency of the IAB should be a continuous purposeful process focused on turning the functioning of the entire IAB system into a legitimate activity, carried out in accordance with the standards of law and morality that reliably protects citizens, society and the state from various kinds of security incidents.

Studying the issue of organisational efficiency of the police in the post-Soviet countries, E. Bakiev established that none of the many reforms of law enforcement systems in the post-Soviet space was able to completely eradicate the residuals of the traditional Soviet Law Enforcement Academy, with its characteristic structure and methods with which the low efficiency indicators of the Internal Affairs Bodies of the countries that were part of the Union of Soviet Socialist Republics are connected (Bakiev, 2013).

However, a study of the history of the development and reform of the Internal Affairs Bodies system of the Republic of Kazakhstan is able to refute this generalisation in relation to all post-Soviet states. It is obvious and quite logical that the first Law of the Republic of Kazakhstan “On the internal affairs bodies of the Republic of Kazakhstan” No. 1405-XII dated June 23, 1992 (1992) indeed largely inherited the provisions of the Law “On the Soviet Police” (1991), the Internal Affairs Bodies were defined in the same way as an armed law enforcement system of public administration, which has executive and administrative functions for the protection of the public order and the fight against crime, protecting the constitutional rights and interests of the individual, citizen and state. The Internal Affairs Bodies system operating in accordance with this

law provided for the need to observe strict discipline, dependency and subordination, which was also characteristic of the Soviet police.

The second Law of the Republic of Kazakhstan “On the internal affairs bodies of the Republic of Kazakhstan” No. 2707 (1995) defined the Internal Affairs Bodies not as an armed structure, but as bodies with executive and administrative functions to protect public order, protect the rights, freedoms and interests of society and the state. And already in 1998, the militia was transformed into the police, which was connected with the intention of establishing a new police image and increasing public confidence in the Internal Affairs Bodies. However, it was not possible to quickly achieve the expected results without fundamental changes in the organisational and legal foundations of their activities. Therefore, in the following years (1998-2014), the state policy provided for many organisational changes in the IAB structure (for example, regarding the creation of local police, the transformation of the penitentiary system, the police in transport, the migration police specialisation) (Abishev, 2021). And only in 2011, the reform touched upon the issues of service in the police and social security of police officers. Law of the Republic of Kazakhstan “On the law enforcement service” No. 380-IV (2011) enshrined the conditions and procedure for admission, passage, service termination, which were not previously systematised in the legislation.

With the adoption of the current Law of the Republic of Kazakhstan “On the internal affairs bodies of the Republic of Kazakhstan” No. 199-V of the Law of the Republic of Kazakhstan (2014), as well as a number of other strategic documents, a new stage in the police development in the Republic of Kazakhstan began, focused on the methods and standards of management of Western countries, incompatible with the principles and traditions of socialism. This Law for the first time enshrined the ideology of public trust between the police and the population, providing for public control over their activities, in connection with which a search for organisational and legal measures to implement this ideology is subsequently undertaken. There is the improvement of the law enforcement system by eliminating all forms of illegal behaviour, the development of a “zero tolerance” of society for offenses, ensuring the rule of law and increasing the public confidence level among them (Akimzhanov et al., 2018).

According to a survey of citizens of the Republic of Kazakhstan in 2018, two-thirds of the population believe that the police are generally doing their job well, however, the level of reporting crimes to the police is relatively low compared to international statistics, as well as the level of satisfaction with police activity upon admission statements (van Dijk et al., 2018). This proves the unwillingness of citizens to apply to the IAB due to the lack of faith in achieving positive results upon their application. It is obvious that the concept of reforming

the law enforcement system aimed at increasing the confidence of citizens in the IAB, did not achieve the expected results and did not contribute to improving the efficiency of law enforcement agencies.

Since 2019, the improvement of police activities has been carried out based on the service police ideology. Within its framework, the police are understood not as a punitive agency, but as a service that helps and solves the problems of citizens. In this regard, special attention is paid to services that interact directly with the population. This ideology is enshrined in the program document for the modernisation of the IAB for 2019-2021, which was adopted on behalf of the First President of the Republic of Kazakhstan. To create a modern, technologically advanced police system that enjoys the confidence of the population, the following areas for improving the police have been identified: structure optimisation; improvement of the payment and social protection system; personnel selection and training; exclusion of unusual functions; introduction of the service model principle; introduction of a new evaluation criteria system; fight against corruption. The key features of the new national police model based on a service approach were to be proactive work, involving partnerships with society, including a way to increase the importance of resolving issues with the participation of citizens living within a certain territory, as well as making it easier for citizens' access to the police by ensuring the territorial accessibility of police stations (Law of the Republic of Kazakhstan "On approval of the Roadmap for the Modernisation of the Internal Affairs Bodies of the Republic of Kazakhstan for 2019-2021", 2018).

