

**THE IMPACT OF COMPENSATION PRACTICE ON RENT
SEEKING BEHAVIORS CASE STUDY: POLICE OFFICER
AT POLICE STATION, METROPOLITAN BUREAU**

Pol. Lt. Col. Suebsakul Khemtong

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Public Administration
School of Public Administration
National Institute of Development Administration
2017**

**THE IMPACT OF COMPENSATION PRACTICE ON RENT
SEEKING BEHAVIORS CASE STUDY: POLICE OFFICER
AT POLICE STATION, METROPOLITAN BUREAU
Pol. Lt. Col. Suebsakul Khemtong
School of Public Administration**

Professor.....*Nisada Wedchayanon*.....Major Advisor
(Nisada Wedchayanon, Ph.D.)

Assistant Professor.....*Kasemsarn*.....Co-Advisor
(Kasemsarn Chotchakornpant, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of Doctor of Public Administration

Professor.....*Supachai Yavaprabhas*.....Committee Chairperson
(Supachai Yavaprabhas, Ph.D.)

Professor.....*Nisada Wedchayanon*.....Committee
(Nisada Wedchayanon, Ph.D.)

Assistant Professor.....*Kasemsarn*.....Committee
(Kasemsarn Chotchakornpant, Ph.D.)

Assistant Professor.....*Pairote P. Narakul*.....Dean
(Pairote Pathanarakul, Ph.D.)

December 2017

ABSTRACT

Title of Dissertation	The Impact of Compensation Practice on Rent Seeking Behaviors Case Study: Police Officer at Police Station, Metropolitan Bureau.
Author	Pol. Lt. Col. Suebsakul Khemtong
Degree	Doctor of Public Administration
Year	2017

This research examined the rent seeking behavior of police officers, who work in police stations under the Metropolitan Bureau, Royal Thai Police. The primary and secondary data were collected from March 2014 to May 2017. The primary data were collected by in-depth by interview of 32 police officers at the operational and administrative levels and 9 businessmen and people who had encountered the rent seeking behavior. The secondary data were gathered from the official records and other related documents. It was found there were 5 lines of work with different levels of authority as 1) Administration, 2) Prevention and Suppression, 3) Investigation, 4) Interrogation, and 5) Traffic Control. The levels of authority in each line of work were different, depending on responsibilities, position level, number of manpower in each line, compensation prescribed in the regulations, the surrounding context of the police station level.

Authority in turn affected the rent seeking behaviors of police officers. There were two kinds of rent-seeking behaviors which could be legally or illegally practiced: 1) investment in monopolizing authority. This kind of behavior was giving valuable things or benefits to the superiors or giving them services with the expectation of their support for promotion and transfer to position in return and requesting position according to regulations. and 2) use of the authority of one's

position to seek rents. The rent-seeking behavior depended on the individual especially non-commissioned police officers and the line of work.

To reduce rent-seeking behaviors, recommended: the following were 1) the checking and counter-checking system should be improved to prevent rent-seeking behaviors. 2) the scope of authority should be clear defined to prevent the abuse of discretion. 3) criteria and procedures for promotion and transfer should be adjusted to be fair for all. 4) the police's attitude toward rent-seeking behaviors as police culture should be eliminated. 5) the police should be trained to have a good understanding of their duties as police officers and 6) the remuneration system should be revised to be suitable for their work.

ACKNOWLEDGEMENT

Researcher would like to express sincere thanks to my advisor, Professor Dr.Nisada Wechayanon, for her valuable advice, encouragement, understanding, patience and unfailing guidance in making this dissertation a successful one. I would also like to thank Assistant Professor Dr.Kasemsarn Chotchakornpant for his assistance and guidance, his mentorship was paramount in providing a well-rounded experience consistent my long-term career goals. I also wish to extend thanks and appreciation to the committee chairperson, Professor Dr.Supachai Yavaprabhas for his thoughtful comments and suggestions.

I would also like to thank Professor Dr.Natchaya Chalaysap for her reviewing and formal editing contributed to the finishing stage of this dissertation. Thank is also dedicated to School of Public Administration at National Institute of Development Administration (NIDA) and my colleagues.

Finally, and most importantly, I would like to thank my family for their support and faith in me and allowing me to be ambitious as I wanted. It was under their watchful eye that I gained so much drive and ability to tackle challenges head on.

Pol. Lt. Col. Suebsakul Khemtong

December 2017

TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER 1 INTRODUCTION	1
1.1 Statement of the Problem	1
1.2 Research Questions	8
1.3 Objectives of the Study	8
1.4 Scope of the Study	8
1.5 Usefulness of the Study	9
CHAPTER 2 LITERATURE REVIEW	10
2.1 Concept the Corruption Behavior	11
2.2 Concept Rent Seeking Behavior	24
2.3 Concept and Theories of Compensation	31
2.4 Previous Research	42
2.5 Framework of the Study	63
CHAPTER 3 RESEARCH METHODOLOGY	67
3.1 Research Design	67
3.2 Population and Sampling	68
3.3 Data Collection	68
3.4 Data Analysis	74
3.5 Information Presentation	74

CHAPTER 4 THE REMUNERATION SYSTEM FOR POLICE OFFICERS UNDER THE ROYAL THAI POLICE	75
4.1 Compensation System for Police Officers	75
4.2 Standard Job Descriptions and Organizational Structure of the Police Station	100
CHAPTER 5 RESULTS OF THE STUDY	111
5.1 Rent Seeking Behavior of Police Officers	112
5.2 Factors Affecting the Rent Seeking Behavior	204
CHAPTER 6 CONCLUSION DISCUSSION AND RECOMENDATION	217
6.1 Compensation System and Standard Job Description for Police Officers	218
6.2 Rent Seeking Behavior of Police Officers	224
6.3 Factors Affecting the Rent Seeking Behavior	235
6.4 Research Findings	238
6.5 Recommendations	239
6.6 Limitations	243
6.7 Recommendation for Future Research	243
BIBLIOGRAPHY	244
BIOGRAPHY	251

LIST OF FIGURES

Figures	Page
1.1 Corruption Equation	2
1.2 The New Corruption Equation	3
2.1 Corruption Equation	16
2.2 Pornsak Pongpaew's Corruption Equation	17
2.3 The New Corruption Equation	27
2.4 Shown Type of Compensation According to Mondy and Noe	32
2.5 Ideas for Compensation of Mathis and Jackson	33
2.6 Model of Economic Theories that Influent to the setup of Compensation	38
2.7 Factors that Cause Corruption and Illegal Behaviors of Police Officers	55
2.8 Framework of this Study Research	65
4.1 Organizational Chart of the Structure of the Police Station under the command of the Metropolitan Police Bureau (Type 1)	110
4.2 Organizational Chart of the Structure of the Police Station under the command of the Metropolitan Police Bureau (Type 2)	110
6.1 Level of Authority Affecting Rent-Seeking Behavior	227
6.2 Police Using their Authority to Gain Extra Benefit or the Rent Seeking	232

LIST OF TABLES

Tables	Page
3.1 Brief Information about Police Informants at the Operational Level	71
3.2 Brief Information about Police Informants at the Level of Junior Administration or Squad Leader	72
3.3 Brief Information about People in General and Business People Experiencing the Rent Seeking Behaviors of Police Officers	73
4.1 The Pay Scale for Police Officers, Effective December 1, 2014	77
4.2 The Entry-Level Salary Rate of the Royal Thai Police	78
4.3 The Entry Level Salary of the Royal Thai Police	81
4.4 Position Allowances for Administrative Officers	82
4.5 Pay Rate for Specific Professions and Specialists	84
4.6 Allowances for Positions in the Police Cadet Academy	84
4.7 Allowances for Police Officers Working at Police Stations	86
4.8 Positions and Ranks of the Interrogation Officers	104
6.1 Remuneration for Police Officers Working at the Police Station Classified by Work Line	219
6.2 Details of Duties and Responsibilities of Each Work Line at the Police Station	221

CHAPTER 1

INTRODUCTION

1.1 Statement of the Problem

In the present time, management has been affected by the rapid economic, social and political change, and technology advance, leading to all organizations and sectors trying to develop themselves in order to gain more competitive advantage over their rivals for survival and goal achievement. One key factor to drive organizations and to raise the competitive advantage is to have resources that contribute to organizational success. Such resources must be valuable, rare, imperfectly imitable and non-substitutable (Barney, 1991). The resource in line with the resource-based view is knowledge and ability of individual employees, which will contribute to increase of the organizational efficiency (Wilson, 1994 as cited in Wright, Dunford and Snell, 2001, p. 20). Therefore, in organizational management, the importance of employees as a valuable human resource is recognized.

Both public and private organizations realize the importance of human resource management and try to develop their employees' potential and improve their behavior as desired. However, one undesired behavior, which is considered as a problem in every organization and which affects all groups, organizations and the nation is "corruption" Pope (2000, p. 2) briefly defines corruption as abusing one's power for one's own benefits. This can be done in many forms: extortion, nepotism, fraud, or speed money, etc. (Klitgaard, 1998) The problem of corruption can be found in all organizations. However, public organizations have experienced the corruption problem more often than private organizations, which hinders national development.

Since public organizations are supposed to be the main mechanism to implement public policies to maximize welfare to the people, the corruption problem is increasingly serious and affects people, and finally hinders the national development. This problem needs to be resolved by proper management and control. Corruption, which is considered as a system, can be shown in the form of equation (Klitgaard, 1988; 1998) in Figure 1.1

$$\boxed{\text{Corruption}} = \boxed{\text{Monopoly}} + \boxed{\text{Discretion}} - \boxed{\text{Accountability}}$$

Figure 1.1 Corruption Equation.

Source: Klitgaard, 1988; 1998.

The concept as shown in the corruption equation is a mainstream approach to reduce corruption. Various factors that cause corruption behavior need to be handled with focus on increasing the accountability and punishment. For example, an independent organization should be set up to check the performance of the public sector. Also, campaigns should be launched to urge people to get involved in the inspection of government officer's performance (Klitgaard, 1998; United Nations Development Programme, [UNDP], 1999), etc.

However, organizations in all sectors give importance to solving the corruption problem based on the above-mentioned approach. They have established more work units, more steps and inspection processes in order to prevent corruption. Many studies of human behavior to explain such behavior have been conducted to find out its causes, especially, the economic cause of corruption. Rose-Ackerman (1975), for example, studied the relationship between the economic structure and the causes of corruption.

The study by Krueger in 1974 emphasized the importance of rent based on the economic view of corruption behavior. This rent comes from land renting by which the owner seeks benefits from the renter (Ricardo, 1817). Human beings are considered animals that will take the highest benefit for themselves. Their incentive

can be seen in their investment in various resources in order to own land and use it to collect rent. This behavior is called rent-seeking behavior or, to some scholars, benefit seeking (Buchanan, 1980). At present, the meaning of rent extends to the compensation higher than the actual rent. When people have special attributes, such as good appearance, assets and high work positions (Buchanan, 1980; Myint, 2000), they will use them to seek more benefits and economic rent or extra compensation. Myint (2000, 39) combined the idea into the corruption equation formulated by Klitgaard (1988; 1989) and proposed a new equation. To him corruption is the sum of rent plus discretion minus accountability as shown in Figure 1.2

$$\boxed{\text{Corruption}} = \boxed{\text{Rent}} + \boxed{\text{Discretion}} - \boxed{\text{Accountability}}$$

Figure 1.2 The New Corruption Equation.

Source: Myint, 2000 adapted from Klitgaard, 1988; 1989.

When rent seeking behavior and rent gained by exercising authority of the position are considered together, authority can be compared to land which the owner uses to seek a higher rent than he is supposed to earn. In other words, he gets the rent or benefit by using authority of his position. Besides, officers use resources to gain power. They, for example, use money to get to higher work positions (Krueger, 1974; Rose-Ackerman, 1997; Boatright, 2009).

In 2009, the ABAC Research Institute of Assumption University and the Committee of Prevention and Anti-Corruption of the Government conducted a survey of people who encountered officers' corruption. The survey showed that corruption in Thailand was very severe. The results were confirmed by a survey conducted by the University of Thai Chamber of Commerce and that by NIDA (National Institute of Development Administration) in 2012. The Corruption Perception Index (CPI) by the Transparency International Organization showed that Thailand received 37 out of the total 100 points and was at the rank of 88 out of 174 countries surveyed in 2012. This rank was lower than in the year 2011 when Thailand was at the rank of

80. This means that corruption in Thailand has been very severe and needs to be resolved as quickly as possible.

Corruption is of various types (Klitgaard, 1998). The survey by NIDA in 2012 on types of corruption that people had found in public organizations revealed that the most often found was buying higher work positions (94.55 %), followed by getting money from politicians who bought their votes (93.86%) and illegally demanding benefits (92.10%), respectively. The two-corruption behaviors found to be the most important were 1) purchasing positions 2) demanding benefits illegally.

The public organization with the most often found corruption was the Royal Thai Police (Assumption University, 2009). This reflected that the Royal Thai Police encountered a serious corruption problem, which adversely affected the entire organization and the people using its services. Realizing the negative impacts of corruption, the Royal Thai Police tackled the corruption problem in its strategic development plan of 2011-2013 (Office of the Human Resources, 2011).

The Royal Thai Police is a government department under the Prime Minister Office according to the Police Act, B.E. 2547 (2004). The Act clearly defines its responsibilities, i.e., keeping peace and order, protection of safety of the people, and crime prevention and suppression (Section 6, Police Act, 2004). One responsibility specified in the Police Act is crime prevention and suppression - is also prescribed in the Criminal Code and others that involve criminal punishments, such as the Traffic Act, Narcotic Act, Weapons Act, etc. These laws also provide the police with authority; therefore, they have an opportunity to abuse it for their own benefits.

Police officers who work most closely with people are those working at the police station. The organization structure of each police station consists of 5 work lines: 1) administration, 2) crime prevention and suppression, 3) investigation, 4) interrogation, and 5) traffic control. The responsibilities of each line are specified in the rules and regulations. The abuse of authority and the proportion of illegal benefits differ (Supoj Junanuntham et al., 2004).

In Bangkok, where the number of complaints is higher than in other provinces because of rapid economic growth and population density, (Office of the Commission for Corruptions Control, 2012). The rent-seeking behavior of police officers is still

prevailing. Many of them want to transfer to police stations in the metropolitan area where they can earn extra benefits through their authority.

