

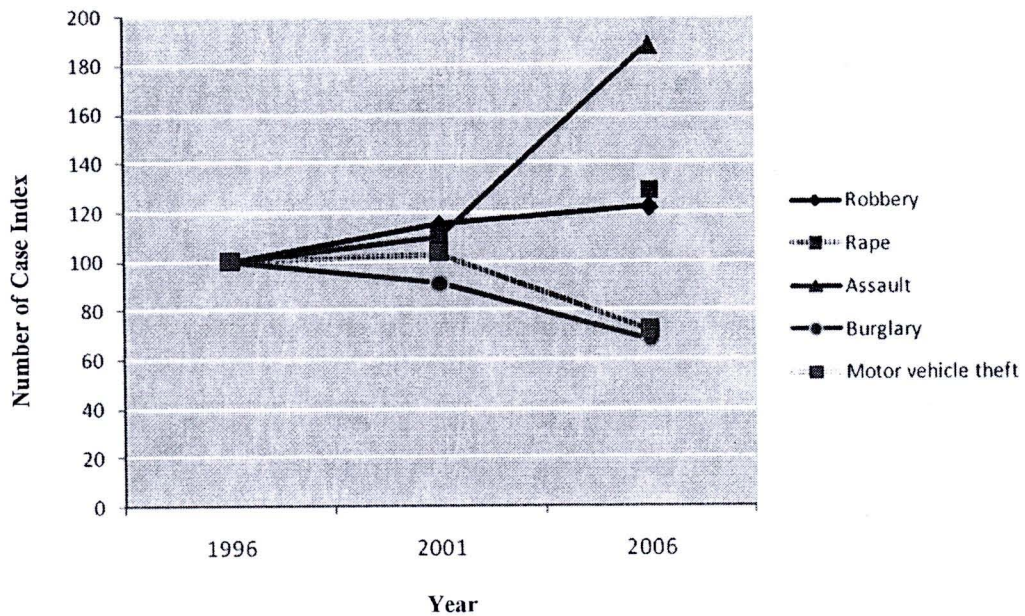
# **CHAPTER 1**

## **INTRODUCTION**

### **General**

Crime involves deviant behavior that violates prevailing norms, specifically cultural standards prescribing how humans ought to behave. Nowadays, crime is a major problem in most modern societies, with crime rates and the degree of violent crime occurring in those societies acting as indicators of the level of people's safety, directly affecting the level of fear and feelings of insecurity in the working, everyday lives of individuals.

Trends in crime statistics attempt to provide a statistical measure of the level, or amount, of crime that is prevalent in modern-day societies, as shown for example in Figure 1. Although this information describes only those crimes that have been recorded by the police, this information can be used to illustrate the trend in all parts of the world. "Traditional" crimes of violence and crimes against property have taken different directions. Assaults have increased, the increase being larger from 2001 to 2006 as compared to the period 1996-2001. In addition, rapes and robberies have increased, but to a lesser extent. Property crimes, measured here in terms of burglary and motor vehicle theft, have decreased, with a decrease in the latter during 2001-2006.



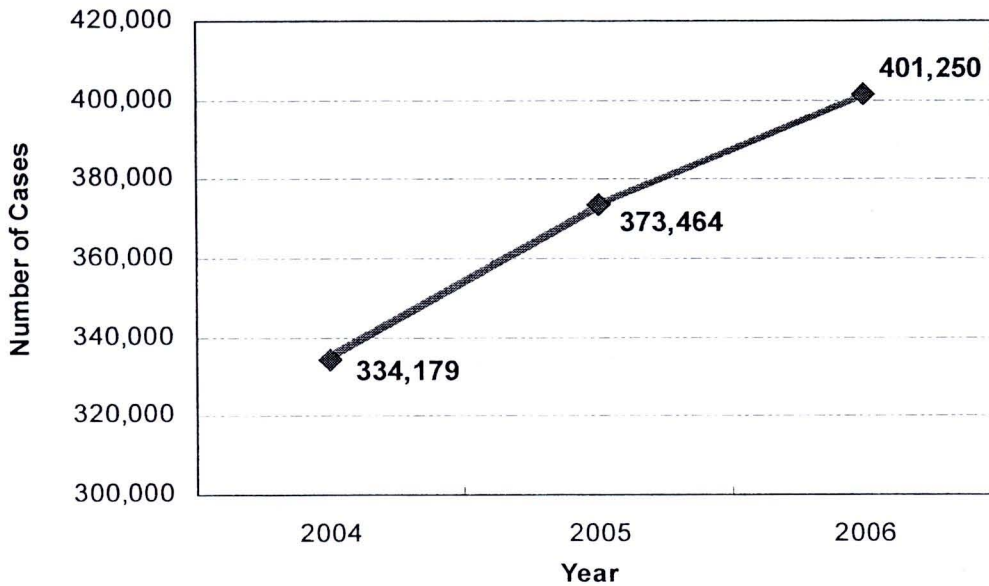
**Figure 1** Trend in police-recorded crime: 1996-2006 (1996-data set is used for reference as 100).

