

**SOME FACTORS AFFECTING PERFORMANCE  
ACHIEVEMENT OF THE INVESTIGATORS  
IN METROPOLITAN POLICE BUREAU**



**CHANVIT TABTIM**

อภินันท์นาการ

จาก

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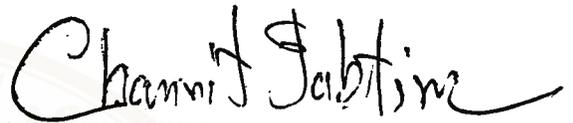
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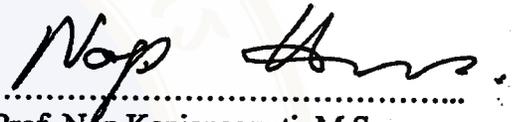
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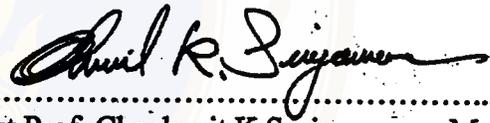
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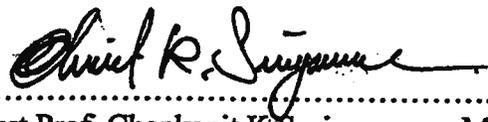
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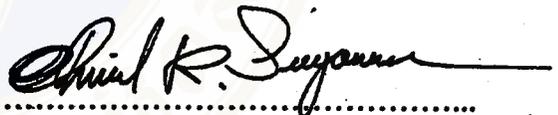
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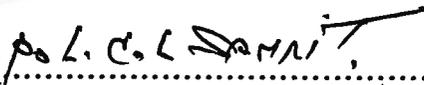
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**Pol.Lt.Col. Chanvit Tabtim**

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CHANVIT TABTIM: SOME FACTORS AFFECTING PERFORMANCE ACHIEVEMENT OF THE INVESTIGATORS IN METROPOLITAN POLICE BUREAU. THESIS ADVISORS: NOP KANJANAGUNTI, M.S., CHANKANIT K. SURİYAMANEE, M.A., PISAN MOOKJUNG, M.A., 84 p. ISBN 974-663-976-5.

The objectives of this study were to evaluate the performance achievement and to find factors affecting achievement in the investigative performance of the police investigative department in the Metropolitan Police Bureau. The data was collected by the questionnaire method. The findings of the study were as follows:

1. It was found that most of the police investigators were under 30 years of age and had been in service for 6-10 years with ranks ranging from Pol.Sub.Lt. to Pol.Captain and served in positions of Sub.-inspectors in investigation. Most of the police investigators earned a salary not exceeding 10,000 baht and had no extra earnings. Furthermore, most of the investigators were married and attended investigative training courses.

2. The police investigators with different background in ages, years in service, duration of working as police investigators, educational level, welfare house and experience of investigative training had different achievement in investigative performance.

3. Internal factors of the organizations concerning man power, government subsidy, workload, investigative laws and regulations, interference from superiors, equipment and office supplies all were related to achievement in investigative performance of the police investigators.

4. External factors of the organizations including people's cooperation, coordination with other, related agencies, influence of the accused and power of politicians were related to the achievement in investigative performance of the police investigators.

The results of this study suggest that The Royal Thai Police Headquarter should provide adequate of budget, equipment and office supplies necessary in investigative performance to police investigators, more welfare house or welfare flats to meet the need of all police investigators, and should continuously organize investigative training courses focusing on both criminal cases and other kinds, of cases and should gain more cooperation from people to get faith and credit from them by adopting the principle of Community Policing.

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สวนของพนักงานสอบสวนในเขตกองบัญชาการตำรวจนครบาล (SOME FACTORS AFFECTING  
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การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาสัมฤทธิผลในการปฏิบัติงานด้านการสอบสวนของ  
พนักงานสอบสวนในสังกัดกองบัญชาการตำรวจนครบาลและเพื่อศึกษาปัจจัยที่มีผลต่อ สัมฤทธิผลใน  
การปฏิบัติงานของพนักงานสอบสวนกลุ่มตัวอย่างในการวิจัยครั้งนี้ได้แก่ พนักงานสอบสวนในสังกัด  
กองบัญชาการตำรวจนครบาล จำนวนทั้งสิ้น 300 นาย โดยใช้แบบสอบถามเป็นเครื่องมือในการเก็บ  
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1. ลักษณะทั่วไปของพนักงานสอบสวนพบว่า พนักงานสอบสวนส่วนใหญ่ มีอายุ ไม่เกิน  
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2. พนักงานสอบสวนที่มีปัจจัยภูมิหลังต่างกันในด้าน อายุ อายุราชการ ระยะเวลาที่ปฏิบัติ  
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ด้านการสอบสวน มีสัมฤทธิผลในการปฏิบัติงานด้านการสอบสวนต่างกัน

3. ปัจจัยภายในหน่วยงานของพนักงานสอบสวน ในด้านกำลังพล งบประมาณ ปริมาณงาน  
กฎหมายและระเบียบที่เกี่ยวข้องกับการสอบสวน การแทรกแซงจากผู้บังคับบัญชา และวัสดุอุปกรณ์  
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4. ปัจจัยภายนอกหน่วยงานของพนักงานสอบสวน ในด้านความร่วมมือจากประชาชน การ  
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เชื่อมั่นต่อตำรวจ โดยใช้แนวความคิดทฤษฎี การตำรวจชุมชน (Community Policing)

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## **Chapter I**

### **Introduction**

#### **1.1 Significance of Problems**

Criminal problem is one important problem of society which tends to increase and become more violent. It causes bad effect to security of life and properties of people as well as economics and society of country. Its impact to the mind of people may lead to peaceful society. Honest people may be unconfident on their security and followed by loss found in many aspects. This can discourage stability of country's development.

Criminal problems become the burden of government to control its violent and reduce its chance of occurrence. Crime should be reduced at the level that can be controlled which will lead to peaceful life of people. Therefore, efficient measures to control and suppress crime have to be set up.

Consequently, The Royal Thai Police Headquarter which has duties on safety of life and properties of people has set up 4 duties of the police officers which are

1. Maintain internal and external peacefulness for happiness of people.
2. Maintain laws on criminal offenses.
3. Alleviate all distress and create happiness for people.
4. Take care of public benefit.

(Royal Thai Police Order Code about lawsuit Part 1, Character 1)

By roles and duties above, we may conclude that missions of the Police Department is to maintain peacefulness of society and country especially peacefulness of life and properties of people, do justice for people on the basic of right and justice.

These are the important missions and duties of The Royal Thai Police Headquarter to urgently perform with an utmost capability in order for the highest benefit of people.

How much performances of The Royal Thai Police Headquarter achieve its objective and do justice for people will depend on the method the police officers enforce laws with fairness and equality. And personnel of The Royal Thai Police Headquarter who deals directly with law enforcement on criminal cases is the police investigator. The main duties of the police investigator are to investigate every type of criminal cases, be responsible for a file of the inquiry either complaints or allegations, gather all relevant evidences, arrest, investigate, join work with other concerned units, forward a file of the case to the prosecutor for prosecution and proceed other tasks as specified to be authority and duty of the police investigator such as issue the warrant of arrest or verify the dead body

Thus , we can say that the police investigator is an important personnel of The Royal Thai Police Headquarter who works in the police station in order to do justice for people. By this reason, its task will require special knowledge and skill that deal with laws and regulations of The Royal Thai Police Headquarter. The police investigators seems to be the first person in the process of justice who will gather and proceed on various matters in order to gain the truth or to establish the guilt and to prosecute as well as punish the offenders. If their performance cannot be conducted successfully, justice they will do for people of other units, such as prosecutor and the court, may be ineffective. From these reasons, their performances will affect people both in positive and negative ways. It means that if the police investigator performs his duties with careful consideration in order to force the laws in accordance with the principle of legal justice and its purpose, justice and equality can be given to every related person. The innocent people will be safeguarded and offenders will be punished according to the laws. But if the police investigator's performance is defective and inappropriate, personal rights and freedom will not be safeguarded. However, people still make a critic on performances of the police investigator that are unable to do real justice for people.

Consequently, researcher needs to study some factors affecting performance achievement of the police investigator, especially those who work in the Metropolitan Police Bureau. This area is chosen for study because it was found that statistics of crime occurred in this area is higher than others. This area in which most of people live is a center of governmental units, education institutions, trading business and investment. Therefore, we still hope that this research will be beneficial to The Royal Thai Police Headquarters to improve the performance of the police investigator both in Metropolitan and provincial areas. This will lead to justice and peacefulness of society as a whole.

## **1.2 Objectives of the study**

1.2.1 To study performance achievement in investigation of the police investigators in the Metropolitan Police Bureau.

1.2.2 To study some factors affecting the performance in investigation of the police investigators in the Metropolitan Police Bureau.

1.2.3 To find out the method to improve the performance in investigation of the police investigators in the Metropolitan Police Bureau to be more efficient.

## **1.3 Scope of the study**

This research is made in order to study some factors affecting the performance on investigation of the police investigator in the Metropolitan Police Bureau. The study is put the focus on the police investigator in the rank of investigation inspector and sub-inspector who work in the police stations under control of Metropolitan Police Division 1-9 in year 2000.

#### 1.4 Definition of Terms

Some vocabularies in this research are defined as follows :-

**Background factors** mean age, working period, education level, marital status, salary rate, extra income, welfare on residence, investigation experience, training on investigation.

**Compositions** mean everything that facilitates the performance on investigation of the police investigator which are internal and external factors.

**Internal factors** mean things that facilitate or affect performance on investigation of the police investigator which are personnel, budget, tools and equipment for investigation, volume of work, laws and regulations relating to investigation, performance intervened by the superior.

**External factors** means things that facilitate or affect performance on investigation of the police investigator which are cooperation of people, join work with concerned units, influence of alleged offenders, power and influence of politicians.

**Police Investigator** means the police officer of commission level which are the investigation sub-inspector and investigation inspector who perform their duties at the police stations under control of Metropolitan Police Division 1-9, The Metropolitan Police Bureau in year 2000.

**Investigation** means to gather all kinds of evidences and to process other tasks according to the commandment of law which the police investigator works on alleged offense in order to gain the truth or establish the guilt and to prosecute and punish the offenders.

**Investigation Experience** means period of time that the police investigator performs his duties.

**Tool and equipment for investigation** means tools that facilitate work to reach its achievement such as walkie-talkie, weapon carried in vehicle, typewriter, tape recorder, paper, pen and criminal records systems.

**Performance Achievement of the police investigator** means the way that the police investigator can perform his duties on investigation with efficiency such as making a file of the inquiry to be completed in time as specified by regulations and laws, gather all evidences completely enough to be submitted to prosecutor for prosecuting the offenders, no delay or arrears of cases under responsibility.

### 1.5 Variables of the study

There are 2 variables applied in this research which are

#### 1.5.1 Independent Variables

1) Background factors which are age, year in service, rank, position, investigation experience, salary rate, extra income, marital status, welfare on residence, training on investigation.

2) Internal factors which are personnel, budget, tool and equipment for investigation, volume of work, laws and regulations relating to investigation, interference by the superiors.

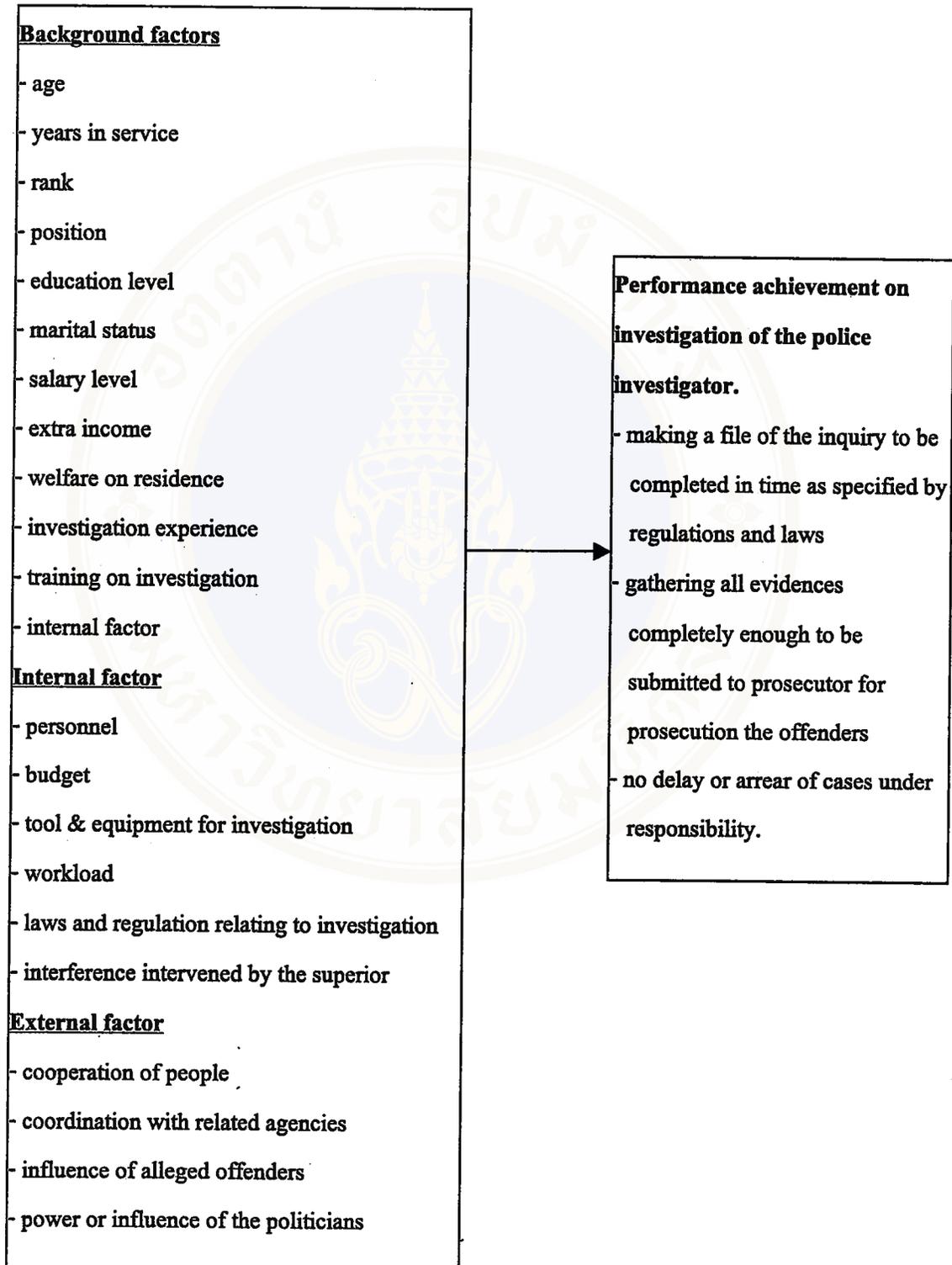
3) External factors which are cooperation of people, co-ordination with related agencies, influence of accused offenders, power or influence of politicians.