The statistics shows that types of corruption most often found are purchasing positions and illegal demand for benefits. Corruption is the most troublesome in the Royal Thai Police and becomes part of its organizational culture (Pranadda Chamnarnsuk, 2009). If anyone wants to be more advanced in his career or to be in the position that allows him to gain more benefits, he must lobby for that position. The lobbying can be done in two ways: The first one is to approach higher authorities or to seek help from politicians who are able to intervene with the yearly promotion. The second way is to pay for the transfer or the position that he wants (Barker, Hunter and Rush, 1994: 216), which is called, “purchasing the position”. The amount of payment depends on the position which comes with authority and responsibility (Susan Rose-Ackerman, 1996). The higher the position or the more the benefit from the position, the higher the amount of payment (Phongpaichit Phasuk and Sangsit Piriyanangsan, 1994, pp. 99-129, APM Group, 2012; Tussayan Waharak, 2012). Lobbying for a position becomes a problem, which is getting worse in the Royal Thai Police. The problem affects human resource management, for police officers who purchase positions may not be suitable for positions and the morale of other officers is lost. This behavior has affected the image of the organization and impacted people who seek its services.

Another most often found corruption behavior is called corruption of authority (Barker, Hunter, and Rush, 1994, p. 213). This type of corruption was found in the study of behaviors of police officers at police stations by Supoj Junansuntham et al. in 2004. It was found that “different forms of authority led to different corruption behaviors and different amounts of income from corruption.” For example, traffic police at the check point may demand money from offenders who are against traffic and vehicle laws, especially truck drivers, motorcyclists, etc. Those who are in the interrogation line demand money from offenders for distorting the facts and for writing arbitration reports so that there is not sufficient evidence to sue them, etc. (Kasemsarn Chotshakornpun et al., 2004). No matter what type of corruption of authority, it all reflects a bad image of the organization and people cannot get justice from the police. This is against the goal and the missions of the Royal Thai Police.

Barker, Hunter and Rush (1994: 213), identified 3 elements of corruption behavior as 1) police officers did something which should not have been done or did not do what they should 2) that action was within their power specified by law and 3) the police officers received or expected to receive different types of benefits. When this was considered along with the results of the survey of the police's corruption behaviors, it was found that purchase of positions and demand for benefits were the most commonly found corruption behaviors.

Based on the classification of the human resource management models by Kehoe and Collins (2008), at present the Royal Thai Police has the autocratic model that emphasizes strictly following the orders of the superior or the leader (Baron and Kreps, 1999). This can be clearly seen from the subordinates doing what their superiors in the hierarchy ordered, etc. Police officers must have skills suitable for their duties and obey the established rules and regulations (Kehoe and Collin, 2008). Like other public organizations, the Royal Thai Police set the management standard, including fringe benefits in the form of cash as a financial incentive for police officers (Baron et al., 2001). Its HR model is related to the organizational structure of a bureaucracy. The HR system of the Royal Thai Police is the control system (Lepak et al., 2006) through the regulations with emphasis on central command, close control and following up the personnel's performance and behavior (Wood and Demenezes, 1998, as cited in Lepak et al., 2006) In other words, the HR policy of the Royal Thai police which is based on the control-oriented human resource system focuses on control, even though the strategy of the Royal Thai Police at present (Royal Thai Police, 2011) is to stress devotion to work . The policy on salaries and other fringe benefits, for example, still follows the system that emphasizes work performance.

The problem of corruption, which is an unwanted behavior of the Royal Thai Police, needs be corrected or reduced by using suitable human resource practices within the context of the Authoritarian Model and the human resource system. Becker and Gerhart (1996) and Schuler (1992 as cited in Lepak et al., 2006, pp. 220-221) defined human resource practices, as the practices of the organization designed to reach the set goal. Previous research found that the human resource system affected the employees 's behavior and attitude in achieving the organization goal (Bowen and Ostroff, 2004; Collins and Smith, 2006 as cited in Kehoe and Collins, 2008, p. 150;

Appelbaum et al., 2000; Guest, 2002; Godard, 2001; Ramsey et al., 2000). In using control through rewarding, the Royal Thai Police at present faces a problem of not paying enough compensation to cope with the cost of living and to match the responsibility (the Subcommittee for People's Safety and Property Security of the Senate, 2004; Supoj Junanuntham et al., 2004; Sahuschai Lojaya, 1998; Komson Lekavijit, 2002). Despite the improvement of the remuneration system to cope with the cost of living, police officers' corruption behavior is not minimized. Instead, it is becoming worse, causing a doubt whether the current remuneration system is suitable.

Police officers must enforce the laws, which is a hard job, but their salaries are still too low and do not match their workload. This might be the reason why they still corrupt in various ways (Ayut Petchintorn, 1999, p. 19). In the literature review, the main cause of corruption behavior of the police is low salaries -- not enough for living -- so they use their authority to get more benefits. To resolve this problem the pay scale must be revised to suit the cost of living to prevent their corruption behavior (Klitgaard, 1998, p. 4; Tangi, 1998; Ging and Wu, 2012). Similarly, in the economic view about compensation, extra rent will not be sought if the compensation is higher than the minimum supply size derived from the inputs. In other words, a work position is like the land which the owner uses to earn an income. So, if the compensation is suitable for the duty and responsibility, that person will not seek extra benefits by abusing his authority. In contrast, if the compensation is low, he will seek a higher position to earn extra benefits (Buchanan, 1980). Therefore, the researcher wanted to study the patterns of lobbying for transfer, for position purchase, and corruption of authority, which is an important corruption behavior (Chowdhury, 2008).

So far, corruption behavior among the police has not decreased but becomes more and more serious (UNDP, 1999). If it is unsuitable compensation that causes corruption behavior, the problem can be decreased if the police get promoted to higher positions. Therefore, the main question of this research study was whether or not higher compensation would reduce corruption behavior or the seeking of extra benefits. The outcome of this study would reveal the relationship between the level of compensation, together with extra benefits received from holding the position, and the corruption behavior. The findings would (Henderson, 2006, pp. 38-45) be useful as a

guideline for revising the pay scale of police officers (Alevesson and Sandberg, 2011) and for further research.

1.2 Research Questions

1) What forms of corruption of authority do police officers at police stations under the Metropolitan Police Bureau use for seeking extra benefits? And how?

2) To what degree is the difference in extra benefits gained by police officers at police stations under the Metropolitan Police Bureau?

1.3 Objectives of the Study

1) To examine the forms and processes of corruption of authority of police offices at police stations under the Metropolitan Police Bureau.

2) To find out the level or value of extra benefits gained from holding positions at police stations under the Metropolitan Police Bureau.

1.4 Scope of the Study

This research focused on corruption behavior of Thai police officers. Only police officers at police stations in the Bangkok Metropolitan Area under the Royal Thai Police were included in the study. The subjects were commissioned police officers (Police Sub-Lieutenant to Police Colonel) and non-commissioned police officers (Police Lance Corporal to Police Senior Sergeant Major).

The economic theory was used to explain police officers' corruption of authority in seeking extra benefits and the tendency or opportunity to reduce such behavior by increasing compensation to a suitable level.

Only financial compensation and direct payment were studied; however, the other types of compensation received from abuse of authority were also reviewed.

The data collection period was from March 2014–March 2017.

1.5 Usefulness of the Study

1) To understand the forms and processes that police officers use in seeking extra benefits and the effects on all sectors.

2) To know the level or the value of extra benefits that police officers have received from abusing authority of each position.

3) To be information for the Royal Thai Police and administration or management of other organizations and the independent organizations according to the Constitution in the government sector to revise the compensation system to reduce corruption behavior.

4) To be used as a reference for interested people and those studying economic swindles, compensation, or incentive management.

5) The outcome of the research will add to the existing body of knowledge about corruption behavior and compensation improvement. The knowledge of the relationship between compensation and corruption behavior is believed to be able to close the black box of the knowledge about corruption behavior and compensation.

CHAPTER 2

LITERATURE REVIEW

This research concerns the relationship between the practice of payment affect the rent seeking behavior. The researcher reviewed related theories concepts and previous research in order to set formulate the framework of the;

2.1 Concept the Corruption Behavior

2.1.1 Meaning

2.1.2 Forms and Types of Corruption

2.1.3 Factors, Conditions, and Variables Related to Corruption

2.1.4 Principle-Agent Theory

2.1.5 Corruption Behavior of Police Officers

2.2 Concept Rent Seeking Behavior

2.2.1 Meaning

2.2.2 Important Substances of the Concept

2.2.3 Process of Rent Seeking

2.2.4 Types of Rent Seeking

2.2.5 Causal Factors of Rent Seeking

2.2.6 Effects of Rent Seeking

2.3 Ideas and Theories about Compensation (Remuneration)

2.3.1 Meaning

2.3.2 Type of Compensation

2.3.3 Concepts and Theories for Deterring Corruption

2.3.4 Purposes and Factors Affecting Compensation Payment

2.4 Related of Previous Research

2.5 Framework of the Study

2.1 Concept Corruption Behavior

2.1.1 Meaning

To scholars in general the word corruption means behavior of abusing authority to get benefits for oneself (Pope, 2000; Rose-Ackerman, 2000, p. 91; Myrdal 1968, p. 13 as cited in Pornsak Pongpaew, 1996, p. 11) or behavior diverted from the norms or a criterion. Such behavior results from motivation or some special force to seek personal benefits at the expense of the public. Personal benefits can be in any forms, e.g. valuable things, cash, or carrier support in careers, such as promotions honor, reputation, etc. Such benefits are not always earned for oneself but can be for one's group or for one's family (Bayley, Myrdal, and Nye as cited in Heidenheimer, Arnold and Johnsto, 2007, p. 7)

In perspective of administration, such behavior of the government officer is diverted from the social or public norms to focus on satisfaction of personal goals (Huntington, 1968 as cited in Sanksit Piriyaungsit, 2011, p. 18) in view of the system, government officers who corrupt take benefits of the public for their own. They do not let the public gain those profits. This meaning is similar to that given by Van Klaveren (as cited in Heidenheimer, Arnold, and Johnston, 2007), who defines corruption behavior as illegally from the public by freely abusing one's authority prescribed by the laws without care for the people.

Term corruption is mostly understood as irregularities performed by government officers or embezzlements (Sopon Sriworapoj, 1996, p. 63). The Anti-Corruption Act of the 1999, Section 4 indicated that "corruption of duty" means "performing or refraining from performing the duty or making others believe that they have authority while in fact they do not in order to seek benefits for themselves or others". In Section 1 of the Criminal Code "corruption" means "illegally seeking benefits by using laws for its own benefits or others". It can be said that corruption behavior is performing or refraining from performing one's duty and illegally one's using the authority of position to seek benefits for oneself or for others. This meaning is similar to the meaning giving by of the other scholars mentioned above.

Based on the literature review, the term “corruption behavior” in this research study is “behavior of using authority that one owns illegally in order to gain benefits for oneself”

2.1.2 Forms and Types of Corruption Behavior

The term “forms” refers to “pattern or model set as a standard or guideline to follow”. Term means “a class, a category, a group, a kind or a division, etc.” (The dictionary of the Royal Institute, 1999). In this research, the researcher wanted to find out the forms of corruption that are accepted anyone corrupt police officers. Base on the afore-mentioned meaning, corruption behaviors are many forms, classes, and types. From the literature review corruption behaviors can be classified by actors into three categories: corruption by politicians, corruption by government officers and corruption by businessmen. The forms of corruption can be classified by the quantity or value into 3 types: small, medium and large. Researchers classify corruption behavior into many forms, some of which will be mentioned below.

Rose-Ackerman (1999 as cited in Bhargava and Bollongaita, 2004, pp. 90-91) classifies corruption by quantity into 2 forms: 1) petty corruption done by low-level government officers, who receive bribery during their service. This form of corruption is practiced by many government officers and affects a lot of people too, although the amount of money is not very high. And 2) Grand corruption done by high-level government officers, especially in politicians and high-ranking officers the amount of money is high a high and the corruption affect a wide range of people.

Robinson (1998, pp. 89-90) classified corruption by practice and situation into 3 forms as 1) incidental corruption, 2) institutional corruption and 3) systematic corruption. Robinson’s incidental corruptions similar to corruption, which involves a small amount of money and this corruption behavior is found among lower ranking government officials and the victims are individuals. Although it does not seriously affect the national economy it can hurt the feeling of the people as citizens traffic police officers demand money from drivers, who violate traffic rules etc. (Sangsit Piriyarungsan, 2001, pp. 39-40)

The institutional corruption take place within institutions or organizations. The wrongdoers are those government officials who are in the administrative position at the time. The means for corruption has been set in the work procedures. The systematic corruption is prepared in advance before pelicans or administrations follow the set plan. (Sangsit Piriyarungsan, 2554, pp. 39-40)

Heidenhcimer (2007, pp. 137-154) had divided the type of corruption according to the tolerability of society into two level as one is to the high social level and lower social level which is the majority of the society. He also classified the type of corruption into 3 types as 1) black corruption means that most of high social level and majority of people agreed that this type of corruption must be blamed and punished 2) gray corruption means that some of the high social level see that this kind of corruption should be blamed and punished but on the other hand some of the high social level does not see that this should be blamed or punished and for the lower social level most are not sure and undecided and 3) white corruption means that most of the high social level and the majority of people agreed that this kind of corruption should not be blamed or punished because it is not serious and both level are not willing to punish.

When taking the way Sangsit Piriyaruangsan (2011, p. 45) classified the corruption, we found that he had divided into 4 types which are 1) administrative corruption 2) political corruption 3 economic corruption and 4) business or corporate corruption which have details as follows:

1) Administrative Corruption is the corruption in the administration that use the authority in their duties for their own benefits and this type of corruption would be over the legal limit of that person but use them to set the policy and practice the policy to achieve it such as purchase the position, accepted person or hired a person to be in the government services by using their personal relationship, transferred government services using families ties or friendship without any consideration to the abilities and principal, etc.

2) Political Corruption have two kinds as to behavior that society are able to see clearly and the other is the behavior that are not clear cut or the society unable to decide whether or not it is corruption.

3) Economic Corruption this is to lean the authorities of the public officers combined with the public interest. In another word, this corruption behavior of the public officers uses the authorities in the government for their benefits or the rent seeking

4) Business or Corporate Corruption is by using the trust given to them to seek personal interest or benefit from the business world that is mainly monetary profits (World Bank Institute, 2008).