A sufficient new approach, not contradicting, but rather complementing the previous one, is enshrined in The concept of legal policy of the Republic of Kazakhstan until 2030 (2021), approved by Decree of the President of the Republic of Kazakhstan dated October 15, 2021 No. 674, according to which proper social protection of employees determines the efficiency of law enforcement agencies. Due to this, the provision of additional measures of social support to law enforcement officers and their families should become a priority in the development of the law enforcement system. Thus, at the moment, at the state level, the policy of social security for employees of the IAB is being promoted as a priority on the way to ensuring the activities efficiency of the IAB. Due to this, to find ways to improve the social efficiency of the IAB of the Republic of Kazakhstan, it is necessary to turn to foreign experience in the social security of police activities. The social policy for the state employees in many foreign countries is aimed at ensuring a decent standard of living for police officers by providing various types of incentives, rewards and benefits, such as free or partially free housing, medical care and insurance in France, Germany, Sweden,

Norway, Denmark; high pensions, ranging from half to two-thirds of the official salary of a police officer, depending on the length of service, after reaching 50 years of age in the UK and Switzerland and 60 years of age in France and Germany (Kalashnyk, 2017; Kolotik, 2022).

And although the concepts of social security and social efficiency are interrelated, but not interchangeable, the former means a set of legal provisions and guarantees that regulate a set of social relationships based on social support for persons (including police officers) in cases of loss of productivity, disability, retirement age, the need to look after a child, occupational diseases and others. The areas covering the social security concept are defined by the Directive of the Council of Europe “On the progressive implementation of the principle of equal treatment for men and women in matters of social security” No. 79/7/EEC (1978). Social efficiency covers a broader systemic state of the activities of the IAB, which comprehensively characterises its organisational structure, principles, forms and methods of implementation, purposes and results of activities, personal style and the compliance of these components with a number of specific criteria contained in social (legal, moral, managerial and organisational) standards.

That is, it is impossible to determine the activities efficiency of the IAB only on based on the quantitative indicators of such activities’ results, expressed in solved crimes or positive feedbacks from citizens. It should also cover a set of conducted measures aimed at social security and management of IAB personnel. In relation to the Kazakh legal reality, the problem of motivating law enforcement officers may be in the fact that material compensation and incentives in the police are generally limited and of a general nature, more connected with the provisions or position of an officer than to the results of their work. In turn, non-material strategies and methods of motivation are abstract or latent, they are used at the discretion of heads, therefore, they remain incomprehensible and unimpressive for the police officers, and the police system in this respect is generally inert or indifferent.

According to J.M. Wilson et al. (2010) increasing compensation and other benefits are powerful motivators for the effective activity of employees of both private companies and civil servants. Salary increases or timely adjustments, more frequent promotions, a clear career ladder, housing allowances, personal use of a work vehicle, on-site child care, health club memberships can positively contribute to the activities efficiency of the organisation’s employees. However, organisations that, for objective reasons, are not endowed with financial flexibility in matters of remuneration of their employees (the latter include the IAB due to the universal model for paying the salaries of civil servants established at the

regulatory level) should look for other non-monetary ways to motivate and involve employees.

A survey conducted among police cadets in China and South Korea, USA police interns, Taiwan Central Police University freshmen, and Taiwanese female officers to identify a hierarchy of influential factors in stimulating candidates to join the police confirmed the thesis that job security is the most influential factors (safety of being at work for years) and social benefits. And although a number of altruistic factors, among which the wish to help others, have quite high rates, the most popular reasons for joining the police are job security and benefits. It is especially important that stable social security continues to motivate police officers throughout their years of service, while the rating of other motives, such as law enforcement or protecting others, declines over time (Elntib and Milincic, 2021; Vasiuta, 2023).