**1.5.2 Dependent variables** is the performance achievement in investigation of the police investigator that consists of making a file of the inquiry to be completed in time as specified by regulations and laws, gathering all evidences completely enough to be submitted to prosecutor for prosecution the offenders, no delay of cases under responsibility.

**1.6 Variables and measurement level**

| Variable   | Measurement Level |
|--|-------------------|
| <b>Background factors</b>  |                   |
| - Age  | Interval          |
| - Year in service  | Interval          |
| - Rank   | Nominal           |
| - Position   | Nominal           |
| - Investigation Experience   | Nominal           |
| - Education level  | Nominal           |
| - Marital status   | Nominal           |
| - Salary rate  | Interval          |
| - Extra income   | Interval          |
| - Welfare on residence   | Nominal           |
| - Training on investigation  | Nominal           |
| <b>Internal Factors</b>  |                   |
| (Likert Scale)   |                   |
| - Personnel  | Interval          |
| - Budget   | Interval          |
| - Tool & equipment   | Interval          |
| - Vehicle & gasoline   | Interval          |
| - Communication tools  | Interval          |
| - Workload   | Interval          |
| - Laws and regulations relating to investigation                           | Interval          |
| - Interference by the superior   | Interval          |
| <b>External Factors</b>  |                   |
| (Likert Scale)   |                   |
| - Cooperation of people  | Interval          |
| - Coordination with related agencies                                       | Interval          |
| - Influence of alleged offenders   | Interval          |
| - Power or influence of politicians  | Interval          |
| <b>Performance Achievement on investigation of the police investigator</b> |                   |

### 1.7 Conceptual Framework



### **1.8 Hypothesis of the study**

1. The police investigators with different background have different achievement in investigative performance
2. Internal factors of the police investigators' organization are significantly related to the achievement in investigative performance
3. External factors of the police investigators' organization are related to the achievement in investigative performance

### **1.9 Benefits of the study**

1. To acknowledge the performance achievement on investigation of the police investigator in the Metropolitan Police Bureau.
2. To know the factors affecting performance achievement on investigation of the public investigator in the Metropolitan Police Bureau.
3. Results obtained by this research may be beneficial to the Royal Thai Police Headquarters and the Metropolitan Police Bureau to search for measures that be applied to improve performance of the police investigator to be more efficient.
4. Results obtained by this research can be applied as a guideline for further research.

## **Chapter II**

### **Literature Review**

#### **2.1 Meaning of Investigation**

Police investigator means an official who has lawful authority and responsibility to conduct an investigations such as gathering of evidences and processing on other tasks according to the commandment of the Criminal Procedure Code concerning the alleged offense in order to obtain the truth or establish the guilt and to prosecute as well as punish the offenders. (Criminal Procedure Code, Article 2 (6) and (11))

Therefore, the police investigator is the official who has lawful authority and duty to investigate and gather the evidence as well as process other tasks in accordance with the commandment of the Criminal Procedure Code concerning alleged offense in order to obtain the truth or verify the offense and to prosecute as well as punish the offenders. The mentioned authority is a specific authority and duty of police investigator that cannot be transferred to other persons except the case beyond his authority or has little importance that can be assigned to act by those who have concerned authority or to the subordinates. However, the Criminal Procedure Code or other laws does not specify that the police investigator has to complete task by himself (the Criminal Procedure Code, Article 128), for example, the Criminal Procedure Code, Article 150 regulated to let the local police investigator verify the dead body found in his area. This case cannot be assigned to act by other persons. Moreover, the police investigator will have authority to investigate all kinds of criminal cases which are not personal case except some complaints against such case is notified. (Criminal Procedure Code, Article 121)

## 2.2 Investigation Principle

By the meaning of investigation stated in the Criminal Procedure Code, Article 2(11), the important substance of investigation can be summarized as follows :-

1. To proceed on the alleged offense in the step as follows :-

1.1. *Consideration of offense* - When the loser sent the complaint to the police investigator which stated on an important substance regarding character and other actions of offenses as well as damage received by the loser, this task then has to be the duty of the police investigator to consider and categorize such offense to be in what type and agreeable to what Article. (Criminal Procedure Code, Article 123)

1.2 *Record a statement of victims and witnesses* - The police investigator has an authority to record a statement of victims or other persons which may be beneficial to the case. (Criminal Procedure Code, Article 133)

1.3 *Record a statement of accused offenders* - The police investigator may apply a statement of accused offender as an evidence to insist his accused offense. This may be because it is regulated by the law that prior to investigation, the police investigator has to inform the offender that his/her statement may be used as an evidence to insist his/her accusation in judicial proceeding especially judicial proceeding of the Court.

1.4 *Gathering evidences* - This is a part of procedure of police investigator who concern with a accused offense. Apart from gathering 3 types of evidences which are oral evidence, documentary evidence and material evidence, the police investigator also have an authority to examine the victim, the offenders and other articles, to make up a photo of map or drawing or fingers print or foot print, to search the unlawful items or suspicious items that may be used to commit a crime, to summon person who occupies the items, to seize the discovered item or ask for its delivery according to a summons. (Criminal Procedure Code, Article 132)

2. To obtain the truth or establish the guilt - The way to obtain the truth or to establish the guilt can be conducted by putting consideration on various kinds of evidences obtained from procedures in items 1 which are oral evidence, documentary

evidence, material evidence, advisory evidence and statement's record of accused offender.

3. To prosecute and punish the offender - The ways police investigator uses to bring the offender into prosecution are as follows :-

3.1 Summon to meet with police investigator (Criminal Procedure Code, Article 7 and 152)

3.2 Issue the warrant of arrest and announce of arrest according to the official regulations (Criminal Procedure Code, Article 66)

3.3 Pick up the offender from official or person who arrest him/her (Criminal Procedure Code, Article 89)

3.4 Offender meets with or surrender himself/herself to the police investigator (Criminal Procedure Code, Article 136)

3.5 Arrested and kept in custody by the police investigator during making an investigation (Criminal Procedure Code, Article 136)

For the investigation, police investigator must follow the Criminal Procedure Code and other relevant regulations. The police regulations for case investigation can be summarized as follows :-

1. The police investigator must have unbiased mind, be justice and require only a sincere truth. Therefore the question that is used to ask offenders must not imply in a manner of suggestion or guideline for offenders.

2. Investigation must be conducted without delay although keeping in custody can be requested from the court. However, delay of investigation may cause trouble to other parties and the witnesses as well as vary the fact. The police investigator, then, prefers to hurriedly conduct the investigation without asking for the grant of remand from the court.

3. Referring of cause in order to ask for jurisdiction of the court should be made only when necessary. Although the jurisdiction of the court may be granted, but the cause to grant such jurisdiction is found unreasonable, the police investigator then has to take responsibility.

4. The police investigator has to facilitate the witness of the case.

5. It is the duty of the police investigator to follow up and make an achievement in hurriedly making up a file of the inquiry.

6. The police investigator must attempt to follow up a file of the case that is forwarded to prosecutor for prosecution so that any defect occurred may be explained and corrected in order for more convenient and benefit of the case. Process of investigation is a starting point that is important in proceeding criminal case. It is the first step that can safeguard the right of person, do justice to related parties either an accused offenders or victims. When gathering of evidence is conducted correctly by the police investigator both question of fact or of law, it will be beneficial to the prosecutor and the court in proceeding a case with justice and rapidity. Consequently, the police investigator must be a person who is well selected and trained and also have high personal characteristics. It means that the police investigator must be industrious, patient, intelligent, active, have good memory, be observant and have accurate assumption.

### **2.3 Duties of the police investigator**

#### **A. Investigation Inspector (working as chief of investigation sub-division)**

1. Be a chief who is responsible for investigation sub-division.
  - 1.1 Be a chief who is responsible for investigation sub-division as appropriated.
  - 1.2 Plan the performance of officers.
  - 1.3 Arrange and assign tasks to officers as appropriated.
  - 1.4 Consider and deliver a command the task that causes problem.
  - 1.5 Supervise and inspect the performance of officers.
  - 1.6 Consult, suggest and improve the performance of officers
  - 1.7 Follow up and evaluate the performance of officers.
  - 1.8 Control and make a coordination with other units.
  - 1.9 Train the officers to get more knowledge and capabilities, get appropriate discipline to do their duties.
  - 1.10 Join in the meeting of other committees as being appointed.

1.11 Join in the meeting of relevant units as assigned by the Chief Inspector.

1.12 Solve the problems of performance.

1.13 Answer the question and explain other matters.

1.14 Work on other related tasks.

2. Study and gather the statistics and data regarding investigation task and proceeding the case. Moreover, other sciences may also be applied in investigation process.

2.1 Gather relevant statistics and data and then keep them up in a file. Such data must contain type of case and its proceeding result, warrant of arrest, list of properties that are damaged and not yet returned including its appearance, case that is stopped investigating due to unknown of offender or knowing the offenders but cannot arrest or undue of prescription, guideline and method of former investigation including its results and problems.

2.2 Study and analyze the collected data.

3. Investigate every type of criminal case

3.1 Assign the investigation inspector and/or sub-inspector to investigate and settle the case and work in charge of “on-duty investigator” with significant principles of assignment as follows :-

3.1.1 Assign the investigation inspector and/or sub-inspector to do his responsibility in receiving notification, complaint or accusation and to proceed on basic investigation or settle the case in appropriate number that can serve people more convenient and rapid.

3.1.2 Assign the investigation inspector and/or sub-inspector to proceed and be responsible for the delay of prosecution and remand of accused offenders.

3.1.3 Assign the investigation inspector and/or sub-inspector to investigate the case under responsibility as appropriated at other time, not in working period.

3.1.4 Arrange working period and rest period according to the standard for investigation inspector and/or sub-inspector.

3.2 Assign the case to the investigation inspector and/or sub-inspector to proceed as appropriated according to his skill, knowledge, capability and volume of task.

3.3 Investigate the violent crime or other significant case by himself.

3.4 Join with the police investigator to investigate the case as appropriated.

3.5 Keep secret and safeguard the witness as well as supervise the performance to be strictly conducted.

4. Compare the crime with every type of law.

5. Arrest the offenders in the following cases.

5.1 Commit a crime by face to face.

5.2 If arrest of offender cannot be conducted instantly, the chance in escaping of offenders may occur and it may cause negative effect in proceeding the

5.3 Join with the crime control and suppression team to arrest the offenders.

6. Make close coordination with other sub-division in the police station and other concerned units in order for positive results of crime control and suppression.

6.1 Cooperate and supervise the coordination between investigation inspector and/or sub-inspector and those who deal with investigation in the police station and other units.

6.2 Notify news and information which are beneficial to crime control, extinction and suppression to the concerned officers.

7. Conduct in the manner that can get cooperation from the public in proceeding the case.

7.1 Create good relationship with public in order that they may agree to be a witness of case.

7.2 Facilitate the people who agree to be a witness of the case.

7.3 Keep secret and safeguard the people who become the witness and supervise all procedure to be strictly conducted.

8. Give knowledge and training to the police officers.

8.1 Set up and gather laws, order, regulation and documents which are useful to investigation process.

8.2 Give specific knowledge in the field of investigation, its technique, laws, orders, relevant regulations which are useful for investigation to the investigation inspector and/or sub-inspector.

8.3 Train the subordinates to have more knowledge, capabilities, suitable condition and discipline in agreeable to their performance. This training can be made by its own or by the support of other person or units.

9. Other relevant tasks.

## **B. Investigation Inspector**

1. Working as an assistant to the investigation inspector, who is a chief of investigation sub-division, with responsibilities on every tasks assigned by the investigation inspector.

2. Arrest the offenders in the following cases.

2.1 Commit a crime by face to face.

2.2 If arrest of offenders cannot be conducted instantly, a chance in escaping of offenders may occur and it may cause negative effect in proceeding the case.

2.3 Join with the crime control and suppression team to arrest the offenders.

3. Investigate every type of criminal case.

3.1 Perform in the same way as the investigation sub-inspector as the senior police investigation.

3.2 Investigate violent crime or other significant crimes by himself or as assigned.

3.3 Join in the investigation process with the investigation sub-inspector as appropriated.

4. Compare the crime with every type of laws.

5. Work on other tasks relating to investigation.

6. Work on other tasks assigned by the superior.

### **C. Investigation Sub-inspector**

1. Investigate every type of criminal case.

1.1 Make an urgent investigation when any incident is notified.

1.2 In the case that the incident is notified by phone and the informer does not present himself at the police station or the case that requires the inspection at site and the informer is unable to present himself at the police station due to sickness, the investigation sub-inspector needs to make an urgent investigation and the daily report of notification can be made without signature of the informer.

1.3 The case which is notified has to be informed to the superior if specified by rules or regulations.

1.4 When any incident is notified and it is considered that such incident is required to be investigated later on with participation of related investigators, such incident has to be immediately informed to the investigation sub-inspector or the police investigator.

1.5 When the complaint is received, the complaint note should be given to the complainant in order for convenience in contacting with the police investigator later on.