*Note.* From “International Statistics on Crime and justices 2010,” by H. H. Stefan and S. M. Malby, 2010, *HEUNI Publication Series*, 64(1), p. 26.

Furthermore, the incidence of crime has risen in all parts of the world. For example, the crime rate in Russia soared from 987 per 100,000 of the population in 1984 to 1,618 in 1997 (Gilinskiy, 2002); and in India rose from 612 in 1994 to 654 in 1995, an increase of 6.9 percent (Raghavan & Sankar, 2002); while crime in Singapore rose by more than 10 percent in the first half of 2002.

The level of crime and violence was high and showed a tendency to increase even further in some developing countries, particularly Thailand known for their relatively high degree of inequality and relatively poor growth

performances. In 2004, the incidence of crime was 334,179 cases while it was increasing by 11.76% (373,464 cases). From 2004 to 2006, it continued to rise by 20.07% (401,250 cases) as shown in Figure 2.



**Figure 2** Thailand crime statistics: 2004-2006.

*Note.* From *Thailand Crime Statistics: 2004-2006*, by Royal Thai Police Statistics, 2006, retrieved May 24, 2007 from [http://www.statistic.ftp.police.go.th/dn\\_main.htm](http://www.statistic.ftp.police.go.th/dn_main.htm)

Furthermore, the number of prison inmates can also reflect the crime rate in each country, as shown in Table 1.1, with Thailand ranking 31<sup>st</sup> out of total of 155 countries.

**Table 1***Prisoner Statistics Ranking 2007*

(per capita)

Rank	Countries	Prisoner (per 1,000,000 people )
1	United States	738
2	Russia	611
3	St Kitts and Nevis	547
4	Turkmenistan	489
5	Cuba	487
6	Belize	487
7	Bahamas	462
8	Belarus	426
9	Dominican Republic	419
10	Barbados	367
11	Panama	364
12	Ukraine	356
13	Surinam	356
14	Singapore	350
15	Botswana	348
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31	Thailand	256

*Note.* Form *Prisoner Statistics Ranking 2007*, by The United Nations

Development Programme 2007, retrieved May 24, 2007, from <http://www>

[.allcountries.org/ranks/prison\\_incarcération\\_rates\\_of\\_countries\\_2007.html](http://www.allcountries.org/ranks/prison_incarcération_rates_of_countries_2007.html)



The problem of crime in Thailand is one of the main factors delaying progress in the social, economic, and cultural development of the country. The more a society commits itself to materialism and technology and embraces modernization, the more the problem of crime increases. Therefore, the effectiveness of the police force in resolving the crime problem will enhance people's feelings regarding their own personal safety and the security of their property, in addition to supplementing the social justice system, and increasing people's happiness. Presently, criminals are assisted to a significant degree in the types of crimes they commit and in the methods they employ by new technology and sophisticated weaponry. In addition, the mass media seems to pay more attention to news of criminal acts than to other types of news. Thus, crime has become a very frightening element in the minds of Thai citizens. The fear felt by many people is an indication of the failure of public mechanisms within the Thai criminal justice system to prevent and suppress crime.

Furthermore, according to news reports, the problem of illegal drug usage is increasing in every part of the country, and has become widespread among adults, juveniles and children. The Thai government has recognized that the drug problem in the country is its main priority and in order to resolve the problem, close cooperation is needed among related public agencies, the private sector, and the community. Drug abuse ruins the working-age human resources necessary for the nation's economic development. In addition, studies have shown a direct correlation between drug usage and criminal activity (United Nations, 1998). From a global viewpoint, the country's ability

to control the drug problem affects its image and is significant in terms of international relations and the confidence of foreign investors. Therefore, the problems relating to crime and illicit drugs need to be resolved and reduced; they have become a priority and a burden on the government. In an attempt to resolve the problem, the government has appointed a number of special task forces, completely bypassing the relevant public organization mechanism, the Royal Thai Police. This raises the question as to whether there are there problems within the Royal Thai Police that prevent it from performing effectively.