Therefore, to ensure a correct level of job satisfaction of employees of the IAB of the Republic of Kazakhstan, it is necessary to develop a concept for the introduction of stimulation factors focused on the internal needs of the employees themselves and their manifestations in employee behaviour. According to one of the theories of psychological science, such factors consist of two main categories: motivators and hygiene factors. Motivators lead to a positive attitude towards work as they satisfy the need for self-fulfilment. Motivators include achievement, recognition, work itself, responsibility, progression and growth. And on the contrary, hygiene factors are connected with job performance. Hygiene factors include company policy, supervision, working conditions, salary, safety, relationship with supervisor and relationship with colleagues. Satisfying hygiene needs can prevent dissatisfaction and poor performance, but only satisfying motivators will bring about the type of performance improvement that organisations seek.

In light of criminological theories that emphasize the social context of law enforcement behavior, integrating a more nuanced understanding of motivation and hygiene factors is essential. The criminological perspective focuses not just on how police officers are motivated but also on how their work environment, shaped by social policies and organizational culture, influences their ability to perform effectively and ethically. This approach allows us to see beyond traditional measures of efficiency and consider the broader implications of policing strategies on community relations and public trust. By adopting these criminological insights, the strategies for enhancing the activities of the Internal Affairs Bodies can be more effectively aligned with the principles of justice and community engagement, thereby not only improving the efficacy of law enforcement but also its legitimacy in the eyes of the public. This holistic approach to law enforcement

reform is crucial for building a resilient, responsive, and responsible police service that upholds the rule of law while ensuring the social welfare of its officers and the communities they serve.

Discussion

As it was established in the study results to achieve the efficiency of their activities, the IAB should pay due attention to the motivation of their employees, in particular, there is an urgent need to combine different motivation sources even within the same organisation. First of all, the IAB structural subdivisions should use the methodology for determining the working values of their employees, taking into account which it will then be possible to choose the best ways to motivate them for the benefit of both the organisation itself and employees. In this case, the organisation good can be understood as the efficiency of the IAB, and the employees good is their welfare and job satisfaction.

B.A. Basinska and A.M. Daderman (2019) insist on the need to identify the working values of police officers. Scientists divide working values into two groups: external and internal. The external working values are based on the work results for which employees receive economic rewards (salary, prestige or job security). From which it follows that external values are connected with the economic work function. In turn, internal values are aimed at obtaining psychological rewards (recognition, growth opportunities and prosperity). As external or internal work values can lead to different motivations, they require different management tools and practices. That is why the working (altruistic) values of police recruits over the years of their work in the IAB are replaced by the need for belonging (when the presence of an understanding and respectful chief, the presence of good colleagues, uninterrupted cooperation with others, confidence in their work and the security of the current position are considered much more important

The impact of shared values on the activities efficiency of German police officers was the subject of a study by C. Wolter et al. (2019). Scientists have established that organisational identification, that is, “identifying oneself with the values of the police department,” is a significant and important aspect influencing police officers’ welfare. The authors’ explanatory approach is that people tend to accept the values and purposes of an organisation as their own when they identify strongly with that organisation and so do police officers regarding the values and purposes of their police department. This identification subsequently leads to increased motivation to achieve these purposes and higher self-esteem, and hence work-related welfare.

It was proved that police officers with higher levels of public service motivation have higher levels of performance, achievement, organisational commitment, and job satisfaction to begin with. Among the advantages of the civil service, they note “that it is able to attract people to the public sector and thereby strengthen the connections between them and the public sector, guaranteeing a foundation for loyalty, motivation and commitment, which is more effective than monetary incentives” (Bakiev, 2013). However, correct monetary compensation is an essential foundation that attracts recruits to the IAB, and also keeps employees in service for years. In countries where the level of police salaries is not high enough or less than in comparison with the positions of other civil servants (for example, Thailand), the police officers themselves note that sufficient remuneration could motivate them to work more efficiently.

Studies conducted among police officers in Singapore, where salary levels are much higher, have confirmed the need to strike a balance between the spent efforts (dedication) of employees and the remuneration they receive. The effort-reward imbalance model suggests that a job that requires high effort and is likely to receive low rewards causes stress, and that this imbalance between effort and reward leads to stress and long-term health problems. The combination of high effort (excessive dedication) and low rewards (which include recognition, monetary rewards and career opportunities) causes poor physical well-being, resulting in more illness, resulting in lower job satisfaction and lower job performance (Cho et al., 2021). Among other factors in connection with which police officers often experience dissatisfaction with their work is the authoritarian style of management characteristic of the IAB, the organisational policy of individual structures (offices) or the entire system of law enforcement agencies, insufficient evaluation of their efforts, internal discipline, which obviously contributes to burnout policemen. Specifically, even in cases where burnout is not accompanied by a decision to quit, there can be out of the question of the individual employees’ productivity who experience it. Since the professional burnout of police officers has long moved from the category of a particular case to the category of a profession feature, it should be considered as a determinant that negatively affects the efficiency of all law enforcement activities (Wilson et al., 2010; Botnarenko, 2023).