1.6 The investigation sub-inspector should inform the performance report to the investigation inspector after working hours.

1.7 During working as on-duty investigator, an appointment made with complaint or witness of the case that occurred during working period must not be an obstacle to his duty. Making an appointment with complaint or witness must put realize on the convenience of complaint or witness as well.

1.8 A file of the inquiry must be completed as scheduled, but the process of investigation has to be set according to the regulations of investigation by considering the convenience of those who are investigated either loser or witness.

1.9 Investigation made after occurrence of incident has to be cooperated closely with those who are responsible for investigation.

2. Study and gather the statistics and data regarding investigation task and case proceeding. Moreover, other sciences may be applied in investigation process.

2.1 Gather relevant statistics and data and then report such data to the investigation inspector as commanded.

2.2 Give a support to the investigation inspector on studying, collecting statistics and data as well as suggesting other sciences to be applied in investigation process.

3. Compare the crime with every type of law.

4. Arrest the offenders in the following cases.

4.1 Commit a crime by face to face.

4.2 If arrest of offenders cannot be conducted instantly, a chance in escaping of offenders may occur and it may cause negative effect in proceeding the case.

4.3 Join with the crime control and suppression team to arrest the offenders.

5. Make close coordination with other sub-division in the police station and other concerned units in order for positive results of crime control, extinction and suppression.

5.1 Make close coordination with other officers in the police station or other concerned units according to the principle and method specified by the investigation inspector.

5.2 Notify news and information which are beneficial the protection, extinction and suppression to the concerned officers or to report such news and information to the investigation inspector as appropriated.

6. Conduct in the manner that can get cooperation from the public in proceeding the case.

6.1 Create good relationship with public in order that they may agree to be a witness of case.

6.2 Facilitate people who agree to be a witness of a case.

7. Work on other tasks relating to investigation.

8. Work on other tasks assigned by the superior.

## **2.4 The Impact of Crime**

Although crime is a national problem, its control is primarily the responsibility of local government. When officials fail to prevent or cannot deal effectively with crime, there are a number of negative consequences. First, when individuals commit crimes and escape prosecution, future illegal acts are encouraged. Second, an escalating crime rate requires that resources which could be devoted to other social problems be diverted to the crime-control effort, resulting in the further entrenchment of such ills as poverty, substandard housing, and inadequate medical care. Third, as the crime rate increases, our system of government faces the real possibility of a crisis of confidence in its ability to maintain public welfare. Finally, crime tears the fabric of social relations and living patterns. People become fearful of strangers and of being on the streets after dark, homes become fortresses, and families move to new locations in search of a secure life. A terrible reality is that until significant inroads are made in controlling crime, the overall quality of life is lower than it could be.

## **2.5 Crime and its investigation**

A crime is the commission of an act prohibited or the omission of an act required by the penal code of an organized political state. There can be no crime unless there is advance notice of the behavior prohibited or required. Legislatures enact criminal codes, which distinguish between felonies and misdemeanors. In most states or countries a felony is an act punishable by incarceration for a term of one or more years in penitentiary, or by death. The test to determine whether a person was convicted of a felony is not whether imprisonment actually took place for such a period of time but rather whether the sentence was possible. Generally, violations of the criminal code not deemed to be felonies are misdemeanors, lesser offenses often punishable by a fine or imprisonment.

An investigator is an individual who gathers, documents, and evaluates facts about a crime; investigation is the process through which these are accomplished. The purposes of the investigator's actions are several:

1. To establish that, in fact, a crime was committed
2. To identify and apprehend the suspect
3. To recover stolen property
4. To assist the state in prosecuting the party charged with the offense

The achievement of these objectives requires that the investigators have certain knowledge concepts and techniques and have particular skills. Among the most important skills is the ability to converse equally well with a wide range of people. This is particularly critical because investigation essentially is working with people. Thus, investigators must be as adroit in talking to bartenders, elevator operators, and prostitutes as they are with art gallery owners, corporate heads, and attorneys. Other knowledge and skills needed by the investigator include the recognition, collection, marking, and preservation of evidence; crime scene sketching and photography; note taking and report preparation; appreciation of the potential contributions to be made to an investigation by psychologists, crime laboratory personnel, and medical examiners; interrogation; the elements needed to prove specific crimes were committed; the rules under which evidence will be admitted into court; and how to testify effectively.

Knowledge and skills will not in and of themselves make a successful investigator. A hallmark of the competent investigator is the clarity with which he or she sees the relationship between knowing and doing; they are very different, yet they are inexorably bound together. Investigation is fraught with challenges and complexities. These will be most successfully met when investigators consistently translate their knowledge into actual behaviors.

## 2.6 The Importance of Investigation

The investigation of any crime imposes heavy responsibilities on the individual assigned that function. This burden is greater in the investigation of felonies because of the latitude of police discretionary judgment involved and the possible

consequences. In order to make a legal arrest, an officer, unless in possession of a warrant, generally must personally witness a misdemeanor. In felony cases an arrest may be executed on the basis of probable cause, which, however, often requires a subjective evaluation of both the event and the intent of the suspect. While deadly force cannot be invoked as a last resort in affecting a misdemeanor arrest, its application in a felony apprehension is a possibility necessitating the exercise of sound discretionary judgment within a critically limited time frame. The consequences in felony investigations are of the utmost seriousness. An individual arrested, let alone convicted of a felony, is often socially stigmatized to a significant degree. If convicted, such a person stands to lose his or her freedom for a period of years or perhaps even to forfeit his or her life. If an individual is to meet the responsibilities associated with the criminal investigation function successfully, certain personal qualities are essential.

## **2.7 Essential Qualities of the Investigator**

The investigator who consistently solves the most difficult and bizarre cases is often said to be lucky. While good fortune occasionally plays a key role in successful investigations, no one is constantly lucky. The investigator referred to as being lucky is, instead, an individual who possesses - in addition to adequate professional preparation - an abundance of certain qualities.

Successful investigators will invariably possess a high degree of self-discipline; it is not the presence or absence of others which regulates their behavior, but rather internalized control. Such individuals have knowledge of, and practice, methods that are legally acceptable. Patience and thoroughness are indispensable; successful investigators approach each case with alert, fastidious attention to detail, leaving nothing to chance. In so doing they forfeit no opportunities to develop evidence, while creating many. The fact that a particular step or steps of an investigation are only rarely productive does not mean they should be omitted; the opposite is true. Investigation is a systematic method of inquiry that is more science than art. The logic of the scientific method must, however, be supplemented by the investigator's initiative and resourcefulness. Investigations cannot always be

performed successfully by rote application of procedures outlined in texts. Rather, the sequences of investigation should be regarded as a scientific, operating framework which, when applied to a particular case, may require improvisation on the investigator's part.

The successful investigator is also characterized by objectivity and freedom from preconceived notions or predispositions. An officer makes an arrest with the belief that the actual perpetrator has been identified; while personally certain of that individual's guilt, he or she recognizes that the legal condition of guilt, he or she recognizes that the legal condition of guilt arises only out of a judicial proceeding. However unsavory the character of a suspect, the investigator must be steadfast in the role of fact-finder. This action is inescapable if we are to be a nation of laws and the investigator is to be ethical.

Criminal investigation may be likened to a series of gates at each of which certain evaluations and judgments must be made before advancing to the next. The investigator must possess keen decision-making capabilities, drawing on deductive or inductive reasoning when a course of action is not immediately apparent. The use of inductive reasoning involves examination of the evidence and particulars of a case and the use of this information as a basis for formulating a unifying and internally consistent explanation of the event. Deductive reasoning begins with the formulation of an explanation of the crime, which is then tested against the available information. The use of either process requires considerable ability as both are fraught with the dangers of untenable inferences, logical fallacies, the failure to consider all alternatives, persuasive but false analogies, and the distortion of personal bias. Despite these dangers, however, deductive and inductive reasoning are an important part of the repertoire of the complete investigator.

In dealing with both suspects and complainants, a high degree of sensitivity and compassion is important. For example, desiring to solve a rape case, the investigator must conduct the interview of the victim in such a fashion as to elicit available information without causing unnecessary anguish. Due to constant association with the criminal element and its fringe, the investigator will find abundant opportunity to become callused and cynical. Foremost in mind must be the

understanding that while investigators will frequently come into contact with unsavory characters in the performance of their duties, they do not represent the population as a whole. The failure to maintain this distinction results in a cynicism which may be the precursor of unethical behavior.

As a final note, successful investigators lose no opportunity to learn something from every person with whom they have contact, for they recognize that the wider their understanding of occupations, life styles, vocabularies, and related topics, the more effective they will be.

## 2.8 The Preliminary Investigation

The actions taken at the scene of a crime immediately following its detection and reporting constitute what is termed the *preliminary investigation*. It is desirable to vest the uniformed officer with the responsibility for the preliminary investigation. This should be the case even when departmental size permits some degree of specialization, which ordinarily occurs where personnel with the power of arrest total approximately 20 or more. The following list outlines the key elements of this preliminary phase of investigation.

1. There should be an immediate request for medical services in those instances where the victim or suspect has sustained a serious injury.
2. A determination must be made as to whether a crime was committed, and if so, what the specific type of offense was.
3. To the maximum extent possible, and simultaneous with executing the two preceding steps, the investigator must also preserve the integrity of the crime scene to ensure that evidence is not lost, destroyed, or altered in such a manner as to eliminate its value in court.
4. In those instances where witnesses to the offense exist and the perpetrator has escaped arrest at the scene, certain immediate actions are necessary. The witnesses should be separated to avoid a discussion of their perceptions of the event being investigated. Each must then be individually interviewed to gain sufficient details and descriptions in order to place a preliminary pickup order with the radio dispatcher

who, in turn, will transmit it to all units. To maximize the likelihood of apprehension, this first order must be placed as rapidly as possible following confirmation of the offense and the gathering of sufficient descriptive data. While the officer assigned to the call conducts the preliminary investigation, other units should be available to assist, where the suspect had fled the scene, by conducting hot and warm searches. A hot search is an examination of the immediate vicinity of the crime scene when the perpetrator is known or believed to be there. A warm search is a check of the general area beyond the immediate vicinity of the crime scene when it is believed the perpetrator may still be there. A swift issuance of the preliminary pickup orders is also necessary to minimize the chance that an unsuspecting officer may stop what appears to be an ordinary traffic violator when in reality he has unknowingly stopped the perpetrator of a major offense and is suddenly assailed. The temporary pickup order should minimally include the following points: the number of suspects; their age, race, sex, height, weight, build, coloration; clothing, scars, marks, tattoos, jewelry worn, names and nicknames applicable to each suspect, which may have been overheard; whether the suspects were unarmed or armed and, where used, the numbers, types, and descriptions of weapons; and the method and direction of flight, including a full descriptions of any vehicle involved. The description of the vehicle should include not only the year, make, model, and color but other distinguishing factors such as damage to the vehicle, stickers, articles and markings on and within the vehicle, and unusual conditions, such as the existence of loud motor noise.

5. The case must be documented and evidence gathered. This requires in-depth interviews of witnesses and the complainant along with the collection, marking, and preservation of evidence. Additional tasks include photographing the scene and, where warranted, preparing a crime scene sketch. The Investigator must be particularly alert to search for evidence not only at the immediate scene of the crime, but also, where discernible, along the perpetrator's lines of approach and flight from the scene. Ordinarily, the suspect will approach the scene With care, but in haste to flee the scene, he or she may drop something which will be of significant evidentiary value.

6. An offense report must be prepared which includes the facts known to the Investigator; all actions taken, and the listing of all items of evidence seized.

7. Ordinarily in the detailed interviews that follow the placement of the preliminary pickup order, the investigator will obtain additional information from witnesses concerning the description of the suspect and any vehicle involved. Thus, a second pickup order, termed the permanent pickup, must be placed. This is accomplished by calling a central point, often called the pickup desk, where the information is recorded and then relayed to the radio dispatcher for rebroadcast to all units. A copy of this second order is also posted for the information of officers coming on duty, who will record it in their notebooks and refer to it as may be required during their tour of duty. After a permanent pickup order is placed, it continues to be in effect until it is canceled by an arrest, by a determination that the offense was "unfounded" (i.e., without a factual basis), or for other reasons. A cancellation of the permanent pickup order is formally placed and processed in the same manner as the permanent pickup order.

8. All evidence seized must be transmitted to the police station, where it will be stored in the central depository to which access is limited in order to ensure the integrity of materials. Upon receipt of the evidence, the evidence custodian will issue a receipt, a copy of which should be appended to the offense report. At this point the supervisor of the officer conducting the preliminary investigation will review the report for completeness, accuracy, and conformity to reporting standards and regulations. Ordinarily in major case investigations the report is immediately referred to the unit of the police department responsible for the latent or follow-up investigation, which most frequently is conducted by a plainclothes officer.

## **2.9 The Follow-up Investigation**

Follow-up investigation is the effort expended by the police in gathering information subsequent to the initiation of the original report until the case is ready for prosecution.

Upon receipt of a major case offense report, a supervisor in the investigative unit will assign it to a particular individual who will be responsible for the latent or follow-up work, which often involves a cold search for the perpetrator. When the suspect is not already in custody as a result of an on-scene arrest or the hot or warm searches, the follow-up investigator must:

1. Read and become thoroughly conversant with the offense report in order to follow up leads and begin to consider what activities might produce additional leads.
2. View all evidence seized and arrange to have it submitted to a crime laboratory analysis.
3. Effect a liaison with the officer initiating the report, reinterviewing witnesses and the complainant as necessary in an attempt to develop further information and to clarify aspects of the case. In many instances the officer originating the report may not have been able to locate any witnesses, requiring an effort in this phase to determine whether they exist and, if so, to locate them.
4. Evaluate the legal significance of statements, evidence, and laboratory findings.
5. Employ, where appropriate, specialized techniques such as physical or electronic surveillance and polygraph examinations.
6. Identify, locate, and arrest the suspect.
7. Conduct an in-custody interrogation in conformity with legal requirements.
8. Recover stolen property.
9. Arrange to meet with the prosecuting attorney.

