

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the conclusion and lists the recommendations based on the findings discussed in this study. Statistical techniques were used for the quantitative data analysis and the results presented in the form of percentages, mean scores, standard deviation, and Pearson's correlation coefficient. Moreover, this study mapped the complications in police officers' behavior using the logistic regression model.

Conclusion

In this research, the perceptual analysis was carried out to gain some insights from police officers into the relationship between the level of job satisfaction and performance. The data was collected from the four operation areas, the Bangkok Metropolitan area, and the Northern, Western, and Eastern regions.

Demographic Background of the Police Officers Sampled

The demographic data revealed that most of the respondents were non-commissioned police officers who were mostly responsible for crime prevention and suppression. Almost all of the respondents were male; most were married and finished secondary school, technical school or had some

kind of diploma. About half were aged between 31 and 40 and earned a monthly income in the range of 10,000-12,500 baht. Average length of service was approximately 10 years, while overall length of service was roughly 16 years. Most of them were staying in nuclear families, with an average of 2.3 persons per household. One-third had their own car, while slightly more than half had motorcycles. Three-fourths did not have residence of their own, and normally staying in police flats or houses.

Police Officers' Job Satisfaction

Job satisfaction consists of six factors, such as work groups, the work itself, working conditions, supervision, remuneration, and opportunities for promotion. Police officers have a moderate level of overall job satisfaction. Specifically, they are moderately satisfied with the following factors influencing job satisfaction: work groups, the work itself, working conditions, and supervision. Furthermore, they are less satisfied with regard to opportunities for promotion and remuneration.

Police Officers' Job Performance

Job performance consists of the following seven factors: job-related knowledge and skills, workload, adaptability, timeliness, judgment, quality of work, and efficiency. Police officers have a good level of overall job performance. They exhibit a good level of performance in terms of four factors: job-related knowledge and skills, quantity of work, adaptability, and

timeliness. In addition, they exhibit a moderate level of performance in terms of judgment ability, quality of work, and efficiency.

Relationship between Job Performance and Job Satisfaction

The increasing level of satisfaction regarding the work itself, work group, and working conditions leads to an increase in job performance, whereas an increasing level of supervision will undermine job performance. It was also noted that there are correlations among job satisfaction factors. Remuneration is positively related to opportunities for promotion, and supervision. This may be due to the fact that rising up the promotional stepladder of the police system will increase the level of satisfaction regarding the remuneration factor. The relationship between superiors and subordinates can bear an oblique relationship to the remuneration system in view of the fact that good relations will lead to a better working environment, for example by providing advice, solving problems, giving subordinates a chance to participate, and treating subordinates in a fair manner. As a result, the police officers' job performance will increase, thereby affecting payment. This is supported in terms of the statistical value between the factors relating to opportunities for promotion and supervision, given that the former bears a positive relationship to supervision.

The work itself bears a positive relationship to work groups and working conditions. This may be due to the fact that the duties and responsibilities of the police are very complicated. The environment contributes a great deal to accomplishing the goals of police work, in addition

go which having police colleagues who are supportive is imperative to police officers' satisfaction with the job. Moreover, the work group factor is positively related to working conditions. As the level of satisfaction pertaining to these two factors (work groups and working conditions) increases, the level of satisfaction regarding the work itself will also increase because this factor provides the police officers with interesting tasks, opportunities for learning, and the chance to accept responsibility.

Test of the Hypotheses Regarding the Difference between Job Satisfaction and Job Performance

1. Non-Commissioned Police Officers and Commissioned Police Officers

There were no differences in satisfaction between commissioned and non-commissioned officers. However, an in-depth analysis revealed that police officers of different ranks had different perception in terms of work groups, remuneration, and opportunities for promotion. However, there were differences in the level of performance between commissioned and non-commissioned officers. Job-related knowledge and skills, quality of work, and efficiency are also factors regarding which the police officers have different perceptions. In contrast, the results indicate that there is no difference of opinion regarding the following four factors: quantity of work, adaptability, timeliness, and judgment.