From the review of the forms and the types of corruption above, the researcher found that all the clarifications can be used for data analysis, depending on individual researchers. However, the form of corruption the researcher found the study of rent seeking behavior is economic corruption because suitable for the theory of rent seeking behavior can be considered together with the monopoly and the excess profit, The renting from the monopoly. In the rent-seeking process, police officers exercise their authority to use the public resources for their own benefits and abuse the market mechanism or hinder the marketing system. They to take advantage of businessmen and consumers. Therefore, the researcher will conduct the study of the following topics.

2.1.3 Factors, Conditions and Variables Contributing to Corruptions

The meaning of factors, conditions and variations come from in the Dictionary of the Royal Institute 1999. The factors mean “causes” and conditions mean situations to which facilitate the seeking of benefits, depending on time or other conditions. Variables mean “things that the researcher observes as they are expected to cause change in the positive or negative direction.” Factors, conditions and variables can lead to corruption behavior. Previous researcher defined corruption in different ways, which indicated that the cause of corruption and situations, are different depending on the context and the definition of each researcher.

The researchers reviewed the cause of corruption and the situations facilitating corruption as follows.

Factors or causes of corruption behavior In I previous studies, corruption stemmed from inequality of people in the society in various ways, such as wealth, power and status (Dobel, 1978 as cited in Sangsit Piriyaungsan, 2006a, p. 34). Later

the virtue of the rulers such as politician and government officials whose practice was diverted from the normal practices was found to be cause of corruption. (McMulla, 1961; Leff, 1964; Leys, 1965; Nye, 1967; Scott, 1969 as cited in Sangsit Piriyaungsan, 2006a, p. 34).

From the economic view of the Neo-Liberal School, corruption stemmed from the intervention of the market mechanism of market. As a result, 1) private organizations to have no to compete 2) government's domination of market and lead to the centralization motivation of power and 3) government 's too much control of the cause corruption (Meny, 1996; Banfield, 1975 as cited in Sangsit Piriyaungsan 2006a, p. 35). In the political view, nine that cause corruption are: 1) The Patronage system 2) economic, social and political inequality 3) the gap between demand and supply 4) too much or too little market intervention 5) too many or too few state regulations 6) too much role of the government in the social welfare provisions 7) financial and economic crises 8) politicians, lack of honesty and 9) weak public corruption inspection system (Werner, 1983, p. 148 as cited in Williams, 2000, p. 189)

In the present time, the cause of corruption is believed to result relationships among the governments, government officials and businessmen or entrepreneurs. First, the government and government officials an authority for discretion judgment or decision 2) The bureaucracy had accountability and transparency and 3) businessmen and entrepreneurs are highly competing for monopoly, causing them bribe government officials (Naim, 1995; Heywood, 1997; Warioba, 1997; Alam, 1989; Johnston, 1986 as cited in Sangsit Piriyaungsan, 2006a, p. 38)

In Thailand corruption results from the relationship and patronage since the past. Senior government officials often use their positions as to seek profits by accepting bribes in return for their service or support (Van Roy, 1970 as cited in Theerapat Serirungsan, 2006, p. 34) Or it might come from 1) same grips of the laws/outdated laws/lack of efficiency in law enforcement, 2) using the authority or refrain from using it to gain a profit or the right to own resources unfairly 3) an opportunity for government officials to exercise their discretion freely 4) lack of an effective checking system and the public's ignoring corruption 5) government officials, lack greed and lack of unities and conscience of 6) the patronage system,

including a low income but a high cost of living (Eamorn Chaibuadang, Pirat Tespanich and Klung Satienseth, 2005, p. 22-28)

As for conditions or situations that facilitate corruption, there are 4 conditions influencing the decision to commit or not commit corruption: 1) Opportunities. That is, men tend to have corruption behavior if they have a chance to do it. 2) Incentives. A benefit they can gain is an incentive for corruption. 3) Risk the pressure state is also a partitive incentive for corruption to get caught and to be confiscated later, and 4) Honesty, such as fear to be harmed or which is an individual's virtue. (Suthee Aregartsalerk, 1999 as cited in Theerapat Serirungsan, 2006, p. 42)

Variables that would cause corruption behaviors (Klitgarrd, 1988; 1997; 1998) proposed the principal-agent theory. He explained that "the corruption would occur when the agent is dishonest, not protecting the benefit of the leader in the work process of". He also described the variables that affected corruption behavior by using an equation that corruption behavior equals the monopoly of authority plus the use of discretion and minus the accountability as shown in Figure 2.1

$$\boxed{\text{Corruption}} = \boxed{\text{Monopoly}} + \boxed{\text{Discretion}} - \boxed{\text{Accountability}}$$

Figure 2.1 Corruption Equation.

Source: Klitgarrd, 1988; 1998.

Later Pornsak Pongpaew, (2000, p. 13) studied the index of corruption in Thailand with focus on accountability and found that the factors that caused the corruption were similar to those indicated by Klitgarrd, (1988; 1998). He found four variables that contributed to corruption 1) Monopoly of authority withholding the decision to oneself and not empowering it to others 2) Use of discretion alone without teamwork and with no clear description of specific responsibility, 3) Accountability the standard of practices must be clearly indicated and 4) Transparency Officials involved must be honest. The merit system should be used for effective management and there should be continuous campaigns on honest campaigning continuously about honesty.

The first two variables are private ones which cause to corruption behavior. The more the monopoly of authority and the more the used of, the more the corruption behavior. However, if an organization has a high level of accountability and transparency, the corruption level will be low. (Pornsak Pongpaew, 2000, p. 5) See equation in Figure 2.2



Figure 2.2 Corruption equation

Source: Pornsak Pongpaew, 2000 adapted from Klitgaard, 1997.

2.1.4 Principal-Agent Theory

The principal-agent theory has been used to analyze corruption behaviors at international, national, and macro-levels, or behavior of individuals in the government organizations (Sangsit Piriyaruangsan, 2006, p. 69). The frame of theoretical analysis was initiated by Edward C. Bandfield, who focused on the analysis of corruption of the United State of America government, taking into consecution the relationship between business organizations and government organizations. The Principal-agent theory has been further developed by two economists, Susan Rose-Ackerman and Robert Klitgaard. Even though this theory is classical framework for explaining corruption behavior, it is still popular and is said to be the main stream for analysis and explanation of corruption behavior in the perspective of political scientists and the economists at present (Susan Rose-Ackerman, 2006, p. 190). Because the theory is a poplar framework for explaining corruption as mentioned above, is based on this theory in studying rent-seeking behavior.

2.1.4.1 Meaning

Mayston, (1993 as cited in Bezhanyan 2011, p. 14) defines the principal as the owner of the resources and the agent as one who only control the daily work on behalf principal.

Morgan, (2003 as cited in Bezhanyan, 2011, p. 14) states that the principal is the shareholders or partners, but the agent is a work unit that is responsible for deciding the strategy in the company.

Josselin & Marciano (2004 as cited in Armen Bezhanyan, 2011, p. 14) states that the agent is someone who is hired by the people and is given power in accordance with the social rules that is, an agent volunteers to work for the principal. Therefore, the principal or the first employer is the people and the ruler is the agent or the first employee.

Bandfield (as cited in Sangsit Piriyarangan 2006, p. 69) points out three key actors as the Principal, the agent and the person under the patronage. In the analysis of corruption behavior, the principal is an individual, an organization, people or the high-level officers in the government. On the other hand, the agent is an official clearly assigned to perform work under the name of the principal or on behalf of the principal. Finally client is a third person or a person under the patronage who is a stakeholder in the work of the agent the client can be a person or an organization.

From the above definitions, it can be concluded that the principal is the person who give his power directly or indirectly to another person to do something for him. In case of sector, the principal is the owner of the resources, shareholders or partners. In case of the government sector, the principal is a person, an organization, people (who pay taxes, or a high-level officer of the government, or the government itself.

On the other hand, the “agent” is an employee or a person who agreed to work for the principal. In case of the private sector, the agent is the department responsible for strategic decisions in the company, or is the employee who control work on the daily basis on behalf of the principal only. In case of the government sector, the agent is a government officer who had been assigned to work on behalf of the principal.

2.1.4.2 Key ideas of the principal-agent theory

In working on behalf of the principal, the agent must exercise his discretion to all problems. The more the scope of the problem, the more the agent must use his discretion. In some cases, and on some occasions, the leader himself may not be able to control all the agent’s work corruption may occur whom there is a

conflict interest between of the principal and the agent, especially when the third party is a client who offers money or other benefits in exchange for some conditions. In such a situation there is a chance for corruption. But corruption tends to occur when the agent is dishonest to the principal interest during the work process (Rose-Ackerman, 2006b, p. 164: 2006b, p. 169).

As mentioned earlier, Edward C. Benfield indicates three actors (i.e., the principal, agent and the person under the patronage) as causal factors in his principal-agent theory. He starts the analysis with the principal, links him to the agent and ends up at the client or the person under the patronage as detailed below.

1) Corruption in the Private Sector

When the principal is the owner of the resources, the shareholder or the partner in the company, he can directly authority the company board others to be an agent to represent him. The agent is a work unit that makes decisions on strategies in the company, or may be an employee who controls work on the daily basis on behalf of the principal only. In the process of work on behalf of the principal or the boss, the agent must exercise his authority in various issues, and the wider the scope of the issues, the more careful he must use his discretion. In some cases, or occasions, the principle himself cannot control all of the work done by the agent. At this point, there is a chance for corruption to occur. The last actor is the client or the third person or a person the under patronage who is a stakeholder of the agent's work. In some cases, the client can be a person, people or an organization.

2) Corruption in the Public Sector

The principal may be a person, an organization, people (who pay taxes) or any high-ranking person of the government or the government's representative. These persons may be directly or implicitly given authority to act as their agent.

The agent a civil servant who is empowered to represent the principal or his boss. This agent must use the power to study various issues in the bureaucracy. If the scope of an issue is wide, the agent then need to exercise the authority more carefully. In some cases, or occasions, the principle himself may not be able to control the overall work and at thus there is an opportunity for corruption to occur. The last actor is the client who is the third party or the person under the

patronage benefit will be gained or lost, depending on the work of the agent. In some cases, the client is a person, people or an organization.

2.1.4.3 The Principal-Agent Process

The Principal-agent process is under the economic and political system that is driven in conformity with the rules and regulations under capitalism and democracy in which there is interaction among the principal, agent and the client in both the public and the private sectors.

The interaction among these three actors is of various types but the theory of Robert Klitgaard's Theory gives importance corruption in terms of difference between the principal or the public's interest and the agent or private interest. He mentions that "corruption occurs interest when that agent is dishonest to the interest of the principal in the process of work". His explanation is consistent with Goudie and Stasavage who state that Robert Klitgaard has suggested the analysis of their dimensions of the organization structure which are the causes of corruption: 1) government officers' monopoly 2) discretion level of government officers as prescribed by the law, and 3) accountability level within the organization. (Goudie and Stasavage, 1998 as cited in Robert Williams, 2000, p. 427). Pornsak Pongpawe and others (2000, p. 5) have added transparency as the fourth cause in the analytical framework as seen in Table 2.2

The Principal-agent theory emphasizes the public interest as a main factor with the transparency and accountability as variables of good governance of the political institution, rather than evaluation of the actions of the persons involved or the officials or persons under the patronage.

2.1.4.4 Variables in the Analysis of Corruption Behavior Based on to the Principal-Agent Theory.

The researcher has briefly described some important variables that cause corruption. Next, he will further elaborate this Principal-agent theory proposed by Robert Klitgaard who studied three dimensions of the organizational. These dimensions or variables are 1) government officers' monopoly 2) officers' discretion as specified by law and 3) accountability (see Table 2.1) In 2000, Pornsak Pongpawe, a Thai scholar in political science and his team studied Thailand's corruption index, taking into consideration the index building and reliability. They added transparency

as the fourth (Table 2.2). They recommended that the four variables should be used in studying the cases of corruption. (Pornsak Pongpawe et al., 2000, p. 5)

The first variable accountability. If the agent is not responsible for achieving the goal or obtaining the benefit, this will lead to the conflict of the principal's goal principal and the agent's goal. If the agent is interested in getting his own benefit or is dishonest to the principal and there is no accountability system, then this will trigger corruption.

The second variable is discretion. In the process of work on behalf of the principal, the agent must use his discretion to various issues and if the issues are having a wide impact, he must use his discretion more carefully. At the same time, the agent uses his discretion to benefit himself and is dishonest, then the variable "discretion" will trigger corruption.

The third variable is the transparency within the department or organization or institution. In the process of working on the principal, in some cases and on some occasions, the principal has no complete control of all the work. If the agent conceals any information about the work and profits and is dishonest the principal, this concealment will in turn profit the agent and finally the will bring about corruption.

The fourth variable is monopoly. If there is monopoly of production or services in the government or the private sector, there will be no free competition in the market mechanism, this will bring about rent-seeking behavior or higher income. It will benefit politicians, high-level officials or businessmen who seek rent. Finally, monopoly will trigger corruption.

In practice, if the real intention of the Principal-agent theory in the service business is considered, it is the people as the principal who give the power to the agent, which can be all the political sector, i.e., members of the parliament or the Cabinet and the government sector, e.g., high-level officials down to the lower officials working on behalf of the people. But the said agent do not perform their duties as they should, perhaps because of various factors that make them receive more personal benefits than those the principal. Therefore, they do not work or execute the organization of their principal to the full extent or do not develop the organization fully as they should. If previous performance of the agent is evaluated, Thailand will

get Corruption Perceptions Index (CPI) of only 3.4 and 3.7 in the year 2011-2012 consecutively. This means that the country still encounters the corruption problem. In the past the agent did not work as efficiently as expected by the people as the principal or the owner of the country. That is, the people as the clients were not properly looked after. The government sector did not achieve the goal of maximizing social welfare for the people, partly because politicians and officials as agents corrupt dishonest to the people as the principal.

According to the principal-agent theory, employers and employees in the business sector care only their own interest, so they have different views in wage and performance. The principal would rather pay less but have maximum work, while the agent wants to work less but earned the maximum pay (Smith, 1776 as cited in Laffont and Martimort, 2001, p. 18). Therefore, the interest of the employer and that of the employee are in the opposite direction, which creates problems such as a protest for overwork but underpay, resentment of welfare or pay compensation, and poor performance, etc. In this situation, the employee does not work in the full capacity as agreed in the contract with the company and uses his own discretion, there is lack of transparency, accountability, and honesty, and finally embezzlement of the company assets may occur.