## **2.10 Performance**

Performance is a record of outcomes produced on a specified job function or activity during a specified time period (Bernardin and Russell, 1993:379). According to

Davis and Newstrom, (1987:91-92) effective job performance is best defined by determining:

1. The job to be done.
2. The standard by which job completion is to be measured and
3. Tying the results to a reward system.

Organ and Bateman (1986:266-268) performance is not the sum of person's motivation and ability, the task and the environment. It is not additive function of these variables for two reasons. First the variables are not independent of one another. Second some of these variables moderate the effects of others variables on performance.

Performance on job as a whole is equal to the sum (or average) of performance on job function or activities. Performance refers to a set of out-comes produced during a certain period of time and does not refer to traits or personal characteristics of the performer (Bernardin and Russell, 1993:378-380)

Individual performance is a function of motivation, task, ability, the physical environment and role perception. Individual performance has vital importance for the manager and organization. As the performance of the individual subordinate rises or falls, work unit performance will also be affected (Organ and Bateman, 1986:263-287). According to Bernardin and Russell, (1993:379-382) person's job performance depends on some combination of ability, effort and opportunity. Likewise with increasing complexity and interaction of technology and social systems, there has been an increase in interest in performance at the group level as opposed to the individual level (Taylor and Wright, 1994:25-27).

One of the primary strategies for enhancing human productivity is performance management, and the very foundation of performance management is performance appraisal (Bernardin and Russell, 1993:579). The appraisal process involves the following five steps:

- \*Deciding what aspects of performance to appraise
- \*Collecting the information needed to measure performance
- \*Comparing the results with relevant norms.
- \*Judging the degree to which norms are met

**\*Deciding what to do next.**

The important thing that any decision must show is that appraisal of staff performance is not intended to work against the staff but rather to promote the teams efficiency, effectiveness and ultimately, job satisfaction (McMahon, Barton, & Poit, 1992:360-361). All supervisors appraise the performance of their subordinate (Flippo, 1971:244).

The most important function of performance appraisal is to identify where the parts do and do not fit together well as a result of individual and group behaviors. Performance appraisal helps the organization to maximize efforts, prevent problems and maintain controls, so that performance throughout the organization can be improve and the jigsaw puzzle joined into a unified, productive whole. (Miner, 1992:379-380).

Bernardin and Russell (1993:379-388), performance appraisal have become increasingly important tools for organizations to use in managing and improving the performance of employees, in making timely and accurate staffing, decisions and in enhancing the over all quality of the firm's services and products. Effective performance appraisal must also be carefully integrated with an organizations, compensation system particularly performance and pay.

Assessment of performance of staff is an essential parts of evaluation of health program and is a direct means of measuring the quality of health care. (McMahon, Barton, & Poit, 1992:342).

There must be predetermined specific standards and criteria for performance. Both quality and quantity dimensions must be used in measuring results. But most job performance is difficult to measure objectively. There are variables such as economic conditions that may influence job performance but-these are non controllable by the individual. The challenge is to measure the controllable quality and quantity out put variables. Performance measurement system is based on feed back that should be available immediately, precisely and specifically. (Davis and Newstrom, 1987:92-94).

The team leaders and other team members should together agree on norms and targets so that there is no doubt about the performance expected of both the team as a whole and its individual members which helps in contributing to better job performance (McMahon, Barton & Poit, 1992:358).

The most important variables that determine individual task performance in an organization are the task, motivation, effort, ability, environment, role perception and performance itself (Organ & Bateman, 1986:267-285). However the ability to perform on the job is based on such variables as rewards, coworkers, management competence, the intrinsic quality of work itself, Promotion opportunities and other social and external conditions (Davis and Newstrom, 1987:95)

Motivation is one factor among several factors that determine performance. If motivation is immediate determinant of effort level, then motivation must be accorded some primacy in our framework, for without effort, no amount of ability, no ingenuity of task design, no environment could yield performance. At any given level of motivation below the maximum possible level, an increase in motivation, other factors being the same, translates, into increased performance.

There are reasons to believe that the average employee begins work with baseline motivation level that is at least moderately high and usually this level is sustained for most of his or her working career. What accounts for this reasonably high baseline level of motivation? It is partly due to some sense of moral obligation inculcated by family, school, church and other socializing agencies. It is questionable whether "Super" level of motivation could have been sustained very long. But generally, the evidence is that massive increase over the baseline cannot be long sustained. In some situations the normal motivation baseline has been impaired and sound interventions are needed to restore it (Organ and Bateman, 1986:269-270).

Money is an important and widely recognized motivational tool. Tying both monetary and non monetary rewards to performance is important. The tie should be both cause and effect relationship, and timely. Office workers, salesmen, first level supervisors and higher executives respond equally well or better to the possibility of monetary gain (Flippo, 1971:244-246).

A goal that is specific, realistic and difficult but attainable leads to higher motivation (Feldman and Arnold, 1993:191-210).

Goal setting is simple, straight forward and highly effective technique for motivating employee performance. Goal setting programs have been known to increase production by 50 percent above the base line, but there is reason to believe that goal setting, when it works, does so because of task modification as well as motivational process. It is also important to recognize that the ultimate effect of any given change in motivation will also depends on condition of task, workers abilities and environment.

Locke, Sirota and Wolfson strongly suggested that the real reason for productivity improvement was alteration of various tasks, primarily the elimination of redundant operations and reduction of over lap in job duties among different workers.

Motivation determines the quantity or intensity of effort, but ability determines what the quality of such effort will be. Ability is the result of aptitude and learning. Aptitude refers to.. individual difference in the facility for learning and mastering a task. It represents a person's potential for performance, his or her latest ability which may lie fallow until the proper amount of training experience and motivation transform it into actual performance. Other things equal, a person with greater aptitude for a task will learn the task more easily, make faster progress and exhibit a higher stable performance level (Organ and Bateman, 1986:268- 272).

The best way to get someone to do something is to tell him exactly what we want him to do. A role perception is individuals idea of what his or her job requirement. It may simply be down right wrong.

## 2.11 Related Researches

Jitcharoen Wayladee (1979: 128) had made a study on problems of police officer in crime control and suppression. From specific study of non-commissioned officer in the Metropolitan Police Bureau, it was found that salary of police officers have correlation with their performances on crime control and suppression. The more salary they got, the better performance on their duties will occur. The officers who

have to support lots of people will get better performance than those who has less people under their support although some officers have long working period or have worked for government agency for many years and have less attitude on problems of good performance, they can work better on crime control and suppression than those who have short working period in government agency. The police officers who have high education generally get low performance outcome because most of them have less experience and have just worked for government agency.

Siriwan Anantoe (1986: 123) had made a study on "Police Image in the sense of people in Bangkok Metropolitan". From this study, it was found that work experiences of police officers have correlation with the sense of people against performance's image of the police officers. People who have never met the police officers using impolite words, oppressing people or overlooking their duties will have higher positive sense on performance of the police officers than those who have ever met such kind of police officers. But people who have ever seen police officer accept bribes have higher positive sense on image of police than those who have never seen such event. As stated by a researcher, acceptance bribes of low income officers does not happen only in the field of police. So this may affect the sense of onlooker.

Suwat Tamrongrisakul (1984: abstract) had made a study on performance satisfaction of investigation inspector at Metropolitan Police Station. From the study, it was found that police officers in the rank of investigation inspectors at the Metropolitan Police Station are satisfied with their performance as whole, averaging at high rate. They are satisfied with factor of nature of work at high rate, with factor of work environment at high rate and with factor of salary as well as welfare at low rate.

## Chapter III

### Research Methodology

#### 3.1 Population and sample

##### 3.1.1 Population

The population of this study is investigation officers in the police station of the Metropolitan Police Bureau which composes of Metropolitan Police Division 1-9

##### 3.1.2 Sample

The sample of study are chosen randomly from the Metropolitan Police Stations through the following step:

Step 1 : The Metropolitan Police Bureau is divided into 9 divisions: the Metropolitan police Division 1-9

Step 2 : Chose samples of the 89 Metropolitan Police Stations randomly in each police division. The Police Stations in each police division are chosen 3 police stations.

The Metropolitan Police Division 1 has 9 Police Stations which are chosen by there police stations from: Payatai, Chanasangram, Nangleung, Magkasun, Dusit, Bangpo, Dindang, Samsen and Hungkwang police stations.

The Metropolitan Police Division 2 has 11 police stations which will be chosen by three police stations from: Kogkram, Sutlisarn, Saimai, Kunnagao, Taopoon, Bangken, Prachacheun, Tungsanghong, Bangseu, Paholyotin and Donmeung police stations.

The Metropolitan Police Division 3 has 9 police stations which will be chosen by three police stations from: Romklao, Chalongkrung, Chorakaenoi, Nimitmai, Lamhin, Meanbwi, Nangjok, Lardkrabas and Lampugchee police stations.

The Metropolitan Police Division 4 has 9 police stations which will be chosen by three police stations from: Hownark, Beungkem, Lardpraow, Prawate, Udonsuk, Wangtonglany, Bangchum, and Cohokechai police stations.

The Metropolitan Police Division 5 has 8 police station which will be chosen by three police stations from: Watprayakrai, Lumpini, Tungmahamek, Bangpongpan, Tonglor, Prakanong, Bangno and Klongto police stations.

The Metropolitan Police Division 6 has 8 police stations which will be chosen by three police station from: Plupplachai 1, Patemmwan, Yannawa, Bangrug, Jakkawat, Prarajchawang, Samranraj and Plupplachai 2 poloce stations.

The Metropolitan police Division 7 has 10 police stations which will be chosen by three police stations from: Bangkoknoi, Bangkokyai, Bangsaotong, Thapra, Bawormmongkd, Bangplud, Banyeekun, Talingchun, Tammasala, Saladang and Bangkunnon police satations.

The Metropolitan Police Division 8 has 11 police stations which will be chosen by three police stations from: Banyeereu, Ta;adpiu, Bupparam, Somdejchaopraga, Samrae, Bukkalo, Rajburana, Bangmod, Temgkru, Bangkorlam and Pagklongsam police stations.

The Metropolitan Police Division 9 has 10 Police stations which will be chosen by three police station from: Thakam, Bangkuntien, Pasicharoen, Laksong, Nongkam, Petchkasem, Bangbone, Nangkangplu, Samaedam and Tientalae police stations.

Step 3 : 10 investigation officers from each police station are chosen by simple random sampling which will get samples:

1. The Metropolitan Police Division 1 Police stations, randomly 3 police station, 10 officers each, equal to 30 officers
2. The Metropolitan Police Division 2, 11 Police stations, randomly 4 police station, 10 officers each, equal to 40 officers
3. The Metropolitan Police Division 3, 9 Police stations, randomly 3 police station, 10 officers each, equal to 30 officers
4. The Metropolitan Police Division 4, 8 Police stations, randomly 3 police station, 10 officers each, equal to 30 officers
5. The Metropolitan Police Division 5, 8 Police stations, randomly 3 police station, 10 officers each, equal to 30 officers
6. The Metropolitan Police Division 6, 8 Police stations, randomly 3 police station, 10 officers each, equal to 30 officers

7. The Metropolitan Police Division 7, 10 Police stations, randomly 4 police station, 10 officers each, equal to 40 officers

8. The Metropolitan Police Division 8, 11 Police stations, randomly 4 police station, 10 officers each, equal to 40 officers

9. The Metropolitan Police Division 9, 10 Police stations, randomly 3 police station, 10 officers each, equal to 30 officers

The total number of samples are 300 investigation officers.



### 3.2 Research Instrumentation

The instrument used in this study is questionnaire as a tool in collecting data which the author has designed is developed by:

#### 3.2.1 Questionnaire development

##### 3.2.1.1 Study literature reviews

3.2.1.2 Study social research methodology and questionnaire design techniques

3.2.1.3 Take thoughts from literature review to design questionnaire and determine questions

3.2.1.4 3 Professionals are assigned to proof questionnaire to get content validity

3.2.1.5 Improve questions and test with 30 investigation officers in Nontaburi Province to search for reliability

3.2.1.6 Take improved questionnaire to be used with actual samples

#### 3.2.2 The Questionnaire

The questionnaire is divided into 5 part:

3.2.2.1 Questions concerning general backgrounds of the subjects.

3.2.2.2 Questions concerning internal factors of the organization.

3.2.2.3 Questions concerning external factors of the organization.

3.2.2.4 Questions concerning performance achievement in investigation.

3.2.2.5 Recommendations of performance achievement of the investigation officers.

The scoring method of the answers are in rating scale is used in answering part 2-4 of questionnaire which is divided into 5 level

1. Very high = 5 points
2. High = 4 points
3. Moderate = 3 points
4. Low = 2 points
5. Very low = 1 points

### **3.3 Data Collection**

The questionnaires were sent to the target subjects in each police station and waiting for reply within a day.

### **3.4 Data Analysis**

3.4.1 Running numbers of the questionnaires were made for reexamination of the answers and the data in case of suspicion.

3.4.2 Encoding of the answers were made.

3.4.3 Take coded data to record in computer to prepare analysis by using the program Statistical Package for the Social Sciences (SPSS/PC+)

### **3.5 Statistics Used**

3.5.1 Percentage, Means, Standard Deviations

3.5.2 Analysis of variance, Multiple Classification Analysis and Correlation

## **Chapter IV**

### **Results**

In the study, the data of the study are analysis as follows

- 4.1 Backgrounds of the subjects
- 4.2 Internal factors of the organizations
- 4.3 External factors of the organizations
- 4.4 Performance achievement in investigation
- 4.5 Hypotheses Testing
- 4.6 Backgrounds of the subjects

#### **4.1 Backgrounds of the subjects**

4.1.1 The subjects aged below 30 years old are at 47%, aged 31-35 years old were at 26% and aged above 36 years old are at 27%. The average age of the subject is 30.12 years old

4.1.2 The subjects who have been in service for less than 5 years are at 18.3% those who have been in service for 6-10 years are at 50.7% and those who have been in service for more than 11 years are at 31%

4.1.3 The subjects holding the rank of Pol.Sub.Lt.-Pol.Capt, Capt. are at 81.7% and 18.3% of the subjects hold the rank of Pol.Maj.-Pol.Lt.Col.