2. Areas of Operation (Four areas)

In terms of job satisfaction, there were between police officers who had worked in the Bangkok Metropolitan area and those in other areas, including the Northern, Western, and Eastern regions. However, there were no differences regarding job satisfaction between officers in the Northern and Western, Northern and Eastern, and Eastern and Western regions. Furthermore, there were no differences among the various areas of operation regarding police officers' perceptions of job performance.

3. Type of Work

The level of job satisfaction of police officers who were responsible for clerical/administrative work was different from that of those involved in crime prevention and suppression, and traffic. Job satisfactions of those who are in charge of crime prevention and suppression are different from those who are responsible for criminal investigation. Besides, there is a difference in terms of satisfaction between criminal investigation police officers and traffic police. Nonetheless, there is no difference in terms of satisfaction between criminal detection officers and others. With regard to job performance, police officers engaged in different types of work have no different perceptions in terms of job performance.

Factors in Police Officers' Background Affecting Performance and Satisfaction

The logistic regression model was used to examine police officers' backgrounds and characteristics and to estimate the probability of a

respondent being involved in each level of satisfaction and performance as a function of a certain set of predictor variables, including the socioeconomic characteristics of the respondents and their backgrounds. Each element of their socioeconomic background is expected to influence police officers' perceptions regarding the selected level of satisfaction/performance. The goodness-of-fit tests are assessed in order to ensure the performance of the models.

1. Job Satisfaction

With regard to job satisfaction, the five predictor variables, which are household income, type of works, family size, children in household, and ownership of one's own residence are statistically significant. In terms of overall job satisfaction, police officers responsible for crime detection are approximately 3 times more likely to be satisfied than those working in a clerical/administrative position. The level of job satisfaction rises with each corresponding increase in police respondents' income. Those with a large family have less of a chance of being satisfied with their job. However, having children in their household will increase the probability of being satisfied. Police officers who have rented accommodation, or do not have their own houses, are more likely to be dissatisfied than those who are living in a police dormitory or flat.

1.1 Background Factors Affecting Police Officers' Satisfaction

Regarding Remuneration

Seven of the predictor variables are statistically significant with regard to job satisfaction, namely family size, children in household,



motorcycle ownership, rank, educational level, and marital status. Non-commissioned police officers are approximately 3 times more likely to be satisfied with their salary than their commissioned counterparts. Police respondents who had a Bachelor's degree are about 60% less likely to be satisfied with their remuneration than those who had studied up to the secondary or technical school level, or had a diploma. Those with a large family had less of a chance of being satisfied with their salary. However, having children in the household will increase the probability of being satisfied, while those who are married or living with a partner are more likely to be satisfied than those who are single. Police officers who have their own motorcycle are more likely to be dissatisfied than those who do not.

1.2 Background Factors Affecting Police Officers' Satisfaction Regarding the Work Itself

Two predictor variables are statistically significant with regard to the work itself: the rank of police officer and the income level of their family. Non-commissioned police officers are about 50% less likely to be satisfied with the content of the work itself than commissioned police officers. The content of work itself is related to income level, indicating that the higher the salary, the higher level of satisfaction they can achieve with the work itself.

1.3 Background Factors Affecting Police Officers' Satisfaction Regarding Promotion

Four predictor variables are statistically significant in terms of job satisfaction, namely: the type of work involved, having children in the

household, size of the family, and motorcycle ownership. Police officers who are working in crime prevention and suppression are less likely to be satisfied in terms of promotion than those working in clerical/administrative positions. It is similar to other factors relating to satisfaction; a large family has less of a chance of being satisfied with regard to their promotion. With every extra person in the household, the chance of achieving a high level of satisfaction regarding promotion will decrease by 54.5%. Moreover, having children in the household will increase the probability of achieving satisfaction. Unpredictably, police officers who have their own motorcycle are more likely to be dissatisfied than those who do not.