2.1.5 Police Corruption

Most government officials are corrupt by abusing their authority. They have authority prescribed by law but refrain from taking action or use the authority in order to seek benefits. Police corruption is different, although they are state officers like other government officers. Police officers have a role in providing justice in the juridical process. They have the duty to enforce the laws. They have the rights to search, make an arrest, collect evidence, etc. According to the Criminal Procedure Code, Section 2 (16), police officers are “officers whose duty is to keep peace for the people”. One important element of police corruption behavior is that “a police officer accepts exchange for doing or not doing what he must do as prescribed by law”. Police corruption can be classified by behavior into three types (Barker, Hunter and Hunter, 1994, pp. 213-216). 1) The police officer did something he should not have done or refrained from doing what he should 2) his action was related to his duty as a

sworn police officer and 3) that police officer received or expected to receive valuable things in return such as cash, products or services. The characteristics of police corruption behavior are as follows:

1) Corruption of Authority. A police officer might receive returns in various forms, such as food and drinks, other services or valuable things. Even though the giver might not want anything in return or does not expect something in return at the time or does not want police to abuse their authority immediately, the problem might emerge later on. That is, when the giver 's relatives, friends, etc. need to contact certain organizations, these persons might request assistance from that police officer and he might have his authority to help him. No matter what amount of gratuity it may be, there is a chance to compromise his authority, which affects justice.

2) Bribery or Kickbacks. A police officer might receive benefits from some in various forms in exchange of exercising his authority in the line of duty such as forklift business, car repair shops, etc. Entrepreneur can benefit from having in a good relationship with the police in the area. Their customers must be involved with the duty of the police. For example, when is a car accident, the police officer will call for forklift or towing service, offered by the entrepreneur who has given him a bribe before.

3) Opportunistic thefts. A police officer might steal something from those who were arrested or from crime victims, including stealing valuable things in the scene. The police officer who have such a behavior might not have any intention to steal at the beginning but when there is an opportunity and he thinks that there is little risk to be seen, he will do it.

4) Threats for money or shakedowns. A police officer might demand money or valuable things from criminals or arrested persons who are guilty of a crime or who are or traffic offenders, etc. so that they will be released, or their penalty will be reduced.

5) Protection of illegal activities. A police officer might receive cash or valuable things from illegal businesses (vice operators) for protection, which include gambling dens, illegal products, and brothels. He might demand protection money from owners of legal businesses which operate their business against the regulations.

These business owners will pay the police so that they will be allowed to violate the regulations. For example, they might open bars beyond the time limits or sell drinks not in the permitted list.

6) Abuse of discretion in crime investigation or fixes. A police officer might exercise his authority in the judicial process by abrogating criminal cases or even petty offenses so that the wrong doer does not have to be punished by law. Such a behavior depends on the authority of each level of the police. For example, a patrol police officer might abuse his authority in small cases, such as not issuing traffic tickets, while Interrogating officers may abuse his authority in the interrogating proem in order that the criminal will not be taken to court.

7) Direct criminal activities. The police themselves might behave as criminals or are involved in drug cases. They are called crooks in the uniform.

8) Internal payoffs. Briberies within the organization or internal payoffs are a type of corruption among the police themselves as doers and receivers. For example, a police officer might offer cash or a benefit to his supervisor in exchange for switching the duty or for promotion. Both the doer and the receiver are concept.

2.2 Concept of Rent Seeking Behavior

2.2.1 Meaning

The study of profit seeking behavior, the concepts of rent and rent seeking are examined. Rent is a personal profit an individual gain from the public cost by using public resources to create a low benefit. Rent seeking is “the process of seeking benefits by government officials, which causes a loss to a lot of people who have to bear a burden of paying more than the normal price”. Tullock (1989 as cited in Harris, 2003, p. 42) define rent as higher than usual price people have to pay for rare products or monopolized merchandise. So, rent seeking, is “corruption”. (Morris Szeftel, 1998 as cited in Williams, 2004, p. 406)

In addition, Mauro (2012) explains that rent is an excessive profit. Rent seeking is “the process in which government officials take bribes in return for issuing permits or quotas to businessmen (Mauro, 2012). Similarly, Thai scholars define rent

as a higher income or return than usual, using the price in the normal market as a criterion. In competitive rent-free market, the price is equal to the marginal cost. Rent is the money paid to officials or politicians to obtain some kind of privileges. (Sungsit Piriyarungsan, 2006, p. 23; Pasook Pongpijit and Nualnoy Treerat, 2003 as cited in Sungsit Piriyarungsan, 2006, p. 64)

The meaning above indicates that rent or rent seeking refers to a government official's using authority to get a personal benefit, or corruption. In this study, rent seeking behavior is the behavior of a police officer who makes an investment to get to higher position to in order to have more authority to seek illegal benefits”.

2.2.2 Key Points of the Concept

The study of rent-seeking behavior is the investigation of corruption behavior based on the economic concept: The assumption is that everyone is selfish by nature (Smith, 1776). This selfishness gives rise to the free market system for public interests. Smith (1776, p. 83-85) explains further that “if men lack virtue or moral to control their behaviors, they will cooperate in taking advantage of other when they have an opportunity?” In addition, the government should not intervene the operation of the private sector but should exercise its authority only when necessary, such as to protect of the country, to keep justice and to maintain public property, etc.

In contrast, the government can intervene the operation of the private sector so that people will have jobs. It can also make monetary and financial intervention. (Keynes as cited in Din Pruchaplueat, 1992, p. 202-205). However, the government intervention is opposed if there is no good reason or fairness.

Therefore, when the government creates monopoly by cooperating with business politicians with the reason that the market has failed, while in fact did not really happen, the monopoly will give rise to rent because the government limits competition, not allowing other people to enter the market, or the so-called “barrier of entry” which allows only one group to monopolize the business. This situation will attract more to participate because of the attractive rent and will lead to rent seeking. Rent and rent seeking occur when someone creates a barrier to hinder the market mechanism. Then the rent will bring about a surplus. The surplus does not naturally occur but is created by people in the government or the private sectors.

When the government creates rent --either with good intention or with bad intention--someone will receive the rent. Normally, the person who receives the rent will want to maintain the interests and thus will call for the government to continue providing the benefit because he is addicted to it. If he is greedier, he may want to expand the size of the rent. Later persons who benefit from rent will form groups as the vested interest groups, such as Trading Association, Industrial Association, etc., so that they are able to make a bargain or to bribe the government authorities to maintain or expand their rent continuously for a long time without changing hands because of the high earnings and profits.

The earnings or profits that are higher than normal when compared to the free market is the definition of for “rent”. Surplus in the Thai context stems from rent seeking, with the cooperation among politicians and high-ranking officials and political businessmen to obtain some privileges in concession, bidding, etc. The result is a great loss to the people who have to carry the burden of paying higher prices.

The original economic meaning of rent is the land of which the owner seeks profits from the tenant (Ricardo, 1817). The belief that all human beings are selfish is in line with the fact that humans are economic animals who seek maximum profits for themselves. Therefore, men tend to be motivated to 1) make investment to obtain or to monopolize land and 2) to collect rent by leasing land. These behaviors are called rent-seeking or profit seeking in some cases.

Even though rent-seeking can be interpreted as the government intervention in the operation of the private sector, leading to rent as mentioned above, scholars at present have extended its meaning to the amount of return that is higher than normal. When a person own extraordinary thing such as land, look, property, authority of the position. That person will use it for rent-seeking (Buchanan, 1680; Myint, 2000). In rent-seeking a person must use what many people do not have. In other hand, that person uses his monopoly in seeking profits for himself. Myint (2000, p. 39) put rent-seeking into his corruption equation (Klitgaard, 1988; 1997) and proposed a new one; that is, corruption or rent-seeking is the sum of rent and discretion minus accountability (See the Figure 2.3).

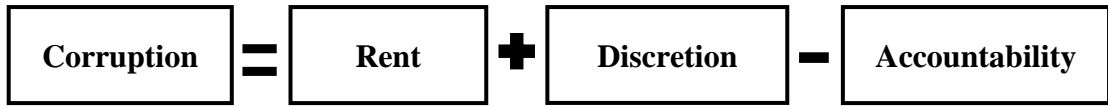


Figure 2.3 New Corruption Equation.

Source: Myint, 2000 adapted from Klitgaard, 1988;1998.

From the above meaning of rent-seeking, authority and responsibility of an official can be compared to land the owner of which monopolizes power to seek rent in various ways, such as investing resources to hold and monopolize a work position and use that position to earn profits for himself illegally (Krueger, 1974; Rose-Ackerman, 1997; Boatright, 2009)

The study of rent-seeking behavior aims to understand the motives for corruption based on the economic theory. Chowdury (2008) who studied corruption defined it as “the process of rent by government officers. To gain rent, politicians and government officers have to pay the cost to obtain authority in decision-making and discretion under the basic assumption that humans are economic animals, so they want to maximize rent under their discretionary power”.

2.2.3 Process of Rent Seeking

The rather obviously phenomenon of rent-seeking is to monopolize the market with the reason that the market is a failure while it is actually not. The thing that follows is rent. For rent-seeking to be possible, there are 3 ways of intervention.

1) Intervention of the administration so that it will implement the policy to serve the private sector. This can be done by pushing the government to exercise its authority to intervene the market for the private sector. with the intention to gain a surplus profit or rent

2) Intervention of the legislation so that it can leave a gap for the private sector to freely seek surplus profits by legal monopoly. One subtle method is to amend the law concerning qualifications of the person who has authority in making decisions or in management, or passing the law to appoint some high-level officer to be in the position that can facilitate rent-seeking so that the intervention will achieve

the initial goal, i.e. conflict of interest, leading to economic rents, which is the ultimate goal. This high-level officer will get a high rate of compensation in return.

3) Intervention of media through providing advertising funds to cover up the truth of taking advantage of consumers by monopoly. In this way, the cost of rent seeking can be reduced.

The whole process mentioned above gives rise to social costs. If rent seeking process exists in any society, its progress will be slower than usual.

2.2.4 Types of Rent

Economic Rents can be classified in many ways, depending on the point of view of individual scholars and their definitions. Khan and SundaramJomo (2000 as cited in Sangsit Piriyaungsan, 2006a, pp. 65-66) explains that rents stem from many factors, such as monopoly; support and transfer of government resources through the political mechanism; illegal transfer of resources by business operators etc. Therefore, Rents can be classified by cause into 6 types.

1) Monopoly rent: the income or profit that is higher than normal resulting from the monopoly of production, sales or services. Such rents way results from preventing new manufacturers from entering the business, or receiving a privilege from the government, or the capability to produce.

2) Rent based on transfer: the income similar to general rents this the income comes from the transfer of resources through the government mechanism of passing laws or even through the intention to violate laws, such as transfer of tax money, transfer of support funds, transfer of public resources like land, forests, mountains, and so on to be private property.

3) Natural resource monopoly rent the income from access to scarce natural resources through laws, such as monopoly of oil and natural gas drilling.

4) Schumpeterian rent: the income from innovation, new inventions under the patent of intellectual right. (Jeff Tan, 2008, p. 69)

5) Rent from learning: the income from working in the fields that do not have enough graduates such as medical science, engineering, architecture use etc. All these graduates need a license to work.

6) Monitoring and management rent: the income from adopting and applying knowledge in different fields to develop organizational quality or management to reduce costs and increase profits for the organization.

The first three types of rents above involve government officers' corruption and the last three involve the ability or efficiency of entrepreneurs or individuals themselves. Whether corruption will take place or not depends on the context of the society at that time. On the other hand, rents can be classified by cause into 2 types: artificial rents and nature rents. Artificial rents often result from government activities or policy, such as monopoly rents, rents from transfer of resources, rents from monopoly of natural resources, Shumpeterian rents, etc. The second type, natural rents, is not incurred by the government. Natural rents include rents from learning and rents from good management, etc. In some societies and some periods time rents from innovations can be natural rents. Likewise, some conditions can make rents from learning and rents from management become artificial rents because the government might see that it is important at the time to set a policy to lead the society (Szeftel, 1998 as cited in Williams, 2000, p. 406)

2.2.5 Causal Factors of Rent Seeking

Tullock (1993 as cited in Harris, 2003, p. 42) explains that rents occur when the supply of goods or services are limited and the person with authority to seek rents also limits the supply so that the goods or services are not naturally available". Rent seeking is one of the forms that officials exercise their authority in the bureaucratic system in a wrong way for their own benefits. As Tullock (1993) said, "rents result from the public officer's use of their statuses in a wrong way to take bribes or cash from the private sector for their own benefits.

The above statement indicates that "monopoly of authority in position" is one of the factors that cause rents or rent seeking behavior. Buchanan (1980) gave an explanation based on the economic theory that "rent seeking will not occur if compensation from rent seeking is not over the minimum supply size derived from the inputs". In other words, authority of the position is like land or property from which the owner can seek profits. If any position yields a suitable return for that level, the

person in the position will not abuse his authority. In fact, rent seeking takes place because officers do not earn more than their normal pay.

2.2.6 The Effects of Rent Seeking

Tullock (2005, pp. 92-93) explains the effects of rents, saying that “monopoly is wrong, and it increases the cost in which the society has to bear painfully. Those who have monopoly do not have to work hard or really make an investment, but they receive maximum returns”. Therefore, in general, rent-seeking is a problem caused by monopoly. Rents can be incurred by the government itself. Its intervention makes consumers pay at a higher price than the normal market price. Even worse, the society as a whole will lose benefits from ineffective resource management.

Finally, the effects will be on the natural economy as rent-seeking will reduce the importance of the production and the service sectors because rent seeking is believed to yield more profits than wasting time on production and service activities. The result that follows after the intervention in the market mechanisms inefficient distribution of resources and lack of competitiveness in the private sector; meanwhile, the political sector will be full of corruption and conflict of interests because politicians and officers will use their power in rent seeking in exchange for bribes (Tullock, 1993 as cited in Harris, 2003, p. 42)

Similarly, Szeftel (1998 as cited in Williams, 2000, p. 407) states that rents and rent-seeking have some weaknesses. They reduce macro-economic activities and destroy small businesses, which affects the poor, damage the environment, reduce foreign investment, and slow down the economic growth rate. The basic infrastructure will have no quality, and services given to the people are poor. And abuse of government funding will occur because officers will seek rents, etc.