4.1.4 The subjects holding the position of Sub. Inspectors are at 81.7% and those holding the position of Inspectors are at 18.3%

4.1.5 The subjects whose duration of police investigators is below 5 years and at 39.3%, those whose duration of police investigators is 6-10 years are at 45.7% which the subjects whose duration of police investigators is above 11 years are at 15%. The average years in service is 7.61 years.

4.1.6 The subjects holding bachelor degree are at 95% and those holding higher than bachelor degree are at 5%

4.1.7 The subjects whose salary is under 10,000 baht are at 52% the subjects whose salary is 10,001-12,000 baht are at 38.4% and those whose salary is above 12,001 baht are at 9.6%. The average salary is 9,756.46 baht.

4.1.8 The subjects not earning extra money are at 62%, The subjects earning extra money below 5,000 baht are at 34.4% and those who earn extra money above 5,100 baht are at 2,336.66 baht

4.1.9 The subjects who are bachelors are at 30.7%, those who get married are at 13.7% and the subjects who are widowed and divorced are at 3.3%

4.1.10 The subjects not getting a welfare house are at 51%, those who get a welfare flat are at 39% and the subjects who get the rent payment are at 10%

4.1.11 The subjects having attended investigative course are at 60% and those never attended investigation course are at 40%

**Table 1 The percentage of samples classified by personal backgrounds.**

| Data                       | Number (322) | Percentages (100) |
|----------------------------|--------------|-------------------|
| <b>1. Age</b>              |              |                   |
| 30 years or Under          | 141          | 47.0              |
| 31-35 years                | 78           | 96.0              |
| Above 36 years             | 81           | 27.0              |
| Average Age 30.12          |              |                   |
| Standard Deviation 4.32    |              |                   |
| <b>2. Years in Service</b> |              |                   |
| 5 years or below           | 55           | 18.3              |
| 6-10 years                 | 152          | 50.7              |
| 11 years up                | 93           | 31.0              |
| Average years 8.16         |              |                   |
| Standard Deviation 4.12    |              |                   |
| <b>3. Ranks</b>            |              |                   |
| Pol.Lt-Pol.Capt.           | 245          | 81.7              |
| Pcl.Maj-Pol.LT.Col.        | 55           | 18.3              |

**Table 1 (Cont.)**

| Data                                | Number (300) | Percentages (100) |
|-------------------------------------|--------------|-------------------|
| <b>4. Positions</b>                 |              |                   |
| Sub-Inspector                       | 245          | 81.7              |
| Inspector                           | 55           | 18.3              |
| <b>5. Duration of investigation</b> |              |                   |
| 5 years or below                    | 118          | 39.8              |
| 6-10 years                          | 137          | 45.7              |
| 11 years up                         | 45           | 15.0              |
| Average years in duty 7.61          |              |                   |
| Standard Deviation 3.61             |              |                   |
| <b>6. Education</b>                 |              |                   |
| Bachelor Degree                     | 285          | 95.0              |
| Higher than Bachelor Degree         | 15           | 5.0               |
| <b>7. Salary Rate</b>               |              |                   |
| 10,000 baht or below                | 156          | 52.0              |
| 10,001-12,000 baht                  | 115          | 38.4              |
| 12,001 up                           | 29           | 9.6               |
| Average Salary Rate 9756.46         |              |                   |
| Standard Deviation 2012.07          |              |                   |
| <b>8. Additional Money</b>          |              |                   |
| None                                | 186          | 62.0              |
| 5,000 baht or below                 | 104          | 34.7              |
| 5,001 up                            | 10           | 3.3               |
| Average Additional Money 2336.66    |              |                   |
| Standard Deviation 5521.77          |              |                   |
| <b>9. Marital Status</b>            |              |                   |
| Bachelor                            | 92           | 30.7              |
| Married and living together         | 157          | 52.3              |
| Married but Separated               | 41           | 13.7              |
| Widowed/Divorced                    | 10           | 3.3               |

**Table 1 (Cont.)**

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 10. Welfare : official Houses                  |              |                   |
| None   | 153          | 51.0              |
| A Flat   | 117          | 39.0              |
| Get Rent Payment                               | 30           | 10.0              |
| 11. Attending Additional Investigative Courses |              |                   |
| Yes  | 180          | 60.0              |
| No   | 120          | 40.0              |

#### 4.2 Internal Factors of the Organizations

4.2.1 The subjects agreeing that there are sufficient number of police interrogators are at 38% which 38.4% of the subjects are uncertain and 57.7% of the subject disagree on the point

4.2.2 The subjects agreeing that most police investigators are competent and experienced enough to perform the job of investigation efficiently are at 62%, 4% of the subjects are uncertain at this point and 34% of the subjects disagree on the point

4.2.3 The subjects agreeing that most police investigators are not devotive to the job are at 53%, which 14.3% of the subjects feel uncertain at the point and 32.6% of the subjects disagree on the point

4.2.4 The subjects agreeing that the police investigators get fully-paid from the agency after each case has been solved are at 33%, which 10% of the subjects feel uncertain and 57% disagree on this point

4.2.5 The subjects agreeing that on performing job, the investigators get sufficient government subsidy are at 21.7%, which 40% of the subsids feel uncertain and 65.3% of the subjects disagree on this point

4.2.6 The subjects agreeing that on performing job sometime the police investigators have to sacrifice their own money to get thing done are at 68.6% which 0.6% of the subjects feel uncertain and 30.7% disagree on this point

4.2.7 The subjects agreeing that the workload and the number of cases to be solved out number the police investigators are at 67%, which 0.7% of the subjects feel uncertain and 32.3% disagree on this point

4.2.8 The subjects agreeing that police investigators have a lot of assignments apart from the regular responsibility are at 57% which 14% of the subjects feel uncertain and 29% disagree on this point

4.2.9 The subjects agreeing that the police investigators in their agency lack the knowledge of investigators lows are at 33.9% which 23% feel uncertain and 43% of the subjects disagree on this point

4.2.10 The subjects agreeing that the police investigators in their agency lack the knowledge of investigators rules and regulation of The Royal Thai Police Headquarter are at 40.3% which 3.3% feel uncertain and 56.4% of the subjects disagree on this point

4.2.11 The subjects agreeing that there should be training courses in investigative lows, investigative rules and technology as well as police Science for police 18.6% feel uncertain and 20.1% of the subjects disagree on the this point

4.2.12 The subjects agreeing that be come of the great number of investigative regulations, and a lot of change and adjustment, it is difficult for the police investigators to follow all, are at 72.7%, which 11.3% feel uncertain and 15.9% of the subjects disagree on this point.

4.2.13 The subjects agreeing that police investigators can use their own consideration freely when performing their job without the interference of their superiors are at 72.7%, which 15.7% feel uncertain and 19.7% disagree on the point.

4.2.14 The subjects agreeing that, in some cases, the superiors take bribery and ask or order you to violate laws and investigative rules and regulations are at 29% which 20.3% feel uncertain and 50.7% of the subjects disagree on this point.

4.2.15 The subjects agreeing that their office is well equipped with tables, chairs, type writers and office supplies like typing paper etc. are at 21.3%, which 0.5% feel uncertain and 73.6% of the subjects disagree on the point

4.2.16 The subjects agreeing that on performing job, the police investigators have to bring their own equipment such as walkie-talkie and transportation are at 81.7%, which 9% feel uncertain and 9.3% of the subjects disagree on this point

4.2.17 The subjects agreeing that there are not enough equipment and office supplies pertinent to investigation, and the ones that exist are not in good working condition are at 59% which 83% feel uncertain and 32.7% of the subjects disagree on this point

**Table 2 Numbers and percentages of samples classified by internal factors of the organization**

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 1. There are sufficient number of police investigators in the organization                                   |              |                   |
| Quite agree  | 46           | 15.4              |
| Agree  | 69           | 23.0              |
| Not sure   | 12           | 4.0               |
| Disagree   | 119          | 39.7              |
| Disagree at all  | 54           | 18.0              |
| 2. Police investigation are competent and experienced enough to perform the job of investigation efficiently |              |                   |
| Quite agree  | 67           | 22.3              |
| Agree  | 119          | 39.7              |
| Not sure   | 12           | 4.0               |
| Disagree   | 72           | 24.0              |
| Disagree at all  | 30           | 10.0              |

**Table 2 (Cont.)**

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 3. Most police investigators are not devotive to the job due to family responsibility and personal problems |              |                   |
| Quite agree   | 57           | 19.0              |
| Agree   | 102          | 34.0              |
| Not sure  | 43           | 14.3              |
| Disagree  | 70           | 23.3              |
| Disagree at all   | 28           | 9.3               |
| 4. The police investigators get fully-paid from the agency after each case has been solved                  |              |                   |
| Quite agree   | 85           | 28.3              |
| Agree   | 86           | 28.7              |
| Not sure  | 30           | 10.0              |
| Disagree  | 60           | 20.0              |
| Disagree at all   | 39           | 13.0              |
| 5. On performing job, the investigators get sufficient subsidy  |              |                   |
| Quite agree   | 39           | 13.0              |
| Agree   | 50           | 16.7              |
| Not sure  | 12           | 4.0               |
| Disagree  | 114          | 38.0              |
| Disagree at all   | 85           | 28.3              |

**Table 2 (Cont.)**

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 6. On performing job, sometimes, the police investigator have to sacrifice their own money to get thing done |              |                   |
| Quite agree  | 162          | 54.0              |
| Agree  | 38           | 12.7              |
| Not sure   | 12           | 4.0               |
| Disagree   | 60           | 20.2              |
| Disagree at all  | 28           | 9.3               |
| 7. Currently the workload and the number of cases to be solved outnumber the police investigators            |              |                   |
| Quite agree  | 79           | 26.3              |
| Agree  | 113          | 37.7              |
| Not sure   | 11           | 3.7               |
| Disagree   | 69           | 23.0              |
| Disagree at all  | 28           | 9.3               |
| 8. Police investigators have a lot of assignments apart from the regular responsibility of investigation     |              |                   |
| Quite agree  | 84           | 28.0              |
| Agree  | 87           | 29.0              |
| Not sure   | 42           | 14.0              |
| Disagree   | 59           | 19.7              |
| Disagree at all  | 28           | 9.3               |

**Table 2 (Cont.)**

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 9. The police investigators in the agency lack the knowledge of investigative laws   |              |                   |
| Quite agree  | 28           | 9.3               |
| Agree  | 74           | 24.6              |
| Not sure   | 69           | 23.0              |
| Disagree   | 82           | 27.3              |
| Disagree at all  | 47           | 15.7              |
| 10. The police investigators in their agency lack the knowledge of investigative rules and regulations of The Royal Thai Police Headquarter                            |              |                   |
| Quite agree  | 28           | 9.3               |
| Agree  | 93           | 31.0              |
| Not sure   | 10           | 3.3               |
| Disagree   | 131          | 43.7              |
| Disagree at all  | 38           | 12.7              |
| 11. There should be training courses in investigative laws, investigative rules and technology as well as police science for police investigators at least once a year |              |                   |
| Quite agree  | 56           | 18.7              |
| Agree  | 131          | 43.7              |
| Not sure   | 56           | 18.6              |
| Disagree   | 49           | 16.3              |
| Disagree at all  | 8            | 2.7               |

Table 2 (Cont.)

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 12. Since there are a great number of investigative rules and regulation, and a lot of change and adjustment, it is difficult to the follow all |              |                   |
| Quite agree   | 68           | 22.7              |
| Agree   | 150          | 50.0              |
| Not sure  | 34           | 11.3              |
| Disagree  | 20           | 6.6               |
| Disagree at all   | 28           | 9.3               |
| 13. Police investigators can use their own consideration freely when performing their job without the interference of their superiors           |              |                   |
| Quite agree   | 49           | 16.3              |
| Agree   | 20           | 6.6               |
| Not sure  | 47           | 15.7              |
| Disagree  | 117          | 39.0              |
| Disagree at all   | 67           | 22.3              |
| 14. In some cases, the superiors take bribery and ask or order you to violate laws investigative rules and regulations                          |              |                   |
| Quite agree   | 48           | 16.0              |
| Agree   | 39           | 13.0              |
| Not sure  | 61           | 20.3              |
| Disagree  | 64           | 21.3              |
| Disagree at all   | 88           | 29.3              |

Table 2 (Cont.)

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 15. Your office is well-equipped with tables, chairs, typewriters and office supplies like typing paper etc.   |              |                   |
| Quite agree  | 42           | 14.0              |
| Agree  | 22           | 7.3               |
| Not sure   | 15           | 5.0               |
| Disagree   | 109          | 36.3              |
| Disagree at all  | 112          | 37.3              |
| 16. On performing job, the police investigators have to bring their own equipment such as walkie-talkie and transportation                             |              |                   |
| Quite agree  | 128          | 42.7              |
| Agree  | 117          | 39.0              |
| Not sure   | 27           | 9.0               |
| Disagree   | 10           | 3.3               |
| Disagree at all  | 18           | 6.0               |
| 17. There are not enough equipment and office supplies pertinent to investigation, the worse is that ones that exist are not in good working condition |              |                   |
| Quite agree  | 78           | 26.0              |
| Agree  | 99           | 33.0              |
| Not sure   | 25           | 8.3               |
| Disagree   | 50           | 16.7              |
| Disagree at all  | 48           | 16.0              |

### **4.3 External Factors of the Organizations**

4.3.1 The subjects agreeing that police investigators always get good cooperation from people, in particular, information about offenders are at 39% which 40% feel uncertain and 57% disagree on this point

4.3.2 The subjects agreeing that most people choose not to cooperate when asked to be witnesses on trials are at 63.7% which 4% feel uncertain and 32.3% disagree on this point

4.3.3 The subjects agreeing that there is still the lack of good internal coordination among The Royal Thai Police Headquarter agencies are at 60.3% which 7.3% feel uncertain and 32.3% of the subjects disagree on this point

4.3.4 The subjects agreeing that all police agencies involving police science, for instance, Criminal Record Division, Forensic Science Bureau, Forensic Medicine Bureau and Intellectual Center play important roles and are of great help to the work of investigation are of 77.3% which 7% feel uncertain and 15.6% of the subjects disagree on this point

4.3.5 The subjects agreeing that the coordination for information between police and other agencies is in very small scale are at 61%, which 4% feel uncertain and 35.6% of the subjects disagree on this point

4.3.6 The subjects agreeing that most of the accused are influential people in the area are at 25%, which 13.1% feel uncertain and 61.6% of the subjects disagree on the point

4.3.7 The subjects agreeing that frequently, the accused use their influence to threaten the witnesses or to ruin important evidence pertinent to the investigation are at 39.3%, which 12.7% feel uncertain and 48% disagree on this point

4.3.8 The subjects agreeing that local politicians often use their influence to threaten witnesses or ruin important evidence pertinent to the investigation

4.3.9 The subjects agreeing that on performing investigation, the police investigators occasionally, obey the politicians for the sake of their job security are at 37.6%, 20% of the subjects feel uncertain and 42.3% disagree on this point.

