

Thesis Title Factors Affecting Morale of the Border Patrol
Police Platoon Leaders: A Case Study in Border
Patrol Regional Headquarters 4

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ABSTRACT

The objective of this research were to investigate morale of the border patrol police platoon leaders and to identify factors affecting their morale. This attempt was expected to provide a theoretical and empirical framework for a successful examination and understanding of causes of the phenomenon and, consequently, a solid foundation on which the police administrators can build progressive reform aimed at improving the police morale.

The purposive sample included 147 border patrol police platoon leaders of the Border Patrol Regional Headquarters 4. The data were collected by using questionnaires and analyzed by a

four-step procedure: (a) reliability assessment; (b) analysis of descriptive statistics; (c) correlational analysis; and (d) analysis of LISREL structural model.

The major research findings indicated that morale of the police officers was considerably ranged from moderate to low levels. Furthermore, the path analysis revealed that working experience, age, satisfaction with income, training, organizational warmth, relation with colleagues and subordinates, relation with supervisors, marital status and job opportunity were important variables influencing morale of the officers under study. In addition, education level and perceived structure and administrative system were important variables indirectly effecting their morale.

The path analysis using LISREL revealed that the parsimonious model explained 73.9 % of the variance in the dependent variable. The research findings, in general, provided considerable support to to research hypotheses included in the model.

Within limitations of this investigation were policy implications and recommendations as follows:

(a) the police administrators can improve morale of the police platoon leaders through several strategies derived from the parsimonious model. Specifically, the factors needed special consideration include working experience, age, satisfaction with income, organizational warmth, relation with colleagues and subordinates, relation with supervisors, marital status, and job opportunity.

(b) the parsimonious model obtained from the simplification procedures should be regarded as empirically-based hypotheses to be confirmed or disconfirmed by further research efforts, not empirically confirmed conclusions by themselves. Therefore, the model should be independently retested with other groups of police officers.