In summary, rents have the following effects: 1) private enterprises that have monopoly will get higher profits than usual. Monopoly is attractive and is desired by private enterprises, while consumers have to pay at a higher price. 2) High profits induce general businessmen and politicians to enter the rent-seeking procure such as lobbying, bribery, etc. and cause them to overlook the real production sector and 3) Rents effect the cost of living because people have to pay high prices for products or services, such as electricity, water, telephone bills, transportation, fuel, etc.

2.3 Ideas and Theories about Compensation (Remuneration)

2.3.1 Meaning

In consideration of the meaning of the word compensation, many educators had given the scope such as

Nuttapun Kajornnund (2005) said “the benefits given were in various economic financial as salary, compensation or other benefits that company paid to its employee for their works”.

Dessler (2005) given that “compensation means all types of payment or rewards to employee by the employers in which could divided into 2 parts that is direct financial payment which are wages, salary and incentives, commission and bonus and the other part is indirect payment which would be in benefit as non-financial such as payment for life insurance, vacation, etc.”

Milkovich and Newman (2005) given the meaning as “compensation means as the types of payment in financial and services in the natural forms including benefit to employee as a part of their works”

From the meanings given above, even there might be some variations but the compensation which employers or organization pay to employee or staffs are for the works that they had performs. Therefore, the researcher sees that the meaning of compensation that is suitable and cover all details such as compensation that all various expenses that organization had paid to those who works for them could be in the form of financial or non-financial but for the duties and responsibilities and as an incentive to work effectively and to boost their morale and wellbeing of their families for the better.

2.3.2 Type of Compensation

There are various dimensions for the consideration or set type of compensation such as divided according to the economic enterprise to be as financial into 2 types as compensation in financial such as wages, salary, bonus and non-financial such as work environment or divided into direct financial and indirect financial, etc.. (Ruaengwit Kasesuwan, 2005, p. 7) shown in the figure 2.4

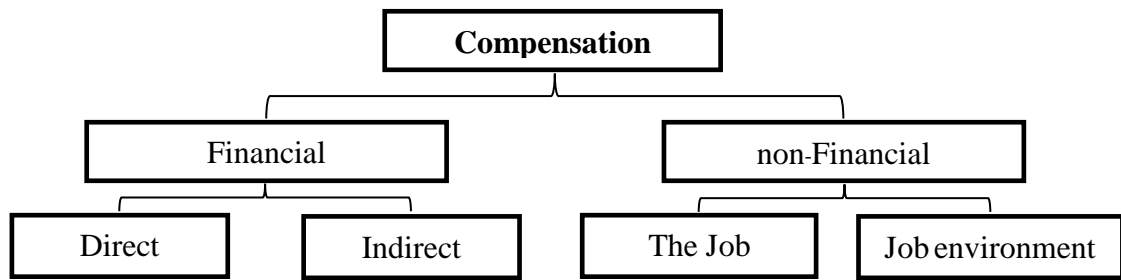


Figure 2.4 Shown Type of Compensation According to Mondy and Noe.

Source: Mondy & Noe, 2005, p. 285.

From the figure above, this shown the type of compensation that could separate into financial which had 2 types as 1) direct payment such as payment directly to employee as wages, salary, commission and 2) indirect payment as to be benefits or welfare beside the direct payment and could be as benefits or welfare according to the laws and beyond that could be non-financial as things or rights or various services that employer provide for their employee or staff for the convenient to work and to satisfy their employee during works. This could be into 2 forms as 1) the job such as type of jobs that employee or staff must be responsible for their satisfaction as interesting, challenging, progressing or opportunity to succeed, etc. and 2) Job environment such as surrounding and work atmosphere that employee or staff are responsible to work as policy of jobs, condition of jobs of the supervisors, colleges, etc. (Mondy and Noe, 2005, p. 285)

Furthermore, the compensation above when considering the financial according to Gomez, Balkin and Cardy (1995, p. 325) and Mathis and Jackson (1999, p. 416) could be divided into 3 types shown in figure 2.5

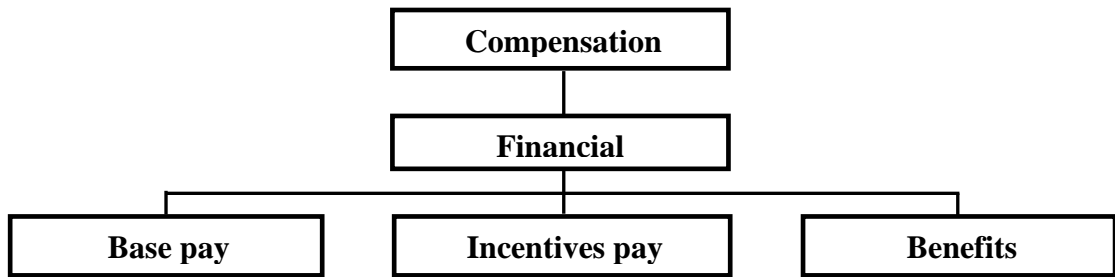


Figure 2.5 Ideas for Compensation of Mathis and Jackson.

Source: Mathis & Jackson, 1999, p. 416.

From the figure above, **it was taken the compensation into consideration only in one dimension as financial** which consist of 1) Base pay such as wage or salary. The wage is the main compensation that organization or employer paid to staff or employee daily or hourly. The salary is the main payment for employee monthly that is considered to be at a higher status than those daily wages. This made many company improve their payment to be in the form of salary so there would feel royal to the company 2) Incentives pay this is one type of the direct pay that was taken to considered for an individual employee's performance or as to the employee perform their duty according to the target of company or as expected of employer such as bonus and 3) Benefits is an indirect payment to employee aside the main payment which could be tangible or intangible such as leave of absent with pay, health insurance, pension or gratuity etc.

2.3.3 Concepts and Theories of Determining Compensation

According to the compensation for employee and for the human resources the educator name, Henderson (2006, p. 38) had offered the ideas and theory as an important base for compensation as economic theories. It consists of group of economic theories to be as macro level, micro level and micro-micro level (Kulayanee Khunmee, 2011), which had an influence for set rate of compensation.

The normal set up for compensation is depends on the economic ideas and theories and able to explain at the starting up that they had been using the Macroeconomic Theories. It had referred to the effect of social economic toward the level of payment to all workers and had details theories as:

1) Social wage theories or the classical theory that try to explain about the social “should pay wages” on the necessity or “rights” of members that should be but did not say about the cleverness, quantity or quality of the jobs that member had created, which consist of

(1) Subsistence theory of wages developed by David Ricardo (1817). It said each member should receive food, clothing and resident including compensation enough for their living. It also said that when the incomes or compensation of employee are higher than the cost of living they should returns by create more labors in order to balance the demand and supply. This theory could be said as it is an Iron Law of Wages.

(2) Just Price Theory offered the ideas by Plato and Aristotile (300 B.C.). The important of this theory was each person was born at a different level of social and had the rights and privilege to be raised up in the societies according to their status of births.

(3) Just Wage Theory had developed from the expansion of various trades of businesses in the Middle European Age, which affected to the artists, actors and traders to feel that they should deserved higher wages or compensation according to their skills in jobs more than the laborers that used only labors. However, this theory still not pays much attention to the different of the level of knowledge and skills including any quality of works that each one had done and along with the profits of the entrepreneurs.

(4) Wage Theory created in the decade of 1830 by John Stuart Mills. He presented that wages of workers should be paid into the fund to accumulate by the entrepreneur from the past year which would be divided equally under the care of the entrepreneur or employer. This is more suitable for the government or the non-profits organization, but the flaws of this theory were that the wages were paid for the present business rather than the business in the past.

(5) Marxian Theory or the Surplus Value Theory of Karl Marx offered that workers were the sources of economic value and should have the rights to receive compensation. Therefore, the different between the capital of labors and the price of products should be paid to the workers.

2) Wage Control theories was the theory that said the gaps between the government or administration of autocracy and democracy had a way for the government to be able to control indirect wages. There were some interesting theories as follows:

(1) National Income Theory or the Full Employment Wage Theory that had been developed by John Maynard Keynes (1930s). This theory mentioned that full employment was the role of earning of the nation and in return the earning of the nation equal to the consumption plus all of the investment of the government and private sector. If the earning of the nation was lower than level of full employment, it was a duty of the government to control any of the variable factors to increase the earning of the nation to the status of full employment. The limitation of this theory was the base ideas that the supply was stable but in the reality the labors forces were able to be varies.

(2) Neo-Keynesian Distribution Theory presented that the decision of the entrepreneur would be able to consider the overall wages in short term. The rate of the wages had been reviewed between the employer and employee.

(3) Consumption Theory or the Purchasing Power Theory had been developed by Henry Ford (1915). The main philosophy of this theory was that the worker with the higher pay would be able to purchase more and have better quality of living. This would continue to create more businesses and higher profits.

3) Justification Theories had explained about the righteous of wage of each works which consist of,

(1) Investment Theory by Gitelman (1968) offered the ideas that labor markets changed within the frame of “investment in the workers” which were needed in either one of the industrials. In general, if the labor markets were vastly growth this would cause the wages to get higher. The investment in workers would consist of education, training and experiences that workers would invested their time for works. Each worker would wish to get pay at a different wage, therefore, the theory with the assumption that the compensation of each workers depends on the rate of investment for that worker. The theory also had the ideas to gather all influential economy for compensation to the ability of worker who able to control his own compensation.

(2) Institutional Wage Theory is the theory that tried to set up compensation into system, by using the idea that compensation, relations of wages, freedom in making decision, influence in negotiation, etc. all should be put into considerations. The theory offered the level of compensation depend on the varieties to choose by the decision makers and the weight given in chosen each way. The decision maker would analyze compensation from the basic of dynamic rather than setting up other factors to be constant while given one factor to change.

(3) Demand and Supply Theory shown the important digest that if there were few of works and high demand of labors would bring the wages down and in reverse if the works are a lot but lack of labors then the wages would have increased. In the long-term wages would be at the level of crossing of demand and supply.

Later on, the setup of compensation would influence by the ideas and **the Microeconomic Theories**. This theory considered the structure of wages in the industrial or within the specific organization which involved in negotiation and exchanged between employers and employee that consist of:

1) Marginal Productivity Theory by Johann Heinrich Von Thuren (1876) whom presented the ideas that the wages pay to employee should be equal to the extra value of the products that employee had added into them. The value of products considered by the income that employers received from those products. When the employer had to hire additional workers and the last worker was able to produce products equal to his wages, therefore, the wage of the last worker hired would be the factor to set up the wages for all employee that work in the same products.

2) Productive Efficiency Theory had the theory that each worker received the opportunity to increase their wages by increasing their efficiency in products. Then this theory had set up incentive in financial such as incentive system, bonus and plan to share profits, etc.

3) Bargaining Theory of Wages by John Davidson (1890s) presented the basic standard of wages was up to the negotiation among employers and employee. Later on, this theory indicated that job that work by any employee was to be the exchange of the value economy to balance the prior effort of the employer who

would be able to negotiate. The negotiation theory was based on the ideas that there were no fixed wages for any jobs but there would be the period of the high level of wages to be considered at the highest wages that employer would pay or willing to pay and the lower level would be considered the lowest that employee willing to work. In reality, employee would accept to the official announcement for the low rate of wages.

Later on, there were Micro-Microeconomic Theories that realized the practices in the administrative within the organization and the management of compensation reflected the effectiveness of organization. This theory would involve:

1) Organizational Economic Theories that developed from the ideas of believing that organization was similar to be “black box” that would change input factors to be products. The old ideas in economic would not give the important of duties, structures and administrative of the organization which consist of:

(1) Transaction Cost Economic Theory that emphasis in explaining of nature of exchange products and various services. The capital of exchange would consist of capital in negotiation, follow-up and control to be according to the agreement between two parties especially when the capital of exchange in the market got higher. This would be the incentive to pull out of the market and produce them within the organization. These capitals would create structure within the organization that would indicate the incentive of each activity for the follow-up and control that would considered that compensation had an important role in process works of organization.

(2) Agency Theory talked about the condition of the incomplete of general information that would cause the interest to be in different directions among the shareholders or the principals, administration and staff or agents. The basic problem of compensation was how to develop contracts of compensation to be incentive in both within and outside organization and could adjust the interest of administration to coordinate with the shareholders. The main important of setting up wages was “the owner could be able to benefits in follow-up and control and the mechanism of adjust an incentive for administration and subordinates as agent would be related to the behaviors to improve the wealth of shareholders”.