**Table 3 Numbers and percentages of samples classified by external factors of the organization**

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 1. Police investigators always get good cooperation from people, in particular, information about offenders |              |                   |
| Quite agree   | 50           | 16.7              |
| Agree   | 67           | 22.3              |
| Not sure  | 12           | 4.0               |
| Disagree  | 84           | 28.0              |
| Disagree at all   | 87           | 29.0              |
| 2. Most people choose not to cooperate when asked to be witnesses on trials                                 |              |                   |
| Quite agree   | 104          | 34.7              |
| Agree   | 87           | 29.0              |
| Not sure  | 12           | 4.0               |
| Disagree  | 60           | 20.0              |
| Disagree at all   | 37           | 12.3              |
| 3. There is still the lack of good internal coordination among The Royal Thai Police Headquarter agencies   |              |                   |
| Quite agree   | 67           | 22.3              |
| Agree   | 114          | 38.0              |
| Not sure  | 22           | 7.3               |
| Disagree  | 60           | 20.0              |
| Disagree at all   | 37           | 12.3              |

**Table 3 (Cont.)**

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 4. All police agencies involving police science, for instance, Forensic Science Division, Criminal Record Division, Forensic Medical Division play important roles and are of great help to the work of investigation |              |                   |
| Quite agree   | 103          | 34.3              |
| Agree   | 130          | 43.0              |
| Not sure  | 21           | 7.0               |
| Disagree  | 28           | 9.3               |
| Disagree at all   | 19           | 6.3               |
| 5. The coordination for information between police and other agencies is in very small scale  |              |                   |
| Quite agree   | 88           | 29.3              |
| Agree   | 93           | 31.0              |
| Not sure  | 12           | 4.0               |
| Disagree  | 37           | 23.3              |
| Disagree at all   | 70           | 12.3              |
| 6. Most of the accused are influential people in the area   |              |                   |
| Quite agree   | 8            | 2.7               |
| Agree   | 67           | 22.3              |
| Not sure  | 40           | 13.3              |
| Disagree  | 88           | 29.3              |
| Disagree at all   | 97           | 32.3              |

**Table 3 (Cont.)**

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 7. Frequently, the accused use their influence to threaten witnesses or to ruin important evidence pertinent to the investigation |              |                   |
| Quite agree   | 47           | 15.7              |
| Agree   | 71           | 23.6              |
| Not sure  | 38           | 12.7              |
| Disagree  | 66           | 22.0              |
| Disagree at all   | 78           | 26.0              |
| 8. Local politicians often use their influence to threaten witnesses or ruin important evidence pertinent to the investigation    |              |                   |
| Quite agree   | 50           | 16.7              |
| Agree   | 47           | 15.7              |
| Not sure  | 30           | 10.0              |
| Disagree  | 94           | 31.3              |
| Disagree at all   | 79           | 26.3              |
| 9. On performing investigation, the police investigators occasionally, obey the politicians for the sake of their job security    |              |                   |
| Quite agree   | 86           | 28.6              |
| Agree   | 27           | 9.0               |
| Not sure  | 60           | 20.2              |
| Disagree  | 58           | 19.3              |
| Disagree at all   | 69           | 23.0              |

#### **4.4 Achievement in job performance**

4.4.1 The subjects agreeing that all cases were solved within the period of time permitted by law and official regulations are at 56%, and 13% feel uncertain and 31% disagree on this point

4.4.2 The subjects agreeing that in the process of investigation the witnesses and evidence were collected much enough for further prosecution are at 52% which 10% feel uncertain and 38% of the subjects disagree on this point

4.4.3 The subjects agreeing that there are many delayed cases because of the large number of accumulated cases

4.4.4 The subjects agreeing that the police investigators have never been blamed or disciplinarily punished for the delay of referring the fill of a case to the prosecutors until it overdue the detention period are at 46%, which 28.4% feel uncertain 25.6% of the subjects disagree on this point

4.4.5 The subjects agreeing that most of the fill of a case referred to the prosecutors were dropped be cause the prosecutors did not prosecute the case are at 35%, which 17.3% feel uncertain and 47.7% disagree on this point

4.4.6 The subjects agreeing that mostly, when the investigation was done, the police investigators suggested the non-prosecution because of the incomplete evidence

4.4.7 The subjects agreeing that occasionally, the police investigators had to release the offenders because they could not finish the file of a case at the due time are at 16.6%, which 18.7% feed uncertain and 64.6% disagree on this point

4.4.8 The subjects agreeing that frequently, prosecutors demanded that the investigator perform additional investigation of the cases they are in charge are at 20%, which 28.7% feel uncertain and 51.3% of the subjects disagree on this points

4.4.9 The subjects agreeing that in most of the cases, the prosecutors didn't prosecute the offenders are at 64.7%, which 3.9% feel uncertain and 31.3% disagree on this point

4.4.10 The subjects agreeing that in most of the cases, the investigators are in chart, the accused or the offenders were convicted by the judges

**Table 4 Numbers and Percentages of samples classified by work achievement**

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 1. In the past fiscal year, all cases were solved within the period of time permitted by law and official regulations |              |                   |
| Quite agree   | 70           | 23.3              |
| Agree   | 98           | 32.7              |
| Not sure  | 39           | 13.0              |
| Disagree  | 73           | 24.4              |
| Disagree at all   | 20           | 6.6               |
| 2. In the process of investigation, the witnesses and evidence were collected much enough for further prosecution     |              |                   |
| Quite agree   | 59           | 19.7              |
| Agree   | 97           | 32.3              |
| Not sure  | 30           | 10.0              |
| Disagree  | 66           | 22.0              |
| Disagree at all   | 48           | 16.0              |
| 3. There are many delayed cases be cause of the large number of accumulated cases                                     |              |                   |
| Quite agree   | 39           | 13.0              |
| Agree   | 87           | 29.0              |
| Not sure  | 38           | 12.6              |
| Disagree  | 71           | 23.7              |
| Disagree at all   | 65           | 21.7              |

Table 4 (Cont.)

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 4. The police investigators have never been blamed or disciplinarily punished for the delay in referring the file of a case to the prosecutors until it overdue the detention period |              |                   |
| Quite agree  | 39           | 13.0              |
| Agree  | 99           | 33.0              |
| Not sure   | 85           | 28.4              |
| Disagree   | 25           | 9.3               |
| Disagree at all  | 49           | 16.3              |
| 5. Most of the file of a case referred to the prosecutors were dropped because the prosecutors did not prosecute the case  |              |                   |
| Quite agree  | 77           | 25.7              |
| Agree  | 28           | 9.3               |
| Not sure   | 52           | 17.3              |
| Disagree   | 50           | 16.7              |
| Disagree at all  | 93           | 31.0              |
| 6. Most, when the investigation was done, the police investigators the suggested non-prosecution because of the incomplete evidence  |              |                   |
| Quite agree  | 21           | 7.0               |
| Agree  | 39           | 13.0              |
| Not sure   | 28           | 9.3               |
| Disagree   | 100          | 33.3              |
| Disagree at all  | 112          | 37.3              |

**Table 4 (Cont.)**

| Data  | Number (300) | Percentages (100) |
|---|--------------|-------------------|
| 7. Occasionally, the police investigators had to release the offenders because they could not finish the file of a case at the due time |              |                   |
| Quite agree   | 20           | 6.6               |
| Agree   | 30           | 10.0              |
| Not sure  | 56           | 18.7              |
| Disagree  | 79           | 26.3              |
| Disagree at all   | 118          | 38.3              |
| 8. Frequently, prosecutors demanded that the investigator perform additional investigation of the cases they are in charge              |              |                   |
| Quite agree   | 39           | 13.0              |
| Agree   | 21           | 7.0               |
| Not sure  | 86           | 28.7              |
| Disagree  | 126          | 42.0              |
| Disagree at all   | 28           | 9.3               |
| 9. In most of the cases the prosecutors didn't prosecute the offenders  |              |                   |
| Quite agree   | 20           | 6.6               |
| Agree   | 79           | 26.3              |
| Not sure  | 10           | 3.3               |
| Disagree  | 87           | 29.0              |
| Disagree at all   | 104          | 34.7              |

**Table 4 (Cont.)**

| Data   | Number (300) | Percentages (100) |
|--|--------------|-------------------|
| 10. In most of the cases you are in chart, the accused or the offenders were convicted by the judges |              |                   |
| Quite agree  | 125          | 41.7              |
| Agree  | 69           | 23.0              |
| Not sure   | 12           | 3.9               |
| Disagree   | 28           | 9.3               |
| Disagree at all  | 66           | 22.0              |

#### 4.5 Hypothesis Testing

##### 4.5.1 Hypothesis 1 The police investigators with different backgrounds have different achievement in the investigative performance

In the Hypothesis Testing, the statistics used are an analysis of variance and multiple classification analysis. The author divided the variables into 2 groups as follows:

a. **Independent Variables** consist of Age, years in service, Rank, Position, Investigative Experience, Education Salary, Extra earning, Marital Status, Residence welfare, Experience in investigative training

b. **Dependent Variables** consist of Achievement in the investigative performance

According to the analysis of variance and the multiple classification analysis the achievement in investigative performance classified by the subjects backgrounds Table 5 and Table, it was found that police investigators with different ages had significant difference in achievement in investigative performance at 0.00. The police investigators who were under 30 years of age had the most performance achievement which was at 16.37 above average

(Grand Mean = 32.417) the next group, the police investigators who were 31 – 40 years of age, had the performance achievement level in the investigative performance at 13.07 above average, the police investigators who were above 41 years of age had the lowest performance achievement in the investigative performance which is at 15.91 below average. Age is related to the achievement in the investigative performance at the level of 29% (Beta = 0.29)

The police investigators with different length of years in service had significant difference in a achievement in investigative performance at 0.00. The police investigators who were more than 11 years in service had the most achievement which was at 18.02 above average (Grand Mean = 32.417) the next group, the police investigators who were 6 – 10 years in service had the achievement level in the investigative performance at -5.30 below average. The police investigators who were in service less than 5 years had the least performance achievement which is at -15.84 below average. Years in service is related to the achievement in the investigative performance at the level of 36% (Beta = 0.36)

The police investigators with different duration of working as police investigators had significant difference in the achievement in the investigation performance at 0.00. The police investigators who had been working as police officers for more than 11 years had the most performance achievement which is at 12.92 above average (Grand Mean = 21.417), the police investigators who had been working as police investigators for 6 – 10 years had the achievement level in the investigative performance at 3.55 above average, the police investigators who had been working as police investigators for less than 5 years had the achievement level in the investigative performance at 0.81 below average. The duration of working as police investigators is related to the achievement in the investigative performance at the level of 46% (Beta = 0.46)

Police investigators with different education level had significant difference in the achievement in the investigative performance at 0.00. The police investigators holding master degree had the most performance achievement which is at 15.82 above average (Grand Mean = 32.417), the police investigators holding bachelor degree had the least performance

achievement which is at -0.83 below average. Education level is related to the achievement in the investigative performance at the level of 30% (Beta = 0.30)

Police investigators with different welfare housing had significant difference in the achievement in the investigative performance at 0.00. The police investigators who got welfare houses had the most performance achievement which is at 1.37 above average (Grand Mean = 32.417), the police investigators, the police investigators who didn't get welfare house had the least average. Welfare housing is related to the achievement in the investigative performance at the level of 11% (Beta = 0.11)

Police investigative with different backgrounds of investigative training had significant difference in the achievement in the investigative performance at 0.00. The police investigators who had investigative training had the most performance achievement which is at 2.25 above average (Grand Mean = 32.417), the police investigators who had not had investigative training had the least performance achievement which is at -3.37 below average. The investigative training background is related to the achievement in the investigative performance at 0.00. The police investigative who had had investigative training had the most performance achievement which is at 2.25 above average (Grand Mean = 32.417), the police investigators who had not had investigative training had the least performance achievement which is at -3.37 below average. The investigative training background is related to the achievement in the investigative performance at the level of 23% (Beta = 0.23)

The backgrounds of the subjects altogether have relationship of 83.2% to the achievement in the investigative performance (Multiple R = 0.832) and altogether are able to predict the achievement in the investigative performance at the level of 91.2% (Multiple R Squared = .0912)