Police work has become intensely community and crime-prevention oriented. Many of these activities are discretionary, thus demanding a high level of commitment from police officers to their agency. However, participative management practices, frequently associated with increased organizational commitment and performance, have not been widely adopted within law enforcement organizations (Wuestewald, Steinheider, & Bayerl, 2006). It is well known that performance at all levels is related to their expectation of some rewards, and welfare benefits (Hong, Yang, Wang, Chiou, Su, & Huang, 1995), particularly among police officers who provide safety for the local population, look after their property and maintain public welfare. Police officers need to be active and work strictly according to the law to satisfy the needs of the public. Officers also must serve them in a prompt, convenient, polite, impartial and equal manner. It is important, therefore to understand the impact of benefits on work-motivation and productivity of members of the police force. Research studies of the police

throughout the world have flourished in various disciplines such as police organization management, police transformation, and police reform (Bayley, 1969; Bayley, 1995). One particular field of interest focused on a bottom-up approach, as presented in an international conference at Berkeley, USA (Adams, 2006; Bayley, 2006; Berry, 2006; Bevir & Krupicka 2006; Finnane, 2006; Wilson, 2006; Wood, Fleming, & Marks, 2006; Wuestewald et al., 2006). In order to enhance the performance of the police force, therefore, it might prove far more useful to observe the factors that affect the services provided by operational officers by using a bottom-up approach.

This aim of this dissertation is to study the factors affecting work motivation, consisting of factors relating to socioeconomic-background, administration, and benefits. The aforementioned factors are critical with regard to promotion and the encouragement of the working performance of police officers, which can create the impression that they have received the requisite attention and become an important part of the police force as an organization. In contrast, if these factors are accorded insufficient attention, police officers tend to perform their functions in a meaningless way on a daily basis. Once their morale declines, a decline in working motivation will be witnessed. Furthermore, this situation may lead to the problem of corruption in the conduct of their duties.

In order to achieve a systematic evaluation of the motivation of the police officer, the study is based on comprehensive research, interviews, and personal observation in four parts of Thailand-the Bangkok metropolitan area, the North, West, and East. Various areas will be studied since the population



densities, the organizational structure of the police, as well as the culture of each area individual area are naturally different. It analyzes what police are accomplishing in current situation, and asks whether police organizations are using their resources effectively to enhance the motivation and satisfaction of police officers. This dissertation will be evaluated in terms of his or her needs, occupational expectations and organizational provisions for police officers and their families. This is one of the performance indicators regarding police management in Thailand.

### **Missions Duties and Responsibilities of the Royal Thai Police**

The goals of the Royal Thai Police are to maintain peace in the community, provide service to people, and enforce the law as it pertains to crime prevention and suppression. The missions, duties, and responsibilities of the police officer are designated in Police Code Related to Cases, Book 1: Part 1 (Royal Thai Police, Technical Service Division, 1977) which are as follows:

1. To keep the peace, both internally and externally, to ensure the happiness of the people,
2. To enforce laws related to criminal offenses,
3. To eliminate adversity and nurture the happiness of the people, and
4. To oversee and protect the rights and privileges of the public.

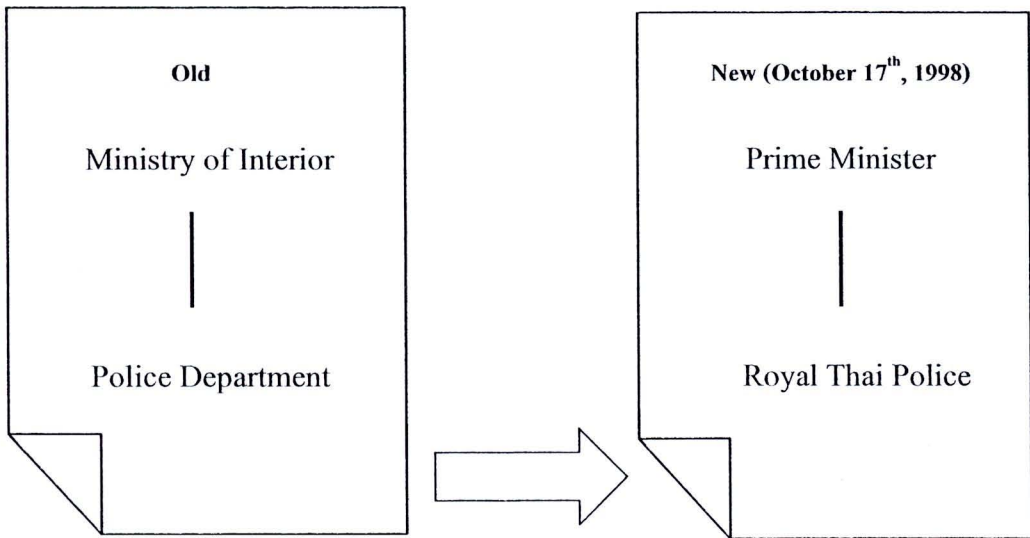


In addition, the contents of the Police Master Plan, Book 1 (1987 and 1991) describe six missions and areas of authority of the police officer and read as follows (Royal Thai Police, Office of Planning and Budget, 1987):

1. To keep peace within the Thai kingdom beyond the duties and responsibilities of other government officials as enacted by law,
2. To prevent and suppress criminal offenses beyond the duties of other government officials as enacted by law,
3. To investigate and inquire into criminal offenses in accordance with Criminal Procedural Law or any laws enacted in this regard,
4. To cooperate and help public organizations in preventing and suppressing criminal offenses and maintaining national security,
5. To eliminate adversity and to nurture happiness, to help and protect people's life and property from suffering, and to deliver services to the people, providing it does not violate the duties of the police or do damage to the image of the Royal Thai Police,
6. To reinforce good relations between police officers and people at large.