From the theories above, would be considered the way to set up compensation on the basic of standard economic theories in both macro-social levels to the micro level or organization and to the administrative within the organization. This could be explained and set the direction of procedure of compensation to be suitable and coincided with reality including the improvement of products and the successful of organization. This shown in the Figure 2.6

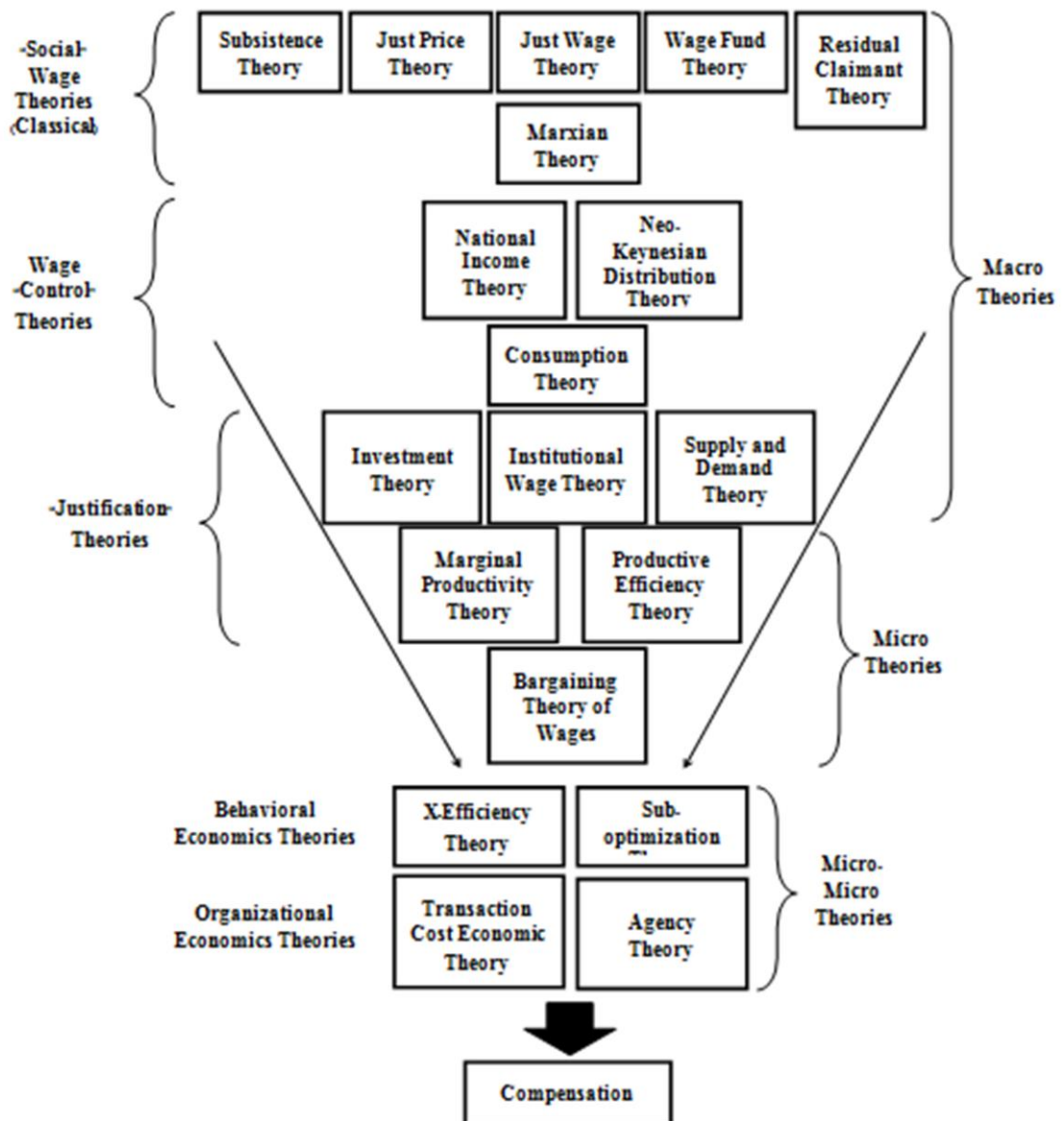


Figure 2.6 Model of Economic Theories that Influence to the Setup of Compensation.

2.3.4 Purposes and Factors Affecting the Compensation Payment

Purpose and factors of compensation according to some of the education group seen that the main purpose of compensation consists of 1) is the work motivation for staff 2) rely on the compensation as for the cost controlling to pay to staff and matching with the products of the organization 3) is the hiring standard including the promotion review 4) build relationship among employers and employee and 5) create employee satisfaction that is one of the prevention of problems in the organization (Carrell, 2000, pp. 313-315; Beach, 1980, pp. 559-560).

However, there were another group of educators whom considered that purpose of compensation should be for 1) efficiency of organization which means that compensation is the tool for improved works and to reach the organization's goal including the suitable control of capital of compensation 2) equity for employee or staff to receive equity pay or compensation that result in satisfaction and motivation to work. This is also considered the result of works, characteristic of person and the value of works in each process and 3) compliance with laws that must adjust the compensation system to agree with the laws and regulations of compensation that often changed (Rueangwit Gatesuwan, 2005, pp. 81-82; Milkovich and Newman, 2008, pp. 16)

Besides, Wilawan Rapeepisarn (2007, p. 226) state that in order to paying compensation to employees efficiently and to reach the afore-mentioned purposes, the following must be considered along with. First there must be a compensation the organization's goals and ability to pay. Next, good government must be carried out for the benefits of both the organization and the personnel. In addition, there must be coordination of communication of all units of the organization. Moreover, the personnel must be encouraged in compensation management for acceptance. Lastly, compensation must be suitable for the socio-economic context, the labor market and the changing situations. It should be and reflect the reality at present.

Pimonpan Cheaubangkaew (2007, p. 369) suggest that four important principles for compensation management as follows:

1) Equity or equal pay for equal work. Equity will make employee would feel that they get justice, resulting in job satisfaction and motivation to work. Equity can divide into internal equity and external equity. Internal equity means that

the organization set compensation for the employee each position by considering the value of each job. It has a suitable tool for explanation and of the compensation on the so-called job evaluation. On the other hand, external equity means that the organization set the level of compensation of employee for various positions at the same level as that of similar business or organizations. This can be done by conducting pay survey.

2) Fairness Compensation must be suitable for work performance of each employee, which reflects his or her ability or skills. This is possible by means of performance appraisal.

3) Ability to pay and cost effectiveness. Compensation must be at the level that the organization pay- not too high to cause the burden of labor cost and not consistent with the productivity of the organization.

4) Attractiveness and motivation. Suitable compensation is one of the conditions of the organization can use to attract qualified people to work for it. Therefore, the organization must offer the suitable compensation within the organization and the labor market, including the design of compensation that created the motivation for the employees.

Pimonpan Cheaubangkeaw's suggestion (2007) is consistent with that of Milkovich and Newman (2008, p. 19) who give importance to 1) internal equity, 2) external competition, i.e., the organization must consider compensation for different positions in the labor market and type of business and to achieve the external equity. Besides, it must consider 3) employee contributions; that is the compensation must match the performance and it must motive the employee perform better, and 4) management of different types of compensation to bring about organizational efficiency.

It can be concluded that the organization should pay compensation to the employees in return for their work in different positions with the main purpose of 1) motivating the employee to better their performance and for more work efficiency at the levels of individuals, groups and the organization by means of equity so that the employees will be satisfied with their job, resulting in better performance, 2) attracting people to work with the organization the most people want to work with the organization that provide suitable compensation. This will give the organization

an opportunity to recruit employees with ability and high-level skills to be a part of the organization, and 3) retaining the employees by providing suitable compensation (Mondy, 2010).

The afore-mentioned principles are consistent with the factors influencing the setting of compensation of organization, Mondy (2010) points out two groups of factors related to compensation,

1) External factors. These factors are the labor market and other contextual factors which are,

(1) Cost of living. The cost of living is an important factor that the organization must consider in setting compensation for the employees. Suitable compensation must match the cost of living at present so that they can lead their life sufficiently.

(2) Economy. The compensation must reflect the real picture of the society and the overall economy: growth, inflation/deflation or even the poverty problem, people's purchasing power.

(3) Expediency. Compensation must reflect competitive men of organization in the labor market so that it can attract potential employees. The appropriate compensation must be at the rate of labor market for each position and type of business including type of organization

(4) Labor unions. The personnel of some organizations members of the labor unions. For example, the personnel of enterprises are members of the State Enterprise Labor Union. In setting compensation, the agreement on compensation with the Labor Union must be taken into account.

(5) Legislation. The organization must give importance to legislation which unavoidably affects the compensation of the organization. Examples of laws or regulations are the minimum rate of hiring and the minimum salary that government set as the standard with which every organization must comply, including minimum compensation rate of various types of labor in the labor laws.

1) Internal factors. The organization must give importance to internal factors that can affect compensation. These internal factors are to employee which consists of,

(1) Compensation policy that each organization set or its own compensation policy to reach the goal of the organization. Compensation can be separated into three types: a) higher than the labor market in the case that the organization is able to pay high compensation and to attract qualified employees in the labor market to work for them. b) Compensation at the same rate as the labor market in the case that the organization wanted to be equal in this aspect to the labor market, and c) lower than the rate of labor market in the case that the organization has a low ability to pay compensation or in case that it does not want to compete with other organizations to attract new employees, etc. In setting any compensation policy, the organization must consider its ability to pay.

(2) Ability to pay. The organization's ability to pay must be considered because it is the personnel that affect the overall productivity. All organizations give importance to the control of the personnel cost which must be in line with the compensation policy mentioned earlier. All organizations have different ability to pay compensation. Those that have ability to pay will give a higher rate of compensation than others, etc.

(3) Jobs or the responsibility of each position. Job descriptions are the basic principal of theory of equality. That is the same job should be paid the same rate. The organization must set the compensation for each job at a suitable rate based on job evaluation.

(4) Employee. Individual employee is different, so the organization must give importance to it besides the different values of work. However, the characterizer of the employees in the same position or the same responsibility are different, including their performance, experiences, knowledge, etc.; Therefore, all these must be considered when the principal of equity is applied.

2.4 Related of Previous Research

2.4.1 The studies related to corruption and rent seeking were reviewed, with focus on the concept of principal and agent and factors or conditions leading to corruption and concept of economic rent seeking

Previous research that involved in studying economic rent seeking and influence of compensation over corruption.

Somboon Siriprachai (1989) did research on “rent seeking in the management of cassava quotas to export to the EU Market” by analyzing the rent seeking process in Thailand’s cassava industry. He found that the rent seeking stemmed from the weakness of Thai laws enabling or the elites abuse to their authority to provide benefits to their people very easily.

Nartnapa Rohitane (1991) conducted research on “rent seeking in the mobile phone market” with emphasis on the rent seeking behavior of mobile phone dealers and the rent seeking in the management of the telephone number quota. She found that the rent seeking in the mobile phone market was done by excluding others to participate in the economic activities. The tool to limit the competition is setting conditions of purchase to monopoly the sale of mobile phones as well as some form of allocating mobile phone number quotas.

Previous studies about rent seeking behavior, emphasized the importance of the government mechanism in intervening the private sector, causing the rent. The government officers themselves took rent or benefits in exchange for abusing their authority empowered by law to benefit the private sector, and the private sector push the cost of rent to the public who used their services.

Besides, the researcher reviewed research on the compensation management that helped solve the corruption problem to a certain extent. Samira Lindner (2013) found that the government could provide an additional salary to government officers in return the performance of their duties and responsibilities. This additional monthly pay could help to retain government officers in their organizations, and more important, it could effectively reduce or solve the corruption problem. This practice should be done along with proper administration and evaluation. However, providing on additional pay might also cause other undesirable behaviors or problems that could affect to the bureaucratic reform. It might twist the viewpoint of corruption from being corrupt out of the necessity to greed or negligence to accountability and good governance. The government can also use other ways to reduce corruption behaviors of government officers. For example, it might provide non-financial compensation increase of transparency, exchange of information, and an effective control system, etc.

Van Rijckeghem and Weder (2001) found that low salaries earned by government officers in developing countries motivated them to have corruption behaviors, chances of rent seeking. Similarly, Abbink (2009) stated that government officers felt that their salaries are not suitable for their workload and are not enough for their living. This caused affect their moral to reduce (the moral costs of corruption) and when they had an opportunity to receive bribes or seek rent, they might do it. Therefore, the government should provide them with an efficiency wage in order to solve the corruption problem. Their findings were supported by Mahmood (2005), who said that to duties and workload will not create corruption partly due to their fear to lose the income or benefits that they legally received. Bond (2006) proposed providing an additional pay to government officers in the justice system. Apart from increasing cost of corruption, It also helped reduce corruption behavior and motivated honest government officers to be honest work for the organization. Therefore, compensation for government officers in the justice system should be higher than in the labor market.

Even though many previous studies indicated the increase of organization would help reduce corruption, it also revealed that inefficient implementation of the policy to increase compensation to officers to solve corruption might in turn cause more corruption due to the lack of funding and support of other mechanisms in rendering government services or due to the negligence of or o the control and review of their performance (La Porta et al., 1999). Therefore, the government must give importance to not only the human resources management mechanism to reduce an opportunity for corruption but also accountability and punishment of wrong doing government officers (Schargredsky et al., as site in Di Tella and Savedoff, 2001; Di Tella and Schargrodsky, 2003). Moreover, increase of the salary or compensation for government officers in order to solve the corruption problem might effect the twist of the compensation rate of similar jobs in the labor nepotism, which is a kind of corruption.

The literature showed that the use of compensation mechanism to solve or reduce corruption could be successful, but the government had to use accountability and human resource management in order to get a good result. It could be sad that increase of compensation could reduce need-based corruption. (Pilapitiya, 1961) In

contrast, it would not help to reduce greed-based corruption of an individual. (Wraith and Simpkins, 1963) and might affect the spending of government budget and others. So it is necessary for the government provide compensation suitable for positions, duties and authority, taking into consideration the accountability.

2.4.2 Previous research on police corruption and Human Resource management of the Royal Thai Police

Apirat Sarakornborirak (1996), made a survey on the attitude toward the patronage system and appointment and transfer of police SARABURI province and found that most police officers had a negative attitude toward this system when it is used for transfer/promotion. Instead, they prefer using the results of the competitive examination or attendance of training courses offered by the police department as a criterion.

Thawatchai Narkluert (1997) conducted a case study on the police's opinions on the criteria and steps in promotion consideration, including power to appoint commissioned police officers in the Office of the Police Region 1. He found that there were many complaints against the promotion to a high position by the Police Department because of the use of the patronage system. About 90 percent of the sample group commented that the promotion of police officers was unfair, not transparent and involves connections. Besides, in promoting of the police who graduated from the Police Cadet Academy, there was a problem that the junior cadet was promoted to be in a higher position before the senior cadet. This caused stress to the senior who was promoted later.

Pornpiya Chunsri (1999) studied the relationships outside the system of the police and the change of such relationships as a result of social, economic, and political change, which affected the transfer and promotion of police officers. It was found that the system of the Thai society was closely related to the police system. Satisfaction of the superior would be considered first in all affairs. The relationship outside the police system were divided into 3 systems: relationship between supervisor and the subordinate, and relationship with the politician. The pattern of kinship did not change much but it is the relationship with the politician concern interests and involve political power. The relationship between the boss and the subordinate mainly concerned returns and benefits. This kind of relationship ended

when the boss or the supervisor was transferred elsewhere. The researcher commented that in spite of social, economic and political change, the personnel administration of the police department and the outside system will be related to the 3 types of relationships mentioned earlier. The police might use all the 3 types at the same time or choose one type or another the chance and appropriate time.

Panutboon Suwanarat (2000) studied politics and the personnel administration of the police department and found that the factor that influenced the intervention of the police administration was politicians. The recruitment and appointment of police officers were affected by the intensive use of the patronage system. This was reflected in lobbying, and endless need. The person who was successful lobbying was considered to be an influential person. The power behind this was the politician. The police who was under the patronage of the politician would advance in their career and could be promoted up to a higher position. This way was an example for career advancement of policemen, which was destroying the merit system of the organization. If any organization supports the patronage system, not the merit system, it will certainly encounter the administrative problem. The best way was to use the merit system in the personnel administration by imposing regulations and clear criteria for fair notation and decrease the lobbying problem. The merit system should be used in personnel ammonization. Both the bottom-up and top-down evaluation should be used to prevent the problem of interference of the powerful process or the high-ranking officers.