1.4 Background Factors Affecting Police Officers' Satisfaction Regarding Supervision

Five predictor variables are statistically significant relating to job satisfaction, namely: length of service, marital status, family size, educational level, and car ownership. With regard to length of service, with every extra year of service, the chances decrease of being satisfied with their job in terms of supervision. Furthermore, police respondents with a post-graduate degree, are about three times less likely to be satisfied with suppression work than those who had studied at a secondary or technical school level, or had a diploma. As for the factor pertaining to marital status, those who are married or living together are more likely to be happy with regard to supervision than those who are single. This is similar to other factors relating to satisfaction; a large family has less of a chance of being satisfied with regard to their supervision. As with the factor pertaining to motorcycle

ownership factor, police officers who have their own car are more likely to be dissatisfied than those who do not.

1.5 Background Factors Affecting Police Officers' Satisfaction Regarding Work Groups

There is only one variable in this model, namely the police officers' household income. As expected, the level of job satisfaction increases along with an increase in the police respondents' income.

1.6 Background Factors Affecting Police Officers' Satisfaction Regarding Working Conditions

It was revealed that there are three predictor variables that are of statistical significance, including the type of work involved, marital status, and household income. Police officers working in crime detection are about 4 times less likely to be satisfied in terms of working conditions than those working in clerical/administrative positions. On contrast to other factors, those married or living together are less likely to be satisfied than those who are single. In addition, the level of job satisfaction increases along with an increase in the police respondents' income.

Table 46 presents a summary of the factors affecting police officers' satisfaction according to each of the models. According to the results, household income and the number of members in each household are the most influential factors found in the four models. As expected, the salary and allowances are extremely important factors in relation to police officers' satisfaction. Recently, their living standard has become relatively poor compared to the higher costs of living. Thus, these police officers may have a

low level of organizational loyalty, and low professional prestige, which leads to a greater consideration of their own self-interests over public or organizational interests. Consequently, corruption is an obstacle to the development of the Royal Thai Police. Corruption may also blame for the police force’s inefficiency and its inability to recruit suitably qualified personnel.

Table 46
Summary of Factors Affecting Police Officers’ Level of Satisfaction

Variables	Job Satisfaction	Work Group	Work Itself	Working Conditions	Supervision	Payment	Promotion Opportunities
Household income	*	*	*	*			
Household members	*				*	*	*
Marital status				*	*	*	
Type of work	*			*			*
Children in household	*					*	*
Educational level					*	*	
Police rank			*			*	
Motorcycle ownership						*	*
Overall length of service					*		
Ownership of residence	*						
Car ownership						*	

2. Job Performance

There is only type of work variable that is statistically significant with regard to the overall job performance of respondents. It can be seen that those police officers responsible for crime detection are less likely to be satisfied with their performance than those working in a clerical/administrative position. There are seven issues pertaining to job performance, namely: quality of work, quantity of work, timeliness, judgment, efficiency, job-related knowledge and skills, and adaptability. There is no variable on police characteristics relating to quantity of work, timeliness, and judgment, that is significant. The others factors are of statistical significance, the details of which are as follows:

2.1 Background Factors Affecting Police Officers' Performance

Regarding Quality of Work

With regard to quality of work, there are seven variables that are statistically significant, including length of service, overall length of service, the age of the police officer, police rank, educational level, marital status, and family size. As for the factor relating to length of service, with every extra of service, there is a decline in performance in terms of the quality of their work. As with the age factor, with every increase in age of one year, the chance of achieving a high level of performance will decrease accordingly. However, this contradicts the results regarding overall length of service, which indicates that, with every extra year of overall service, police officers will have more of a chance to achieve a better performance. In terms of the factor pertaining to rank, non-commissioned police officers are less likely to be satisfied with

their performance regarding quality of work than commissioned police officers. Police respondents with a Bachelor's degree are less likely to be satisfied with their performance on work quality than those with a secondary or technical school level of education, or diploma.