In order to carry out achieve the above-mentioned missions and duties, the Royal Thai Police has redesigned the police administrative system by rearranging its organizational structure. Also, the concept of "recruiting the right police officers for the right positions" was applied in order to improve police performance and enhance the services the force provides. Currently, there are approximately 213,000 police officers working in all parts of the Thai kingdom (Royal Thai Police Website, 2007). However, since the

establishment of an organization responsible for police work in 1781, the development of an effective police administrative system has not progressed as it should have. There have been many attempts at reorganizing the Royal Thai Police in the belief that this would help upgrade police officers' performance and provide services to people in a more efficient and effective manner. For example, the Royal Thai Police transformed its chain of command on October 17th, 1998. Figure 1.1 illustrates the comparison of the old Police Department and the current Royal Thai Police in terms of the changes that were implemented in the chain of command.



**Figure 3** Comparison of the new and old chain of command of the royal Thai police.

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*Note.* Form *A Study of People's Satisfaction as Service Recipients and Police Officer's Job Satisfaction and Job Performance After Transformation to the Royal Thai Police* (p. 55), by Jakkrit Singsilarak, 2002, Bangkok: Dissertation of School of Public Administration, National Institute of Development Administration.

## Statement of Problem

Police have served Thai society for many centuries, their role and mission having continuously adapted and changed according to the socio-economic status of the country. Given an increasingly globalized world, together with concomitant changes in the political, economic and socio-cultural landscape, as well as industrial and technological development,

the Thai police system has to change accordingly as well; such change should be geared toward a better or more desirable situation. The Royal Thai Police was moved several years ago from the Ministry of the Interior to the Prime Minister's Office. Thailand is somewhat unusual in having a highly centralized national police department, rather than provincial and city police forces.

The Royal Thai Police are organized into 10 geographic regions. These forces include the metropolitan police, the provincial police, the marine police, the police aviation division, and the border patrol police. The national police are under the command of the police commissioner general, who reports directly to the prime minister and the 20-member Police Commission. The police commissioner general is appointed by the prime minister, subject to cabinet and royal approval (The Royal Thai Police Website, 2007).

In general, the purpose of public organizational change is to solve problems within organizational units, to improve the administrative system, and to deliver better services for the general populace. When taking a closer look at the Royal Thai Police, there are still five remaining problems that are in need of urgent attention, which are as follows (Jakkrit Singsilarak, 2002).

### ***The Problem of Organization Structure of the Royal Thai Police***

Some police, scholars, journalists and members of the public view the reorganization of the Royal Thai Police as superficial in that it did not involve any major changes in procedural methods or in the administrative system even though its supervision changed, now coming under the Office of the Prime





Minister. The reason is that the Royal Thai Police uses political factors as its catalyst. Therefore, the main problems that have accumulated from the past still remain. Without the appearance of readiness from the Royal Thai Police, there are consequently many new problems occurring such as the rectification of related laws, especially laws directly affecting the rights of the people and the welfare of the police officers themselves. Several questions have been posed since the transformation pertaining to such issues as to what benefits the people have really gained and what police officers have gotten. Questions should be asked as to whether information is obtained from the opinions of the local population and police officers regarding their performance or needs, especially the opinions of lower ranking police officers.

### ***The Problem of Bureaucracy***

The Royal Thai Police is organized in the form of a bureaucratic system of administration, Weber's ideal type of organization. Offices in the Royal Thai Police are structured in a hierarchical order, whereby distinctive responsibilities are clearly defined. A higher official supervises each office at the level of authority assigned to that particular office. This hierarchical setup is in the form of a pyramid in which greater authority is given to the few at the top and less to the larger number at the bottom. This tends to make the organization more centralized. Many important decisions must be administered made by those at the top, which often results in sluggishness and inaccuracy.

To make matters worse, the organization is tightly governed by an elaborate set of rules and regulations that guides the behavior of bureaucrats.