Norasak Muangsri (2001) examined the attitude of commissioned polices toward role of politicians in transfer and promotion of police and found that the transfer appointment system should have clear criteria consideration ability, seniority, suitability and behavior should be taken into account which would help build the police work morale, rather than the interference of politicians or the patronage system.

Somchai Sagiampakdee (2001) studied the role of the patronage system in transferring commissioned police in Thailand and found that the patronage system and the relations systems, such as the fraternity system and the batch system were normally used in order to get advance in their career. Moreover, political interference is unreadable, due to the fact that if the Chief Commander of the Royal Thai Police did not respond to politicians at all, difficult for him to hold onto his position for too

long. The Prime Minister could interfere in the police transfers and promotion so that they would respond to his administrative policy.

Pariyakorn Pohthong (2003) studied the transfer and promotion of Thai police and found that the Royal Thai Police use the moral system along with the patronage system in doing so. First, it would get a name list police officers to be transferred officers from their supervisor within the department. Consideration would be made based on the established criteria. The merit system was involved in this step, while the patronage system would be involved in the discretion of the Chief Commander of the Royal Thai Police with the approval of the Board of Police Commission. At this point, high-level police officers or the politicians would get involved in naming the qualified police officers to be promoted or transferred.

Furthermore, the researcher suggest that the merit system should be used in police promotion and transfer by setting indicators to measure the ability of individual police officers. This would be fair to all. Also in the competitive in examination should be used to send police to attend training courses, such as the sheriff examination. The scores should be used as a criterion for promotion on transfer. Besides, this the structure of the Board of Police Commission should be revised. The chairperson of the Board of Police Commissioners should not be the Prime Minister or any politician.

Supoj Jun-anun-ta-dham et. al. (2004) had done the study about “the report on corruption and illegal behavior of Thai Government Organization, the Royal Thai Police (Metropolitan Police Bureau)”, in which the National Council of Economic and Social Consultant had sponsor this research and collected information from official documents, in-depth interview and group discussion with the sample group of police officers and randomly cover various types of works that consists of management, suppression work, investigation, interrogation and traffic. These also cover those involving with police works in order to study the issues and the cause of corruption and misbehavior of police in the Royal Thai Police in the Metropolitan Police Bureau. The study had analyzed the process and method of corruption step by step, and reproduced type of corruption and misbehavior or the chosen department. This is also made policy recommendation to create ways to solve and prevent problems of corrupted misbehavior of polices. The study found corruption behavior of police to

be various according to their line of works (traffic, prevention, investigation, interrogation and management) and in the area of Metropolitan Police Bureau. Type of corruption in each line of work may be vary depend on their jobs and opportunity to corrupt. This could be summarized as follows; in the Prevention and Suppression, the corruption usually involved in the grey business which consists of red boxes, entertainment services, hostel, gold shop, illegal patent products, services works, factory, embezzled confiscated property and refrain to make an arrest. The investigation line of work, this corruption involved with the dark business which consists of gambling den, prostitutes, arresting suspect for hire, private investigation for hire, obscene shop, various gambling businesses, smuggle goods, embezzled property, refrain to make arrest, created faked supporters or spy to be eligible for reward sharing. Interrogation line the corruption would involve in preparing cases which consists of not interview witness, twisted evidences, created weak evidences, conciliation cases, receive payment from parties, insurance company and bail bond. In traffic, the corruption would involve in all traffics cases which consists of motorcycles queues for hire, vans, small buses, department store, hotels, overload trucks, illegal checkpoint or creates fake supporters to be eligible for reward sharing and in the management line of works found that corruption are involved with clerical works or documents which consists of commission money, fee for various permits, provide convenient ways to services, overtime money, cash for fuel, etc. Most behaviors could be explained with the principal-agent theory, whom people or the government would be principal and polices would be the agent in keeping peace and orders and provide services to people.

The important cause of corruption behaviors is 1) improper motivation structure and 2) opportunity to corrupt out of their authorities as the laws enforcement. The result of study had shown that the motivation structure in the government sector still not suitable for both in benefits or compensation including there are not enough punishment that proper for police to perform their duties without corruption. Their salary and benefits are not enough and not accurate for the jobs. The budget to process works is not enough which is reflected their work performance and the reality. At the same time, the punishment at the present time are not suitable and the rate of making arrests and punish police officers whom commit corruption are

very low. The recommendation from this study was that 1) the punishment of corruption officers should be the most important issue 2) government sector or other department involved should improve motivation structure for both benefits and punishment that are more proper 3) the role of police commissioners who doing the follow-up and review administration of police in the station should be canceled 4) improve and review various rules and regulations that are not reflect reality or ability of performance. This should include any complication that causing the confusion which given the chance to corrupt. All these revises of regulations must be within the framework that society are able to accept and 5) the Royal Thai Police and other department involved should regularly publish and provide information correctly and transparency to the publics.

Supachai Yawaprapash et. al. (2007) studied “the revision of the structure of the Police station for people”. He surveyed the opinion of 678 policemen all over the country and surveyed 1,457 of people who participated in the seminars in as in PHISANULOK, KHON KAEN, SI SA KET, CHIANG MAI, SONGKHLA, and BANGKOK METROPOLIS about 1,457 sets. There things to carry out in changing the structure of police station were as 1) review the tasks of the police of the station so that unnecessary tasks will be reduced and new tasks increased in response to the overall operation of the justice systems. Also, other organizations or groups of people would be asked to replace the police in tasks. 2) Setting some measures for resource management to achieve the highest benefit in accordance with the responsibilities of each station. They task would be considered in distributing resource to police station of various sizes in order for the police to be ready to work in all the area and 3) drawing the potential of local people to help improvement by creating a network of group of people in the area to participate keeping, such as the local administrative organizations, schools, and various volunteer clubs study recommended 10 things to improve the work structure of the police 1) transferring any tasks that are not directly related to the police to other organizations so that the police would do only police work 2) formulating a model of the police station to accommodate different work volumes, 3) reducing number of work group at the station from 5 to 4 groups 4) giving the full authority in administration to the head of the station 5) allowing more interrogative officer to have more freedom in integration 6) having the personnel of

various qualifications in the station 7) increasing the efficiency of interrogation 8) improve the environment of the station 9) adjust the role of the people as the numbers of the Police Audit and Monitory Board at the police station level and improve the role of the police as the numbers of the Police Audit and Monitory Board. Other sectors should be encouraged to participate keeping peace.

Moreover, in setting a model of the police station to accommodate the different work volume, the police stations should be divided into Small/Medium/Large stations based on the volume of work in the area, taking into consideration the number of population, gold shops, banks, government offices, schools, minimarts, department stores, etc. Some large-sized stations should be speared into smaller-sized stations to spread and the police stations of the same size should have the same management pattern, such the number of 3 Deputy Police Superintendents (L), the number of patrol cars, and the design of the building. All these should be reviewed every 3 years.

The Police System Development Commission (2008) led by Police General Wisit Dejkunshorn as the President of the Board studied “the development of the police system and the strategy for its improvement”. It set up 5 subcommittees to process the work: the Subcommittee on Structure and Administration, the Subcommittee on Human Resource and Professional Development, the Subcommittee on law improvement and Development, the Subcommittee on Public Hearing and Public Relations and the Subcommittee on Academic Affairs and Operational Support. The ABAC Research center was asked to do field research to survey the police opinions. ABAC conducted two studies entitled “Opinions and expectations of the public on the improvement of the police system” and “Thai Police in the eyes of policemen and the people in the area under the Provincial Police, Regions 1-9 and the area under in the Metropolitan Police Bureau”. The sample was 9,544 in total. The result it showed the merit system was ignored in the personnel administration. Promotion and transfer of commissioned police officers had to be approved by the Board of Police Commission chaired by a politician. Even though there was decentralization of power in transferring the police to each division, the power in fact was still in the hand of the Commander in Chief of the Royal Thai Police. Influential people in the Royal Thai Police and in the police sector in the appointment and

transfer process. They ignored the merit system but used the patronage system instead. Therefore, police officers were used as a tool of the influential person. In addition, the tasks of policemen involved power and benefits of many people such as politicians and influential people. The police had to be under their power and influence. The administration was clearly intervened and dominated by powerful process. In addition, remuneration and welfare provided for the police were not suitable for the workload, since the police had to work around the clock. Non-commissioned lacked to perform their duties. Many still lacked the knowledge and understanding about the law enforcement, etc.

Furthermore, the researcher made to recommendations for the Board of Police System Development 1) delegation administrative of power, 2) encouraging peoples participation in police administration, 3) building an effective mechanism in inspecting police work, 4) transferring tasks that were not police's work 5) improving the interrogation system 6) improving the performance of the police station 7) developing a process for recruiting, producing and developing police force 8) improving the salary, remuneration and welfare for the police 9) supporting the advancement of non-commissioned police 10) setting up the work unit to improve the justice system and seven strategies for the police work system, which are 1) increasing the administrative efficiency 2) developing the human resource system and support professionalism 3) people's participations in police work, 4) improving the work and service system in the police station, 5) developing the interrogation system and build professionalism, 6) create a mechanism for accountability, and 7) promoting the justice principle for the police and the justice system reform. Finally, a strategic plan was proposed to carry out these strategies.

Jutarat EaeAmnuae et. al. (2008) conducted a study on "the possibility of transferring some responsibilities of the Royal Thai Police, together. The Subcommittee on law. Improvement Development and the Police System Development Commission conducted research data were collected the government related to the improvement of rules, duties, responsibilities and the size of government organizations, the plan to transfer some missions of the Royal Thai Police to other organizations. Also, in-depth interviews with high-level administrations and scholars concerned were made there was also focus group discussion and analysis of the data

about all the duty of the Royal Thai Police. The feasibility study was conducted to find out the steps and the research revealed that the important reasons for transferring the following 1) some missions that should be transferred were for example service, registration, social order because they are not related to the crime prevention, so petty crimes which are not the main responsibility of the Royal Thai Police, 2) some tasks that the law assigned to be under the responsibility of both the Royal Thai Police, or some tasks that the other organization might perform better, 3) Some tasks that required specific knowledge and skills in law enforcement and experiences, such as finance, revenue, customs, etc. 4) in order to let the officers who are responsible for this duty would be responsible in manage and learn together to provide services to people and enforcing the laws effectively 5) Some tasks specified by law as the responsibility of the Royal Thai Police and another organization the public about these services we should provide specific policy to either one of the sector to be responsible for it. 6) Some tasks that have been planned to transfer to others to be responsible for them, which might confuse but in facts this duty is involved with the serious crimes that are very complicated and could cause a lot of damages in which its need a serious consideration 7) some tasks that had serious effects on natural resources and the environment and the way of life of people in the society. They need cooperation of various potential organizations that were ready in all dimensions, and 8) In transferring some missions of the Royal Thai Police to other organization, it is necessary to put into consideration present problems, readiness and the ability to provide services continuously and efficiently.

The framework of the study included criminal justice as stipulate the Constitution, the Criminal Code and the National Administration Act, police missions and authority, characteristics of offenses, level of importance and impacts, readiness, the duration of operation, and the benefits for the people. It was found that it was possible to transfer some missions of the Royal Thai Police to other government organizations, such as 1) transfer of services specified by laws to other organization responsible for social order 2) transfer the arrest and interrogation duties the other organization responsible for receiving complaints and making arrest the transfer should be completed in 1, 3 and 5 years. In the transfer, penalty, type of crime and related laws should be considered. Some important policy implications were: (1) A

special task force should be established problems and the work should be performed by people from multi-disciplines. (2) The government should work proactivity in seeking cooperation of government organizations and people in the form of networks. (3) Preparation for transfer should be made by training the personnel together to upgrade their skills and knowledge. (4) in the case that there was no transfer and of the Royal Thai Police still continue to provide services to other organizations, these organizations should provide resources to support the work of the Royal Thai Police. (5) Some mission could not be transferred because the Royal Thai Police was specifically unsigned to do them. (6) Studies should be made and the past lesson--both screen and failure--should be learnt before any transfer. (7) In transferring any work readiness in crime prevention should be into consideration with the working in suppression. (8)The government should improve public organizations specified by law as the main force and the Royal Thai Police supporter. (9) Each work needs qualified staff; therefore, it is important to raise the staff and skills by providing training suitable to the duty to accommodate the work of each organization.

Kasamesarn Chotchakornpant et.al. (2011) conducted a qualitative study of the preventive measures to correct the abuse of authority by police officers. His team worked with the Office of the National Commission of Counter Corruption and the Sub-committee. The data were collected from both non-commissioned and commissioned police officers to find out the explanation of the phenomenon of abuse of authority by the police. They found that the police corruption referred to the police's abuse of their authority to enforce the laws or not to enforce them with the intention to seek benefits illegally, which was done by individual officers or a group of officers. The environmental factors that caused corruption as 1) external environment: society, politics, laws and the justice system including the economic factors, i.e., law salaries 2) legal factors, that is laws for control/check their behavior 3) organizational structure and administration within the department, such as the policy of the supervisor, human resource management, etc. and 4) behaviors of individual police being luxurious, and so on.

The urgent recommendations from this study are 1) to revise laws and regulations of police officers in performing duties 2) support ideas for police officers with or without ranking 3) should study about officers in the line of investigation in

order to adjust organization structure whether to separate from the Royal Thai Police or not and should improve compensation to be more competitive with other department in the Justice System 4) should set up commissioner to receive any petition involving police officers 5) review the manpower rate of police officers especially for those non-degree who perform their duties to keep peace and orders and work closely with people in the police stations 6) set the time limitation for those working in police station or any other area so they are able to rotate manpower to prevent the building of influence in the area 7) adjust the rate of salary, compensation and benefits to be suitable able for living and support family with dignity 8) support to set up home police project with a clear cut procedure, sources of budget and compensation equally with other department's volunteers and 9) support ideas of restorative justice by involve community to be in a role of mediator to settle dispute this should reduce cases for the investigation officers.