As regards the marital status of the police officers, those who are married or living together are more likely to be satisfied with the quality of their work than those who are single. On the other hand, with every extra person in a household, the probability of police officers' perception of their performance being high will decrease by almost 1.5 times.

2.1 Background Factors Affecting Police Officers' Performance Regarding Efficiency

With regard to job performance, it was revealed that there are four predictor variables that are of statistical significance on terms of efficiency, namely overall length of service, age, level of education, and marital status.

As for the variable pertaining to overall length of service, every extra year of service results in an increase in performance in terms of the efficiency of their work. With regard to their level of education, police respondents with a Bachelor's degree are about 2 times less likely to be satisfied with the efficiency of their performance than those with a secondary or technical school level of education, or diploma.

2.2 Background Factors Affecting Police officers' Performance Regarding Job-Related Knowledge and Skills

With regard to job performance, it may be seen that there are two predictor variables that are statistically significant in terms of job-related knowledge and skills. The results indicate that female police officers are 4 times more likely to be satisfied with their performance relating to job-related knowledge and skills than their male counterparts. With regard to the variable type pertaining to work, all police officers are less likely to be satisfied with their job-related knowledge and skills than those working in clerical/administrative positions, except for those on traffic duty.

2.3 Background Factors Affecting Police Officers' Performance Regarding Adaptability

Only type of work variable was statistically significant for this model. Police officers responsible for crime investigation are less likely to be satisfied with their job-related knowledge and skills than those working in clerical/administrative positions.

Table 47 presents a summary of the factors affecting the job performance of police officers. The type of work is the most influential factor affecting job performance, and is found in all three models. This may be due to the fact that with certain types of work, police officers can develop some of the skills and knowledge they will need for future positions.

Table 47
Summary of Factors Affecting Police Officers' Performance

Variables	Job performance	Quality of work	Efficiency	Job knowledge and skills	Adaptability
Type of work	*			*	*
Marital status		*	*		
Level of education		*	*		
Overall length of service		*	*		
Age		*	*		
Household members		*			
Police rank		*			
Length of service		*			
Gender				*	

Pairwise Comparisons of Factors Related to Police Benefits

The pairwise comparison method was applied to determine the relative importance of the defined criteria. The purpose was to create a pairwise comparison matrix in which each factor could be evaluated for its importance relative to all the other factors in determining the suitability of the benefits for police officer. The factors are described below, ranked in order of priority.

- Priority
- Benefits-related Factors
- 1

Improve standard of remuneration for police
- 2

Improve government reserve fund and cooperative police society fund
- 3

Improve criteria and standards regarding career and position
- 4

Improve standard of living
- 5

Improve system regarding right to take leave

6 Improve job environment for delivering services to members of public

The first priority of police officers is to improve the standard of remuneration, including improving salary standards, salary relating to steps in promotion, basic additional allowances, and allowances for extra-responsibilities. The second is to improve the government reserve fund and the police cooperative society fund, specifically by increasing police pensions, superannuation and gratuities, and tuition fees for children's education. The next is to improve the criteria and standards relating to careers and positions in the form of appropriate training and seminars to improve skills and techniques for service delivery, to encourage further academic study, to improve opportunities for career advancement and promotion, and to ensure equity, justice and the development of potential in the working environment. The next is to improve their standard of living, followed by improvement of the system relating to taking leave. The last concern involved improving the working environment for delivering services to members of the public.

Contribution

This study contributes theoretically to a better understanding of the relationship between the concept of job satisfaction, job performance, and police officers' backgrounds, on the one hand, and their satisfaction and performance relating to the job on the other. The model of the study developed inputs-process-outputs-flow relationships of systems theory and connected them to outcomes. It employed the system perspective of police

officers' characteristics and socioeconomic backgrounds to explain the effect on police officers' job satisfaction and job performance.