All activities are expected to be communicated and written in the form of records and maintained as a permanent record to guide future action. Thus, bureaucratic organizations tend to develop a ritualistic rigidity and a preoccupation with rules and regulations. Public bureaucrats in the Royal Thai Police, as well as in other public agencies, tend to stick to the status system that clarifies its official hierarchy. All government activities are subject to the approval of the central government (Jakkrit Singsilarak, 2002).

As a result of this bureaucratic system of administration, public officials at every level are more responsible to the central government and their supervisors. Hence citizens' needs, which are the actual target of development policy, are not the top priority, but the last to be responded to. Moreover, bureaucratic over-emphasis on strict rules, precision, impersonality, and strict subordination has generated undesirable administrative results. Merton (1940) calls these strictly bureaucratic administration characteristics "Bureaucratic Dysfunction".

Many public administration scholars have recognized that the bureaucratic dysfunction of the Thai public bureaucracy has continuously dominated and eroded its political system (Voradej Chandarasorn, 1995). The Thai political system is democratic, but in practice, the public bureaucrats are the power decision-makers, not the citizens. Consequently, there is a gap between what the designed structure aims at and expects, and the actual outcomes generated. This gap results from policy goals that do not have actual problems and lack of a clear direction (Chaianant Samutwanich, as cited in by Voradej Chandarasorn, 1995).

Additionally, bureaucratic rigidity poses an increasing difficulty for any adjustment. The individual bureaucrat who implements the policy does not have the ability to make adjustments in organizational routine. Also the traditional equation of authority with responsibility is less clear. This leads to a problem in supervising and managing others. A subordinate is often unable to go to the Supervisor for assistance with a technical problem. This can lead to resentment and feelings that the superior is incompetent (Fallon & Zgodzinski, 2005).

The elements of bureaucracy described above are designed to promote efficiency, but in fact impede the organization's effectiveness and its ability to respond to change. Once these elements dominate and take precedence over the real objectives of each policy, what occurs is what Merton characterizes goal displacement. In addition, a long hierarchical chain of authority makes coordination, both vertically and horizontally, among public units extremely difficult. When all units have their own goals and objectives, they substitute their own self-interests for those of the organizational interest. As a consequence, the mutual national benefits will not be fulfilled.

### ***The Problem of an Imbalance between Performance and Reward***

Compared to other public servants, police officers bear a greater burden, including the risk of death while on duty. Therefore, a high level of morale seems a necessity for all police officers. In fact, most of them suffer from low morale due to inadequate salaries, lack of housing, and the lack of an adequate police armamentarium (guns, bulletproof jackets, handcuffs and



uniforms). Guidelines indicate that commanders of each unit give rewards in terms of promotion. Other types of reward, such as the shield of honor, can be awarded within the authority of the highest-ranking superior in such units. Non-promotion rewards have also been found to be somewhat unsavory.

Also, the process of appointing or transferring police officers is important. Such appointments have often been made by a group of administrators in an inappropriate manner. Sometimes the commander himself uses the “spoils” system. These aforementioned reasons contribute to a loss of morale, discouragement and negative attitude within an organization. Certainly, this directly affects the administration and goal of the Royal Thai Police.

### ***The Problem of Corruption***

In Thailand, corruption, deceitfulness, and illegal practices within public organizations are nothing new. Police officers are criticized more often for corruption than members of other public agencies. Corruption occurs on a massive scale, ranging from traditional political corruption among top executives and politicians to the lowest level of administration, police officers at the street level. Among administrators, corruption may take the form of illegal businesses, such as those involving gambling, the illegal lottery, etc., with the money being divided, in the process, among the police officers involved. Corruption among police officers at the street level may be in the form of bribes to avoid traffic tickets, or protection money and may stem from the fact that such officers receive a relatively small salary. Table 1.2 shows a comparison between the starting salaries of government officials and private



sector employees. Also, their living standard is relatively poor compared to the higher costs of living. Thus, these police officers may have low organizational loyalty, as well as low professional prestige, which leads them to place their own self-interest over public or organizational interests. Consequently, corruption is an obstacle to the development of the Royal Thai Police.

**Table 2**  
*Comparison Between Salaries (starting position) of Government Officials and Private Sector Employees: Baht Per Month* (30 Baht = 1 U.S. Dollar)

Education Level	Field/Subject	Government	Private Sector
Secondary	Technical Subject		
School/Vocational certificate		5760	6500
High vocational certificate	Technical Subject	7100	7500
Bachelor's degree	Engineering	}	
	Science		
	Computer		14,500
	Business		12,000
	Administration		12,000
	Finance	7940	10,000
	Social and Political		11,000
	Science	8700	10,000
	Economics		10,000
	Architecture		12,000

**Table 2 (con**

Education Level	Field/Subject	Government	Private Sector
Master's degree	Engineering		
	Science		
	Computer		18,000
	Business		17,000
	Administration	9700	17,000
	Finance		16,000
	Social and Political		16,000
	Science	10,680	15,560
	Economics		15,260
	Architecture		18,000