**Table 5 An analysis of Variance of the achieve of investigative performance, classified by backgrounds of the subjects.**

| Source of Variation                       | Sum of Squares | DF  | Mean Square | Signif  |       |
|---|----------------|-----|-------------|---------|-------|
|   |                |     |             | F       | Of F  |
| <b>Main Effects</b>                       | 36030.912      | 14  | 2573.637    | 100.858 | .000  |
| Age                                       | 8579.151       | 2   | 4289.575    | 168.104 | .000* |
| Year in Service                           | 6283.911       | 2   | 3141.955    | 123.130 | .000* |
| Ranks                                     | 995.263        | 1   | 995.263     | 39.003  | .215  |
| Year in duty                              | 1508.858       | 2   | 754.429     | 29.565  | .000* |
| Education                                 | 1480.256       | 1   | 1480.256    | 58.010  | .000* |
| Salary Rate                               | 1200.870       | 1   | 1200.870    | 47.061  | .308  |
| Additional Money                          | 1231.384       | 1   | 1231.384    | 48.257  | .310  |
| Marital Status                            | 151.784        | 2   | 75.852      | 2.974   | .053  |
| Welfare : Official House                  | 179.736        | 2   | 179.736     | 7.044   | .008* |
| Attending-Additional Investigating course | 937.402        | 1   | 937.402     | 36.736  | .000* |
| <b>Explained</b>                          | 36030.912      | 14  | 2573.637    | 100.858 | .000  |
| <b>Residual</b>                           | 7272.474       | 285 | 25.517      |         |       |
| <b>Total</b>                              | 43303.387      | 299 | 144.827     |         |       |

**Table 6. A Multiple classification analysis of the achieve investigative performance, classified by backgrounds of the subjects.**

| Variable + Category              | N   | Unadjusted          |     | Adjusted for Independents |      | Adjusted for Independents + Covariates |      |
|----------------------------------|-----|---------------------|-----|---------------------------|------|--|------|
|                                  |     | Dev'n               | Eta | Dev'n                     | Beta | Dev'n                                  | Beta |
|                                  |     | Grand Mean = 32.417 |     |                           |      |  |      |
| <b>Age</b>                       |     |                     |     |                           |      |  |      |
| 30 year or Under                 | 141 | 5.33                |     | 16.37                     |      |  |      |
| 31-40 years                      | 78  | -14.09              |     | 13.07                     |      |  |      |
| Above 41 years                   | 81  | 4.30                |     | -15.91                    |      |  |      |
|                                  |     |                     | .70 |                           | .29  |  |      |
| <b>Years in Service</b>          |     |                     |     |                           |      |  |      |
| 5 year if below                  | 55  | -2.41               |     | -15.84                    |      |  |      |
| 6-10 years                       | 152 | -1.03               |     | -5.30                     |      |  |      |
| 11 years up                      | 93  | 3.11                |     | 18.02                     |      |  |      |
|                                  |     |                     | .18 |                           | .36  |  |      |
| <b>Positions</b>                 |     |                     |     |                           |      |  |      |
| Sub-Inspector                    | 245 | -1.05               |     | 2.59                      |      |  |      |
| Inspector                        | 55  | 4.66                |     | -11.55                    |      |  |      |
|                                  |     |                     | .18 |                           | .46  |  |      |
| <b>Duration of investigation</b> |     |                     |     |                           |      |  |      |
| 5 years or below                 | 118 | 3.65                |     | -.81                      |      |  |      |
| 6-10 years                       | 137 | -6.29               |     | -3.55                     |      |  |      |
| 11 years up                      | 45  | 9.57                |     | 12.92                     |      |  |      |
|                                  |     |                     | .51 |                           | .46  |  |      |
| <b>Education</b>                 |     |                     |     |                           |      |  |      |
| Bachelor Degree                  | 285 | .66                 |     | -.53                      |      |  |      |
| Higher than Bachelor Degree      | 18  | 12.57               |     | 15.82                     |      |  |      |
|                                  |     |                     | .24 |                           | .30  |  |      |

**Table 6 (Cont.)**

| Grand Mean = 32.417                               |     |            |     |                           |      |  |      |
|---|-----|------------|-----|---------------------------|------|--|------|
| Variable + Category                               | N   | Unadjusted |     | Adjusted for Independents |      | Adjusted for Independents + Covariates |      |
|   |     | Dev'n      | Eta | Dev'n                     | Beta | Dev'n                                  | Beta |
| <b>Salary Rate</b>                                |     |            |     |                           |      |  |      |
| 10,000 baht or below                              | 156 | 3.78       |     | -4.71                     |      |  |      |
| 10,001 up   | 144 | 4.10       |     | 5.10                      |      |  |      |
|   |     |            | .33 |                           | .41  |  |      |
| <b>Additional Money</b>                           |     |            |     |                           |      |  |      |
| None  | 186 | -.48       |     | 2.52                      |      |  |      |
| Have additional money                             | 114 | .78        |     | -4.12                     |      |  |      |
|   |     |            | .05 |                           | .27  |  |      |
| <b>Marital Status</b>                             |     |            |     |                           |      |  |      |
| Bachelor  | 92  | 4.92       |     | 1.23                      |      |  |      |
| Married and living together                       | 157 | -4.78      |     | 1.10                      |      |  |      |
| Married but Separated                             | 51  | 4.91       |     | 1.16                      |      |  |      |
|   |     |            | .39 |                           | .10  |  |      |
| <b>Welfare : official Houses</b>                  |     |            |     |                           |      |  |      |
| None  | 163 | 5.26       |     | -1.32                     |      |  |      |
| A Flat  | 147 | -5.48      |     | 1.37                      |      |  |      |
|   |     |            | .45 |                           | .11  |  |      |
| <b>Attending Additional Investigative Courses</b> |     |            |     |                           |      |  |      |
| Yes   | 180 | 5.89       |     | 2.25                      |      |  |      |
| No  | 120 | -8.79      |     | -3.37                     |      |  |      |
|   |     |            | .60 |                           | .23  |  |      |
| <b>Multiple R Squared</b>                         |     |            |     |                           |      |  |      |
|   |     |            |     |                           | .832 |  |      |
| <b>Multiple R</b>                                 |     |            |     |                           |      |  |      |
|   |     |            |     |                           | .912 |  |      |

**4.5.2 Hypothesis 2** The internal factors of the police investigators organizations are related to the achievement in investigative performance.

1. **Independent variables** consist of the internal factors of the organization including man power, government subsidy, workload, investigative laws and regulations, the interference from the superiors and the equipment and office supplies.

2. **Dependent variable** is the achievement in the investigative performance.

In the Hypothesis Testing, the author found the value of a simple correlation co-efficient between the external factors of the organization of the police investigators and the investigative achievement and calculate for the value of an inter correlative co-efficient of variables.

From the calculation for the value of are inter correlative co-efficiency between the internal factors of the organizations including man power, government subsidy, workload, investigative laws and regulations, the interference of the superiors, the equipment in the investigative performance is at .181 - .894, and all variables have the positive relationship while man power has the most relationship at the correlation of .894 with the statistic significance of 0.01

**Table 7 Correlation coefficient between the internal factors of the organization and the achievement in investigative performance**

| Variance                                       | Personnel | Budget  | Volume of work | Laws and regulations relating to investigation | Performance intervened by the superior | Tool & equipment | Total   | Achievement |
|--|-----------|---------|----------------|--|--|------------------|---------|-------------|
| Personnel                                      | 1.000     | .703*** | .689***        | .622***  | .023*                                  | .660***          | .849*** | .894***     |
| Budget   |           | 1.000   | .864***        | .665***  | .204***                                | .601***          | .925*** | .656***     |
| Volume of work                                 |           |         | 1.000          | .692***  | .199***                                | .680***          | .915*** | .673***     |
| Laws and regulations relating to investigation |           |         |                | 1.000  | .110*                                  | .759***          | .828*** | .627***     |
| Performance intervened by the superior         |           |         |                |  | 1.000                                  | .184***          | .156*** | .181***     |
| Tool & equipment                               |           |         |                |  |  | 1.000            | .772*** | .588**      |

\*\*\* level of significant : .001

\*\* level of significant : .01

\* level of significant : .05

**4.5.3 Hypothesis 3 The external factors of the police investigators organization are related to the achievement in investigative performance.**

1. Independent variables consist of the external factors of the organizations including people’s cooperation, the coordination with other related agencies, the influence of the accused, the power or influence of politicians

2. Dependent variable is the achievement in the investigative performance.

From the calculation for the value of an inter correlative co – efficiency between the external factors of the organization of the police investigators and the achievement in the investigative performance (Table 8), it was found that the correlation coefficient between the external factors of the organizations including people’s cooperation, the coordination with other related or influence of politicians and the achievement in the investigative performance is at .675 - .916, and all variables have the positive relationship while the

people's cooperation has the most relationship at the correlation of .916 with the statistic significance of .001

**Table 8 Correlation coefficient between the external factors and the achievement in the investigative performance**

| Variance                          | Cooperation of people | Join work with concerned unit | Influence of alleged offenders | Power or influence of politicians | Total   | Achievement |
|-----------------------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|---------|-------------|
| Cooperation of people             | 1.000                 | .968***                       | .809***                        | .932***                           | .970*** | .916***     |
| Join work with concerned unit     |                       | 1.000                         | .797***                        | .975***                           | .979*** | .675***     |
| Influence of alleged offenders    |                       |                               | 1.000                          | .842***                           | .897*** | .684***     |
| Power or influence of politicians |                       |                               |                                | 1.000                             | 1.000   | .785***     |
|                                   |                       |                               |                                |                                   |         | 1.000       |

\*\*\* level of significant : .001

\*\* level of significant : .01

\* level of significant : .05

## Chapter V

### Discussion



From the study on some factors affecting performance achievement on investigation of police investigators in Metropolitan Police Bureau, it was found that. The police investigators who educated in the level of Master degree will get higher performance achievement on investigation than those who educated in the level of Bachelor degree. That is to say, high education investigators can get higher achievement than those of low education. This may be because high education investigators had learned more about various fields of subjects. Knowledge they gained from Master education level can be applied to their performance on investigation. Therefore, high education investigators will have wide range of vision which is beneficial to investigation processes. Moreover, crime becomes a serious problem of society that occurs continuously and violently in social situation nowadays. Some cases seem to be complicated which cause difficulty to investigate and to verify the accused offenders for punishment. As a result, people who have knowledge and skill in various fields as well as in the field of investigation are required.

In addition, training on investigation provided for police investigators also had correlation with performance achievement on investigation. The police investigators who have ever been trained on investigation will get more achievement than those who have never been trained. This may be because training on investigation is an important development of human resource that can enhance performance efficiency, especially in an investigation process. Besides knowledge on investigation, laws and other relevant regulations, the investigation process will also require modernized technique and science in order to enhance efficiency of investigation. Therefore, all trainees will have a chance to get knowledge both in technical and modern technique from the experienced and expertised lecturer. And after being trained, the trainees will also get more knowledge on the progression of investigation,

laws and many regulations of the Royal Thai Police Headquarters which are improved and adjusted to be inconsistent with current society and constitution. So new knowledge and experience gained will be useful to performance on investigation and this will lead to efficient investigation. However, those who have never been trained will be lack of opportunity to develop self-potentiality and also have no chance to learn the modernized investigation technique. Their knowledge on investigation then will be limit and this affects performance achievement on investigation to be lower than those who have ever been trained.

Noticeably that age of police investigators also have correlation with performance achievement on investigation. Police investigators who are young or get an age not over 30 years old will get the highest performance achievement on investigation. Meanwhile, those who are old or get an age over 41 years old will get lowest performance achievement. In fact, when the case is informed, the investigation inspectors or on-duty investigators has to make an urgent investigation or inspect the location of incident in some case, record a statement of the losers, gather all evidences such as oral evidence, documentary evidence and material evidence in order to gain the truth or to verify the crime. They have to be on duty during day and night and also have consecutive mission to make a file of inquiry after working hours. We may see that performance on investigation is the serious mission that requires high perseverance. Those who work on investigation must be strong and healthy, can give quick idea and be alert all the time. They must be able to adjust themselves to various environments. The reasons that police investigators of age not over 30 years old get highest performance achievement may be because of their perfect health. Most of them are in working age and have not yet been married. Therefore, they can devote their time to fully perform their missions and duties. On the contrary, those who get an age over 41 years old are not strong enough and are lack of eagerness. Most of them have already get married and have perfect family with wife and children. They then cannot devote themselves to fully perform their missions. From these reasons, their performance achievement are at the lowest level. The result of this study is inconsistent with the study on performance achievement of police investigators under Provincial Police, region 1 (Tanapat Ninbordee : 1998:63)

However, from the study it was found that investigation experience is also a significant factor that may affect the investigation performance. The police investigators who work on investigation for a long time will get high achievement on this task while those who work on this task or have an experience on this task not over 5 years will get low achievement. This may be because investigation must require specific knowledge and skill. It has to deal with many kinds of laws such as criminal law, laws of procedure for criminal cases, many Acts and regulation of the Royal Thai Police Headquarters. Besides, there are also some changes and amendments of constitution law of Kingdom of Thailand which emphasized to give more justice to people and society. These affect directly to the performance of investigators which has to realize on the rights of the accused persons in an area of arrest, searching and keeping in custody. Therefore, we can see that apart from knowledge on laws and regulations on method of investigation together with investigation technique obtained from training, the police investigators are also required some experiences in order to process efficient investigation and to be able to render real justice to people. Thus, police investigators need to take time to accumulate their experiences in at least 5 years. Consequently, those who work on investigation for a long time will get high experience and can apply such experiences to investigation process with efficiency. At the same time, their performance achievement will stay at high level. On the contrary, those who work on investigation not over 5 years or get less experience will be unable to do efficient investigation due to lacking of knowledge and skill.

From the study of welfare on residence, we found that this kind of welfare had correlation with performance achievement on investigation. The police investigators who obtain this welfare will have higher achievement than those who do not obtain. If we considered the basic need of human being according to psychological concept and theory of Maslow we will see that residence is an important basic factor for living according to the first need of human being. So those who achieve this factor will feel secure and no need to be worried about residence provided for themselves and their families. They will get enough encouragement to perform their duties and can devote themselves for their performance. In general, residences provided for police officers will be located near or in the area of Metropolitan Police station. This will assist the police investigators to get more

convenient to come to work and also to perform their duties during working hours and after working hours. As a result, the police investigators who obtain the welfare on residence will get higher achievement on investigation than those who do not obtain such welfare. For police investigators who do not obtain welfare on residences but have the right to draw the money for house rental payment will get higher achievement on investigation than those who do not obtain this welfare. Those who have no right to obtain this welfare will have to spend a part of their income on house rental cost and travel expenses. Also, they have to waste their time on the street of congested traffic in Bangkok. This may cause boredom and inertness of police investigators which lead to low performance achievement on investigation at the end.