To avoid burnout of their employees, organisations should take care of their quality of life. V. Jain and H. Qureshi (2022) studied survey data of Indian police officers and determined that, according to the police officers themselves, there are three categories of factors affecting their quality of life. Equitable remuneration, work overload, workplace safety and work stress as key factors were rated by the police officers as the most important and constituted the first category. In the

second factors category, the police officers attributed physical and mental health, as well as daily activities. The least important third factors category was job satisfaction, opportunities for personal growth and development, as well as the social significance of work and life. As elements of the quality of life, equitable remuneration, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work and the social significance of working life were presented. Scientists state that quality-of-life issues are important because they directly affect a person's ability to maintain a healthy lifestyle and affect the long-term performance of an organisation.

To determine the professional quality of life of police officers, according to A.M. Daniel and K.S. Treece (2022), three factors should be taken into account: compassion satisfaction, burnout and secondary traumatic stress. Compassion satisfaction refers to the degree to which an employee is able to feel the value of their contribution to the common work or the need to help others in their work, which provides a psychological barrier against unsatisfactory results. Secondary traumatic stress often referred to as compassion fatigue can break down this psychological barrier. It refers to the stress of an observer or participant in remediation of consequences of traumatic events such as an emergency medical service or domestic violence investigation. These are stressors that cause symptoms similar to those experienced by the victims of such events, and also, as in the case of post-traumatic stress disorder, cause compulsive thoughts about the trauma.

T.A Sorengaard and E. Langvik (2022) insist on the special role of leadership and fair management in the psychosocial working environment of police officers. The authors studied the efficiency of police activity using the "job requirements – resources" model and found that given the numerous negative organisational factors connected with the work of police officers (low job satisfaction, low social support and control, high emotional and cognitive demands, high work requirements, work insecurity and high work intensity), an important work resource is the support of management, which contributes to the employees' welfare and their productivity.

Thus, the scientific approaches and concepts studied above confirmed that the activities efficiency of the IAB depends on a set of factors that positively influence the attitude towards the work of the police officers themselves and the results of such work. Only a complex interaction of proper financial and social security, compensations and benefits, a favourable working environment, understanding management and psychological support can ensure the social efficiency of the IAB of the Republic of Kazakhstan.

Conclusion

The activities efficiency of the Internal Affairs Bodies (IAB) of the Republic of Kazakhstan in this study was considered as a complex legal phenomenon with a special social significance from a criminological perspective. The world community (science and practice) has not developed a universal standard for the efficiency evaluation of law enforcement. Commonly, the efficiency of the IAB is measured depending on the crime level in the state or public confidence in the law enforcement system; however, these metrics are not entirely convincing. The criminological critique emphasizes that organizational efficiency should be understood as the ratio of the obtained results to the invested resources.

The primary resource available to the IAB of the Republic of Kazakhstan for fulfilling their assigned tasks is the law enforcement officers themselves, who often sacrifice their physical and mental health as well as their personal lives to achieve organizational goals. Traditionally, the main concept for IAB system development in the Republic of Kazakhstan also aimed to increase its social usefulness and orient it towards the needs of the citizens, while the needs of the IAB employees often remained overlooked. However, with the adoption of the Concept of the legal policy of the Republic of Kazakhstan until 2030, endorsed by the Decree of the President of the Republic of Kazakhstan dated October 15, 2021, No. 674, new prospects have emerged for enhancing the efficiency of the IAB of the Republic of Kazakhstan by providing better social protection and support for IAB employees and their families.

Experiences and studies from foreign countries demonstrate that in addition to social guarantees, police officers highly value the positive impacts of understanding and fair management, recognition, a favourable environment within their subdivision, and effective interaction between subdivisions. Therefore, stimulating and motivating employees by identifying their internal values and satisfaction should also be reflected in the legal and regulatory framework governing the activities of the IAB of the Republic of Kazakhstan. Recommendations should be developed for the implementation of effective personnel management practices in their subdivisions. Ensuring the internal social efficiency of the IAB will contribute to increasing the external organizational efficiency of the IAB of the Republic of Kazakhstan from a criminological standpoint in the long-term perspective.

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