*Note.* Form *Salaries*, by The Post Today Newspaper, 2010, retrieved August 17, from <http://www.posttoday.com>

### ***The Problem of Police Officers' Job Performance in the Police Station***

The people they serve regard police officers' job performance in any police station with regard to service delivery, both inside and outside police stations, as unsatisfactory. The reasons for this dissatisfaction stem from problems within the structure of the force itself. These problems are identified as follows (Royal Thai Police, 1998):

1. The lack of proportion between the number of police officers and the increase in their workload.
2. System and procedures in police station still adhere to rules and regulations, resulting in red tape, complexity, and inconsistency. There is still no one-stop service at a police station.

3. Impoliteness of police officers and the fact that they perform their duties for their own benefit instead of concentrating on service delivery.

4. A misunderstanding on the part of some people that only police officers have duties and responsibilities pertaining to crime resolution and people merely are service recipients. In fact, crime is harmful to all of society, and everyone must cooperate to reduce it.

5. Lack of confidence in, and cooperation of people toward, police officers' job performance.

6. A misunderstanding on the part of some police officers with regard to the concept of public participation and a failure to seek the cooperation of the public.

7. A lack of understanding that police officers must be service-minded.

8. Neglect by some chiefs of police stations to attend to subordinates' welfare and fringe benefits.

9. Inconvenience due to a lack of space in police stations and a lack of facilities for delivering services to the public.

10. A lack of equipment and out-of-date materials.

The Royal Thai Police must use the appropriate strategies and the right managerial skills to solve these cited problems in a prompt manner. The transformation of the Royal Thai Police was one method of management designed to resolve the above-mentioned problems. Organizational change should have a direct and positive influence on police officers and members of the public, in terms of the efficiency of the administrative system, the

statistics of crime prevention and suppression, and public satisfaction toward police service delivery. Currently, there is a continuous process of reorganization of a number of public agencies with regard to the size of organizational units, number of bureaucrats, allocation of budget, amount of materials, etc. Theoretically, change in any public organization should support efficient administration and better service. Change attracts the interest of researchers, either for better or for worse. The transformation to the Royal Thai Police since October 17th, 1998 should have resulted in changes to the administrative system, police officers' job performance, and service delivery to members of the public. Appropriate policies and plans for police officers at all levels should have resulted from the planned transformation.

However, an increasingly globalized world, along with the numerous changes it has brought with it, has resulted in a whole host of problems including crime. After its transformation, it is also necessary to improve the Royal Thai Police as an organization in order to handle such problems. The long-term solution is not only to increase the number of policeman appointed to each area, but it should also be to strengthen the development and management of human resources. For many developing countries, especially Thailand, the police are expected to be public servants, but there is a contradiction here as they seem to be superior to ordinary members of the public. However, four guiding principles can contribute to the development of the police, which if possible should be applied to the situation in Thailand. As stated by Bayley (2001), these principles consist of the following:



1. Police must give top operational priority to serving the needs of individual citizens and private groups.
2. Police must be accountable to the law rather than to the government.
3. Police must protect human rights, especially those that are required for the sort of unfettered political activity that is the hallmark of democracy.
4. Police should be transparent in their activities.

In order to improve police performance and the services they provide, these principles must be taken into account. However, there are various factors, such as those pertaining to socioeconomic-background, as well as to administrative issues and benefits, that render it difficult for police officers to take these principles to heart. Relatively little attention has been paid to operational officers (non-commissioned officers) study on work incentives in Thailand since they are key members of staff in serving the needs of Thai citizens and in protecting human rights. It is vital to take into account factors pertaining to socioeconomic-background, as well as administrative issues and benefits are very important factors when studying their performance, since it can create the impression on the part of police officers that they are receiving the requisite attention and have become an important part of the police force as an organization.

With regard to the existing situation, police services in Thailand were found to be inefficient and ineffective. Many planners sometimes overlook the need for and acceptance of operational police and only propose the strategies that they prefer; hence those strategies are unacceptable to the operational

sector. There has never been a methodical investigation of the actual needs of the police nor have there been any human resource management plans that have sufficiently integrated the bottom-up approach. It is important, therefore, to be careful in applying bottom-up planning procedures in human resource planning, which have become the main motivation for this research.

### **Objectives of the Study**

The purpose of this study is to identify suitable police administration strategies based on the concept bottom-up planning approach. By means of this approach, some feasible police administration strategies are developed through the involvement of non-commissioned police officers to promote the acceptance of the Royal Thai Police in terms of improving the strategy pertaining to benefits. The objectives of this study can be specified as follows:

1. To understand the impact of benefits on police officers' performance and satisfaction.
2. To find out the differences of job satisfaction and job performance in various aspects.
3. To determine the factors affecting work incentives, including job performance and job satisfaction. These factors are related to socioeconomic background, administrative issues, and benefits, evaluated using statistical analysis and multivariate analysis techniques.