From the study on internal factors of official units (i.e. factors on personnel, budget, volume of work, tool and equipment provided for investigation, information on laws and related regulations and intervention of the superior) we found that these factors had correlation with performance achievement of police investigators because these factors are the important elements to support performance of investigators such as have skilful investigators, obtain enough budget for investigation, have modernized tools and equipment, provision of training course on laws and other relevant regulations related to investigation, and giving freedom to police investigators to make decision without any intervention of the superiors. All of these may cause to high performance achievement of police investigators. On the contrary, police investigators will be unable to maintain justice for society and also get low performance achievement if official units do not have enough manpower for investigation or have to much work for investigators or do not provide training course for investigators or do not have enough budget or have limit budget for investigation, use out of date tool and equipment in an inappropriate volume, and intervention of superiors.

From the study on external factors of official units, it was found that cooperation of people, making coordination with concerned units, influence of offenders or politicians had correlation with performance achievement on investigation. So if police investigators obtain cooperation from public or obtain a support and well assistance from concerned units either from the Royal Thai Police Headquarters or other units related to investigation and are not influenced by any offenders or politicians, all processes of investigation will then continue with

efficiency and at the same time police investigators will get high performance achievement. But whenever performance of police investigators is unreliable for people, no cooperation is obtained from public or from concerned units and influence is made to investigators by offenders or politicians, investigation process at that time will then cannot be performed with justice and this will cause low performance achievement of investigators as well.



## **Chapter VI**

### **Conclusion and Recommendation**

The study on Some Factors Affecting performance achievement of the Interrogators in Metropolitan Police Bureau was aimed to study the achievement of job performance of the Investigators in their job of investigation and to obtain the approach for the improvement of their job performance to be more efficient.

The samples of the study are 300 police investigators working under the Metropolitan Police Bureau. The samples are chosen by the method of random sampling

#### **6.1 Conclusions**

6.1.1 Back grounds of the subjects. Most of the subjects are under 30 years old and are 6 – 10 years in service. Most of the subjects were working in the position of sub – inspectors holding the rank of Pol. Sub. Lt. to Pol. Captain with salary not over 10,000 baht and had no extra earning. Most of the subjects are married and had been trained in investigation.

#### **6.1.2 External Factors of the organizations**

1. Relating to man power, it was found that most of the subjects agreed on the point that currently there was insufficient number of police investigators and those existing were not really devotive to their job as investigators because of the large scale of other responsibilities they had to bear.

2. Relating to government subsidy, it was found that most of the subjects agreed was really little and so often they had to sacrifice their own money in performing the job.

3. Relating to equipment and office supplies, it was point that there were not enough equipment and office supplies to be used at investigation and the ones that existed were all not in good working condition.

4. Relating to work load, it was found that the workload and the number of cases they were bearing outnumber the police investigators and that the police investigators had a lot of assignments apart from their regular responsibility as police investigators

5. Relating to investigative laws and regulations, it was found that most of the subjects were knowledgeable in laws pertinent to investigation but the great number of investigators to follow all. It was also found here that there should be training courses in investigative laws, investigative rules and technology as well as Police science provided to the police investigators continuously so that all job would be performed in the same direction.

6. Relating to the interference from the superiors, it was found that most subjects agreed on the point that the police investigators could use their own consideration freely when performing their job without the interference of their superiors

### 6.1.3 External factors

1. Relating to people's cooperation, it was found that most subjects agree on the point that the police investigators didn't get people's cooperation and people chose not to cooperated when asked to be the witnesses on trials

2. Relating to coordination with related agencies, it was found that most subjects agreed on the point that there was the lack of good internal coordination among The Royal Thai Police Headquarter agencies and other organizations

3. Relating to the influence of the offenders, it was found that most subjects agreed on the point that most of the accused were not influential people in the areas and did not use their influence to threaten the witnesses or to ruin important evidence pertinent to the investigation

4. Relating to politicians influence, it was found that most of the subjects were not influenced by the politicians and on performing job as investigators, they did not follow orders or requests made by the politicians

#### 6.1.4 Achievement in the investigative performance

It was found that most of the subject could finish the file of a within the time permitted by laws and they had never been blamed or disciplinarily punished for the delay of referring the file of a case to the prosecutors or having to many accumulated files of cases, and in most cases, the accused were prosecuted and in the end, convicted.

## 6.2 Hypothesis Testing

6.2.1 Hypothesis 1. Police investigators with different backgrounds have different achievement in investigative performance

It was found from the hypothesis testing that police investigators with different backgrounds in ages, years in service, duration of working as police investigators, educational level, welfare housing and experience of investigative training have significant difference in the achievement in the investigative performance

6.2.2 Hypothesis 2. Internal Factors of the police investigators organizations are significantly related to the achievement in investigative performance

It was found from the hypothesis testing that the internal factors of the police investigators office relating to man power, government subsidy, workload investigative laws and regulations, interference from the superiors, equipment and office supplies are significantly related to the achievement in the investigative performance

6.2.3 Hypothesis 3. External Factors of the police investigators organizations are related to the achievement in investigative performance

It was found from the hypothesis testing that external factors of the police inspectors organizations including people's cooperation, coordination with other related agencies, influence of the accused and power of the politicians are related to the achievement in the investigative performance

### **6.3 Recommendations from the study**

6.3.1 In the case that there were not enough equipment and office supplies, The Royal Thai Police Headquarter should set aside the amount of money for all equipment and instruments pertinent to the investigative performance such as transportation, gasoline, communicative equipment, and computer terminals etc. Moreover, the coordination between the agencies that support investigative performance, for example, Criminal Record Division, Forensic Science Division, Forensic Medicine Division and Intellectual Center should be improved to response to the performance plan and to be more efficient. Police science and high information technology such as the fingerprint record system, the crime record examining through the internet.

6.3.2 In the case of welfare housing, The Royal Thai Police Headquarter Bureau should provide more welfare houses or welfare flats to meet the need of all police investigators and if possible they should be close to the police station or in the convenient location.

6.3.3 In the case of investigators training courses, The Police Education Bureau, Personal the Police Development Institution and Investigation Institution should continuously organize investigative training courses focusing on both criminal cases and other kinds of cases to develop the investigative personal to be more competent and have wider vision in investigating career. In the case that the police investigators who held master degree achieved more in investigative performance, it is advisable that promotion for higher education should be seriously done especially in police – related field such as criminology, public administration, polities etc.

6.3.4 To obtain more cooperation from people, the principle of community policing should be applied to prevent and suppress crime.

Furthermore, police investigators must do justice to people and hold tight to police gain people's faith and this will encourage them to cooperate by notifying the police investigators the information or being ready to be the witnesses on trails

#### **6.4 Recommendations for further study**

6.4.1 There should be the study of factors that affect achievement in the performance of police investigators in other provincial police division and there should also be the comparative study to get useful information for the improvement and more efficiency of investigation

6.4.2 There should be the study of the ideal characteristics of police investigators needed by people to get the guide line for personal development to completely fit the social condition

6.4.3 There should be the study of the problems and obstructions of police investigators in abiding by 2540 B.E Constitutional Laws to procure problems and obstructions arising during the performance in investigation, and this will bring to the improvement and the correction in the investigation system to response to the aforementioned law for the benefit of people.

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## Questionnaire

The Questionnaire of factors affecting job performing of the police investigators in Provincial Police Division 1

### Section 1 Background of the subjects

1. Age.....years old
2. Years in Service.....years
3. Rank
  - ( ) Pol. Sub Lt. – Pol. Capt.
  - ( ) Pol. Maj – Pol. Lt. Col.
4. Position
  - ( ) Sub – Inspector
  - ( ) Inspector
5. Duration of Investigation.....years
6. Education (Highest)
  - ( ) 1. Below Bachelor Degree      ( ) 2. Bachelor degree
  - ( ) 3. Master Degree or Higher      ( ) 4. others (Please spiffed).....
7. Salary.....baht
8. Extra Money Earned
  - ( ) 1. None
  - ( ) 2. About.....baht
9. Marital status
  - ( ) 1. Single
  - ( ) 2. Married
  - ( ) 3. Separated
  - ( ) 4. Widowed / Divorced
10. Do you get a welfare house ?
  - ( ) 1. No
  - ( ) 2. Yes (a Single house)
  - ( ) 3. Yes (a flat)
  - ( ) 4. Yes (a rent payment)

11. Have you ever attend any investigation training ?

( ) Yes

( ) No

**Section 2. Internal Factors.**

| Statement   | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|---|--------------|-------|-----------|----------|-----------------|
| 1. Your organization has sufficient number of police investigators.   |              |       |           |          |                 |
| 2. You think that you are competent and experienced enough to perform the job of investigation efficiently.   |              |       |           |          |                 |
| 3. Most Police investigators are not devolve to their job due to family responsibility and personal problems. |              |       |           |          |                 |
| 4. Your get fully-paid from the agency after each case has been solved.                                       |              |       |           |          |                 |
| 5. On performing your job, you get sufficient subsidy.  |              |       |           |          |                 |
| 6. On performing your job, sometimes, you have to sacrifice your own money to get thing clone.                |              |       |           |          |                 |

| Statement  | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|--|--------------|-------|-----------|----------|-----------------|
| 7. So far, the workload and the number of cases to be solved outnumber the police investigators.   |              |       |           |          |                 |
| 8. You have a lot of assignment, apart from your regular responsibility of investigation.  |              |       |           |          |                 |
| 9. You think that the police investigators in your agency lack the knowledge of investigative laws.  |              |       |           |          |                 |
| 10. You think that the police investigators in your agency lack the knowledge of police rules and investigative regulations.   |              |       |           |          |                 |
| 11. You think that there should be training courses in Laws, Investigative Rules and Technologies as well as Police science for police investigators at least once a year. |              |       |           |          |                 |

| Statement  | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|--|--------------|-------|-----------|----------|-----------------|
| <p>12. Since there are a great numbers of investigative rules and regulations, and a lot of change and adjustment, it is difficult to follow all.</p>                              |              |       |           |          |                 |
| <p>13. You can use your own consideration freely when performing you job without the interference of superiors.</p>  |              |       |           |          |                 |
| <p>14. In some cases, your superiors take bribery and ask or order you to violate laws and investigative rules and regulations and even to perform your job in partial manner.</p> |              |       |           |          |                 |
| <p>15. Your office is well-equipped with tables, chairs, typewriters and office supplies like typing paper etc.</p>  |              |       |           |          |                 |
| <p>16. On performing your job, you have to bring your own equipment such as walkie-talkie and transportation.</p>  |              |       |           |          |                 |

| Statement   | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|---|--------------|-------|-----------|----------|-----------------|
| 17. There are not enough equipment and office supplies pertinent to investigation, the worse is that ones that exist are not in good working condition. |              |       |           |          |                 |

### Section 3 External Factors

| Statement   | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|---|--------------|-------|-----------|----------|-----------------|
| 1. You always get good cooperation from people, in particular, information about offenders.   |              |       |           |          |                 |
| 2. Most people choose not to cooperate when asked to be witnesses in trial.   |              |       |           |          |                 |
| 3. There is still the lack of good internal coordination among The Royal Thai Police Headquarter agencies.  |              |       |           |          |                 |
| 4. All police agencies in chart of police involving police science, for instance Forensic Science Division, Criminal Record Division, Forensic Medical Division and |              |       |           |          |                 |

| Statement   | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|---|--------------|-------|-----------|----------|-----------------|
| Intellectual Center play Important roles and are helpful to the work of investigation.  |              |       |           |          |                 |
| 5. The coordination for information between police and other agencies is in very small scale.                                   |              |       |           |          |                 |
| 6. Most of the accused are influential people in the area.  |              |       |           |          |                 |
| 7. Frequently, the accused use their influence to threaten witnesses or ruin important evidence pertinent to the investigation. |              |       |           |          |                 |
| 8. Local politicians often use their influence to threaten witnesses or ruin important evidence pertinent to the investigation. |              |       |           |          |                 |
| 9. On performing investigation, the police investigators occasionally obey the politicians for the sake of their job security.  |              |       |           |          |                 |

**Section 4 The Achievement in Investigative Performance**

| Statement  | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|--|--------------|-------|-----------|----------|-----------------|
| 1. In the past fiscal year, all cases were solved within the period of time permitted by law and official regulations.   |              |       |           |          |                 |
| 2. In the process of investigation, the witnesses and evidence were collected much enough for further prosecution by prosecutors.                                |              |       |           |          |                 |
| 3. There are many behind-schedule cases because of the large number of accumulated cases.  |              |       |           |          |                 |
| 4. You have never been blamed or disciplinarily punished for the delay in referring the file of a case to the prosecutors until it overdue the detention period. |              |       |           |          |                 |
| 5. Most of the file of a case referent to the prosecutors were dropped because the prosecutors din not   |              |       |           |          |                 |

| Statement  | Really Agree | Agree | Uncertain | Disagree | Really Disagree |
|--|--------------|-------|-----------|----------|-----------------|
| Prosecute the case.  |              |       |           |          |                 |
| 6. Mostly, when the investigation was done, you suggested the non-prosecution because on the incomplete evidence.                        |              |       |           |          |                 |
| 7. Occasionally, the police investigators had to release the offenders because they could not finish the file of a case at the due time. |              |       |           |          |                 |
| 8. Frequently, prosecutors demanded that the investigator perform additional investigation.  |              |       |           |          |                 |
| 9. In most of the case in charge of the investigators, the prosecutors didn't prosecute.   |              |       |           |          |                 |

**Section 5 Recommendation of performance achievement of the investigation officers.....**  
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|                              |  |
|------------------------------|--|
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