Moreover, it examined different hypotheses from various aspects. The related benefits for police officers were studied using pairwise comparison analysis in order to determine the actual benefits which police officers at the lower level need. In the field of management, this method can be useful to establish a strategy for everyone in the organization since it directly addresses their needs.

Recommendations

The recommendations are mainly based on the integration of the research findings, a discussion of the latter, and issues raised by the suggestions made by police officers sampled in this study. Recommendations for the future development of the Royal Thai Police to render the latter consistent with the needs of police officers are presented below.

The executive level of the Royal Thai Police needs to pay serious attention to the issue of salaries, welfare, and fringe benefits for police officers, especially non-commissioned police officers. The findings clearly indicate that police salaries and welfare have a negative effect on their job satisfaction and performance. The police officers sampled for the purposes of this study also strongly supported this issue.

The ability of the police force to compete with other public organizations in attracting the most highly qualified personnel will be directly

affected by salaries, welfare, and other benefits offered. Thus, considerable administrative time and effort must be expended in developing and updating pay plans and salary schedules to ensure that the police force is in a sound competitive position in the criminal justice system, especially with regard to judges and prosecutors. Besides, a standard salary structure must have enough range to permit salary differentiation among all the job categories, such as police detectives, traffic police officers, and criminal investigators.

Moreover, the Royal Thai Police should use adopt a strategy for improving the quality of service provided in police stations. The concept of service quality emphasizes prevention rather than suppression, which means that police service is not a matter of arresting wrongdoers after the fact. Instead, it is a matter of preventing poor performance at the outset. The old service needs to be redesigned and a new service designed, with quality at the forefront, in response to the needs of the public at large. A clearly defined service concept is crucial because it provides guidance for police officers. Police officers need to improve the quality of service relating to the main tasks for which the police are responsible. Chiefs of police should create and maintain a service-minded environment that focuses on outcomes that are desirable for members of the public, in addition to providing the strategies, plans, programs, projects, budget, and services to achieve such outcomes. The service objectives and framework should be reinforced by continuously monitoring performance in all aspects of the organization, its projects and personnel, and the levels of achievement both of set objectives and of people's satisfaction. Performance indicators should be developed by various

evaluators. However, the evaluators should be (1) the immediate supervisor who is responsible for the overall performance of subordinates, (2) the subordinates who are under his or her supervision, (3) colleagues, and (4) people who use the services of the police.

With regard to the development and management of human resources, new training aimed at quality of service should be provided for every type of work and all levels of police rank. As for promotion, rewards and recognition for good service should be taken into consideration. The development of information technology (IT) should be applied to improve accessibility, consistent with people's capabilities. Police officers should improve their behavior and be ready to deliver service to people, by incorporating the aforementioned measures and making it easier for people to file complaints. Moreover, police officers need to perform their duties with the maximum degree of openness, honesty, transparency and accountability.

Implications for Future Research

Future studies should address some of the limitations of this study by extending this approach to a larger sample of police officers and members of the public throughout the country. Future research should focus on an analysis of each department and the entire police force as an organization, especially individual police stations, and its impact on police officers and the public they serve. Further efforts should be directed to other organizational contexts. The model of the study and methodology in this research will be very helpful as a

pilot project for answering what benefits police officers really need to improve their satisfaction and performance pertaining to their jobs. However, decision makers may apply the concept of job satisfaction relating to job performance and consequently, customer satisfaction within their organization. The relationship between salary and corruption should be further studied, especially in the criminal justice organization, especially with regard to raising the salaries of their members. The satisfaction of members of the public regarding the issue of police performance should be subjected to further study in order to provide people with a vastly improved service.

Finally, all the variables tested in this study are conditioned by value judgments, which may lead to a certain degree of bias. Accurate testing requires various dimensions in measuring each variable. However, additional work may be needed to further enhance the ability to examine police behavior and to determine more accurately the most appropriate predictors affecting their level of satisfaction with their work and their on-the-job performance. Unquestionably, further studies will support or reject the findings of this research.