4. To apply the Pairwise Comparisons of the Analytical Hierarchy Process (AHP) in the behavioral studies of police officers' attitudes toward the selection of police administration strategies.

5. To use the results of the study as the basis for recommendations for the future development of the Royal Thai Police.

### **Scope of the Study**



This study focuses upon the level of the police station as the unit of analysis in that it is very closely attached to the public at large. The areas covered by the study are representative of each part of the country such as the Bangkok Metropolitan area, as well as the Northern, Western, and Eastern regions. The sub-sections in each police station will be observed for further analysis. Therefore, questionnaires are needed to collect the opinions of the police officers involved in the study. Given the time and budgetary constraints, the method of data collection is conducted through questionnaire surveys of various police organizations. To study the behavior of people in terms of accepting or selecting the proposed strategies, the Pairwise Comparison Technique was applied as part of the Analytical Hierarchy Process (AHP).



## **Definition of Terms**

1. People are defined as persons residing or doing daily activities in the area under the jurisdiction of metropolitan police stations and provincial police stations.

2. Police officers are defined as both commissioned and non-commissioned police officers working in metropolitan police stations and provincial police stations.

3. The Royal Thai Police is defined as a public organization which came under the direct supervision of the Prime Minister on October 17th, 1998.

4. Police Department is defined as a public organization, which was under the supervision of the Ministry of Interior before October 17th, 1998.

5. The transformation to the Royal Thai Police is defined as the changes in the organization of the Royal Thai Police, the supervision of which was transferred from the Ministry of Interior to the Prime Minister on October 17th, 1998.

6. Metropolitan police station is defined as a police station whose duties and responsibilities lie in the delivery of police services to people in Bangkok.

7. Provincial police station is defined as a police station whose duties and responsibilities lie in the delivery of police services to people in each province.

8. Decentralization is defined as a shift of power from a center whose jurisdiction is relatively large to a center or set of centers of smaller jurisdiction.

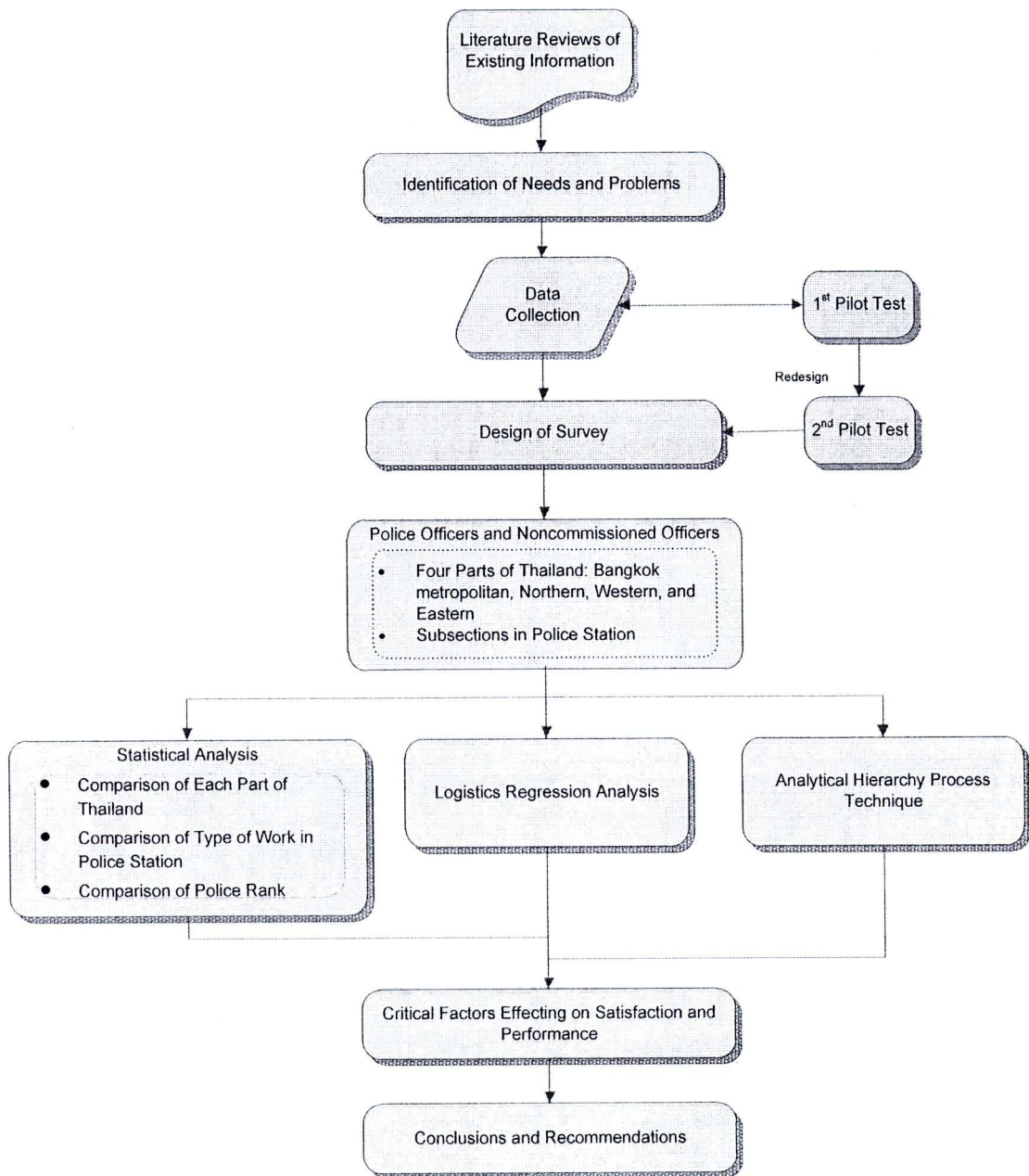
9. Public participation is defined as an inclusive process which empowers citizens to become involved equally and directly in the processes which affect their lives, needs and interests.

10. Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It consists of six parts, namely pay, the work itself, opportunities for promotion, supervision, work groups, and working conditions.

11. Job performance is defined as the level of productivity pertaining to several job-related behaviors and outcomes. It is assessed through a self-report measuring the following seven factors, namely: Quality of work, quantity of work, timeliness, efficiency, job-related knowledge and skills, judgment, and adaptability.

### **Process of the Dissertation Study**

The steps involved in the study are presented as a block diagram as shown in Figure 4.



**Figure 4** Process of dissertation study.

The review of existing information on related issues intends to review numerous examples of literature related to the topic in order to enhance understanding of this dissertation study. These include literature pertaining to theories, knowledge and former research works which can be helpful in first



step of developing the research, as well as in developing behavioral analysis (Fort & Voltero, 2004; Hennessy, 1997).

In the Identification of Needs and Problems part, the questionnaire requested inputs on operational level needs. However, there are many questions to which police planners/BEMPA committees have to seek solutions, such as the following:

1. What strategies should the Royal Police Department adopt in order to enhance the performance of service?
2. What do the police needs to balance between benefits and satisfaction?
3. How can we reduce the corruption problem?
4. What benefits have police gained?

Data collection involves planning for and obtaining useful information on key quality characteristics produced by a developed design process (Yamane, 1973). Therefore, questionnaires are needed to collect the opinions of operational officers. Given the time and budgetary constraints, the method of data collection is conducted by means of questionnaire surveys for metropolitan and provincial police stations. The questionnaire will be pilot-tested on respondents similar to those sampled in the main study. The main objective of the pilot test is to check its wording and format, as well as to measure the reliability of the questionnaire itself.

A statistical analysis will be conducted to provide estimates of factors related to job performance and satisfaction. Each factor will be investigated using statistical analysis and the Logistics Regression Analysis technique

(Agresti, 1996, Berry & Lindgren 1990). The different administrative areas and sub-sections will be compared using non-parametric statistical analysis (Siegel, 1956).

Furthermore, The Analytical Hierarchy Process (AHP) will be applied in order to find out the important strategies for operational police officers. It is a technique for decision making. It can assist with identifying and weighting selection criteria, analyzing the data collected for the criteria, and expediting the decision-making process (Golden, 1989; Phuong & Har, 2000; Webber, Apostolou, & Hassell, 1996).

Critical factors will be identified in order to better understand police needs in terms of their benefits.

Finally, the last process summarizes the outputs and findings of this study, as well as offering recommendations for the improvement and development of future studies. Commanders/superintendents of a police precinct should be thinking about the actual needs of their police officers, especially non-commissioned officers, and avoid focusing solely on only top-down strategies.

### **Expected Benefits of the Study**

1. The results of the study will provide empirical evidence of differences in the needs of policemen.
2. The government, as well as administrators of the Royal Thai Police, can use the findings from this study for setting policies and plans.

3. Police administrations and members of the public will know the outputs and outcomes of what police officers have gained from proposed bottom-up strategies.

4. Bureaucrats in other public organizations may apply the model of the Royal Thai Police as a pilot study.

5. Scholars, researchers and students can further develop this study and use it as a model to study other public or private agencies.