The long-term recommendations are 1) for the social and politics, this should encourage to improve attitude and create Thai Social Value not to give bribe to police officers and campaign the correct attitude to police and society not to use improper authority. Anti any violence in solving problems and improve government policy and attitude of the Executive not to pressure or set time condition that impossible to perform or it is not within reality 2) about the structure and organization of administrative, this should be review and transfer any duty that are not involve with police duty to others. Police work should emphasize the prevention along with other department and support the role of community to help on the conciliation of crimes cases and urge local community to help support budget. Those on duty should decentralize power in order to reduce centralized authority and improve structure of police station around the country 3) the general administrative should improve budget system for both performance of police officers and the budget for investigation of criminal cases so there are enough and revise the withdrawal system of expense to be faster and flexible without delay. This should include the preparation of equipment and tools for the jobs. Also improve the reward and sharing system of fines to be more transparency, accountability and support police officers to use technology for their jobs and must control and review their performances 4) Human Resources should improve the Police Cadet Academy to educated officers to become real police,

emphasis on work performance and training courses that increase capability. This include the decentralize of transfer and promotion to be fair, improve and reduce steps in searching person so they are promoted on time of change. In the compensation system, this should be improved so it is more compatible with other department in the justice system and also salary, payment of ranks and 5) for the laws and accountability procedures, this should review laws especially in some issue there are not suitable with the present time and it should not be a loophole for rent seeking.

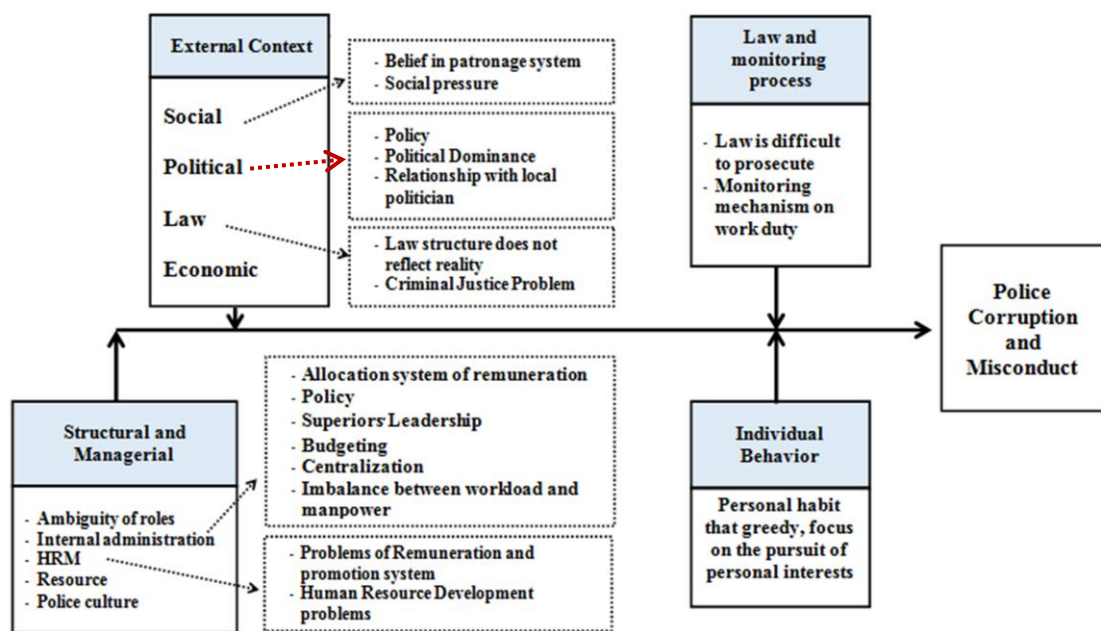


Figure 2.7 Factors that Cause Corruption and Illegal Behaviors of Police Officers.

Source: Kasamesarn Chotchakornpan et al., 2011.

Srisombat Chockpracjukshut (2011) had studied about, “The guideline for human resources of the Royal Thai Police” by combined the quantity and quality method that collects information from the in-depth interview of the Executive staff in the Royal Thai Police and the honorary outside persons with the total of 21 persons and did the questionnaire from the people about 1,313 persons and from officers about 1,319 persons, from the rank of commander to squad leader. The study had done by

analyzed quantity with statistics and the quality of content to understand the issues and obstacles in the process of transfer and promotion of police officers of the Royal Thai Police. The study also learnt about the issue of intervention in the process of transfer and promotion of officers by the outside organization. This is including the way to improve human resources who involve in the transferring of police officers. The results of this study had found that the regulations mostly are at the fairness rate but the issue in the lowest rate of fairness was, “the power of appointment of the Police Commander General belongs to the Prime Minister”, “the transfer across department headquarter”, “List of suitable for transfer”, and “the dividing and ranking rate of police station should be more accurate and use as the factors for the promotion of police officers”.

Aside from this, there are high levels of problem of regulation for transfer police officers, process of transferring, listing of persons, technical problems such as the rate of manpower, the number of stations, etc. Beside this, there are politicians, an influential person and the patronage system all are intervened the system of transferring. These are from the interview and the questionnaire of police officers at 8.3 percent saw this issue came from “relationship in the family system”, and 83.7 percent from “the value of reliable”, and 83.8 percent from “the value of repay”, and 69.3 percent from “note attached”, these are the most troublesome for transfer. The recommendation is to amend the law prohibit the chairman of the police commissioners should not come from politicians. The structure of the police commissioners is not proper to have the Prime Minister to be the chairman due to this is a political position. The change to have members of the police commissioners come from the regional officers for all regions. The transfer should consider the seniority at least 50 percent and increase police station all around area including the cancelation of ranking and replace with the position instead. There also should be an improvement for the interrogation of police officers to be able to advance in their career, salary and develop virtue of executive personnel.

The APM Group Solution Company Limited (2012) together with the Royal Thai Police, conducted on approach to human resource development the Royal Thai Police. The study was divided into three phases. In the first phrase expectations and direction of the human resource management the Royal Thai Police were examined by

collecting the data from related documents, in-depth interview, and brain-storming of the high level. In the second phase, the opinions of police officers on the human resource management were using the data in the first phase for analysis. In the third phase the data from phases 1 and 2 were analyzed. Also, outside organizations and procedures that were acceptable were studied to suggest some way to improve the system of human resource management system of the Royal Thai Police.

The results of the study showed expectations of three levels: 1) the expectation from the overall organization. It was expected that the image of the Royal Thai Police was honest, transparent, reliable and speedy, flexible, people's participation with emphasis on and people centered system, application of modern management, using effective technology, and freedom from politics. 2) Expectation from individual officers' Police officers at the administrative level should be knowledgeable and be a good model. They should be able to build trust and have clear vision and unity, whereas operating officers should have knowledge and skills in their work, and service-mindedness along with morality and pride of being police officers and 3) Expectation from human resource management system. The human resource management should be an integrated system with good planning and operation that liked the overall system and met the international standard. The system should serve the Royal Thai Police's mission at present and in the future.

The study also indicated various issues of human resource management of the Royal Thai Police which could be divided into 4 dimensions as 1) Organizational development. The issues concerned strategies and structures, organizational structure and administration and management, work process, leaders and the role of leaders in various levels. The organizational culture was found to give importance to seniority, hierarchical order, the patronage system, and budgeting. 2) Human resource management. The issues include analysis and planning man power, work positions, attraction and retention police officers, recruitment and selection of police officers, performance, remuneration and welfare, transfer and promotion and career advancement. 3) Human resource development. The issues were containing readiness of newly recruited police officers, personnel development and leadership, 4) information in technology to support their work. All these dimensions in the

recommendation section for the improvement of human resource management system. The details were briefly stated below.

The improvement of the system of human resources in the organization should be as,

1) Formulating Strategy for human resource management that was in accordance with the strategic plan of the organization.

2) Adjusting the administrative structure of the organization at the organization and the human resource department so that it would support the strategic plan of the organization.

3) Preparing and reviewing the work procedures to set the standard for work efficiency.

4) Developing desirable organization culture for police officers to follow.

5) Allocating a budget of fund for human resource development to upgrade the knowledge and skills of police officers under the Royal Thai Police.

Improvement of the human resource system in terms of personnel administration,

1) Improvement in this respect could be made by clearly defining job descriptions and set positions suitable for the strategy of the organization.

2) Analyzing the work and planning of manpower to be ready for all important missions of to the organization.

3) Building a good image to attract new officers and retain the present ones.

4) Developing the recruitment and reelection of the personnel proactivity so that the Royal Thai Police can get qualified police officers.

5) Reviewing the performances administration so as to be an important tool to implement organizational strategies throughout performances of officers at various levels.

6) Managing and developing welfare and fringe benefits in order for police officers to have more suitable compensation.

7) Preparing the career advancement system so that police officer can move up their career transparently with the suitable qualifications for the positions.

The improvement of the human resource system in terms of personnel development.

1) The system to prepare police officers who are new on the jobs could be able preparing the work orientation system for newly recruited police officer so that they can perform their duties efficiently.

2) Holding training courses for police officers continuously so they can perform their duties efficiently in response to the organization's strategy and changing crime problems.

3) Set the characteristics of the leadership and the role of leaders and continuously leadership for the Royal Thai Police to have good leaders in various levels, who can implement the organizational strategies successfully.

Improvement of the human resource system in terms of information technology. Improvement in this aspect should be made to increase the effectiveness of the police's performance.

The Fiscal Policy Research Institute (2012) conducted research on "the Project of hiring consultant to study the police's payroll system and other types of compensation". The Royal Thai Police also made qualitative and quantitative study by collecting the data from related documents and also conducted a questionnaire survey of both operational and non-operational officers. The study covered various areas, positions, responsibilities, cost of living, convenience and risks in performing their duties in order to reflect the cost of living and the suitability of the compensation rate. In-depth inter police and focus group discussion of people concerned and experts were made. The data were analyzed, and recommendation were made on the revision of the payroll system and other types of compensation for operational and non-operational officers to reflect their responsibility and nature of work. The study also analyzed and proposed some guideline to revise the salary for the first entry officers with a Bachelor's degree in response to the Cabinet's policy. Also included were some measures to provide compensation to those officers working before the

announcement of this policy, and some guideline for increasing the special pay, welfare and other fringe benefits and to be incentives for police officers to perform their duties efficiently and honestly.

The result of the analysis of the primary data revealed that there were differences in work performance, scope of duties, responsibilities and risks 1) Natural of work. The operational police worked in shifts as, while non-operational officers did not. In human resource management, those working in shifts did not have regular working hours, which could affect their life style and their family life; therefore, they deserved to get higher compensation. 2) Risks from work. Because police officers work outside the station and sometimes on special assignments, the number of times and the duration of time they worked were significantly higher than non-operational officers, which showed that their risks were higher, so they deserved to get higher compensation. 3) Differences in the area. Where they were assigned to work. Police officers who were assigned to work in different places would significantly encounter cost of living. Difference statistics. Besides in different areas the access to public utilities and other conveniences were different, not to mention the risk as a result of crime prevention and suppression and illness in different areas. Therefore, those who were assigned to the area where the cost of living was high or where there was drought and high risks as a result of crimes or illnesses in the area should have better compensation accordingly, and 4) Ability to meet the cost of living. It was found that police officers did not have enough income to take care of their families. Most of them had debts and had expenses to be responsible for work, causing the problem of insufficient incomes to be were. In the present time, they could survive because they had other income from their family members. This factor was one of the causes of corruption and misconduct of police officers. The improvement of the salary and compensation was thus necessary for them to cope with the living expenses.

Some revision was recommended to increase the salary and compensation for operational and non-operational police officers as follows, 1) The pay scale should be different from that of civil servants to reflect the risk of performance of police officers. It was found that police officers had higher risks in performing their duties than civil servants at the ratio of 13.56–22.57. It was also found that non-commissioned police in the foreign countries earned a higher income than civil

servants of at the same level (about 1.28 times), and commissioned police officers had a higher salary (about 1.78 times) 2) The additional money suitable for special assignments should be increased in order to reflect the risk of duties from performing duties of operational police officers.

In fact, it was found that operational police officers had higher risk of being prosecuted in the criminal case or in performing their duties, were injured and loss of their lives while working than non-operational (2.66-3.08 times). For this is the reason, they should payment get for higher special duties (Suppression officers, traffic officers and investigation officers) to cover their risks. 3) Additional money should be paid to police officers, taking into conduction the area where they worked in order for them to cope with cost of living and risks. The budget should be allocated to handle such differences as the cost of living, quality of life and risks. 4) The pay should depend on professionalism, and Welfare and fringe benefits should be revised to be suitable for the cost of living and nurture of work, such as life insurance, injury disability insurance as a result of performing their duties.

The research also suggested some ways reach the goal efficiently and were acceptable by all organizations involved. They were 1) Providing explanation to outside organizations concerned about the necessity and suitability of the improvement of the pay scale and compensation and to police officers about the differences between work groups and between lines of work. 2) The possibility of budget allocation should also be considered. The whole process of adjustment might take about 2-3 years, or the rate of salary adjustment could be about 20-30 percent of the target or the budget for the personnel of the Royal Thai Police might be yearly increase at 2-4 percent a year to reflect general risks. The adjustment process might begin with additional money for special assignments and 3) Increasing the penalty related to duties and responsibilities of police officers to be able to solve the problems of lacking work efficiency and corruption the penalty should be higher than civil servants. This would create acceptance of other organizations.

Previous research on corruption behaviors of police officers and recommendations for human resource management of the Royal Thai Police as mentioned above indicated in the same direction that the human resource management system or the personnel administration of the Royal Thai Police was still under the

patronage system, which relied on the relationship or the close tie between police officers and the superiors, the politicians or influential people who intervened by using in their appointment/transfer their power to appoint police officers to a higher position or transfer then to the position or the area that they wanted. This patronage system was known among police officers and they took it for granted from the past and until the present time. Most police officers agree that this system affected their work moral and it was vital that the Royal Thai Police reduce this system. (Apirat Salakorn-borriruk, 1996; Thawatchai Narkruth, 1997; Pornpiya Chumsri, 1999; Thanutboon Suwannarat, 2000; Norasak Muangsri, 2001; Somchart Sagiempakdee, 2001; Paliyakorn Pohthongm, 2003; Srisombat Chockprajuksuty, 2011).

Previous research on police corruption revealed the differences of corruption behaviors depending on authority and responsibilities (Supoj Junanuntadham et.al., 2004). Such behaviors may occur at the individual level or the group level (Kasemsarn Chotshakornpant et.al., 2001). due to lack of motivation and low salary, inadequate budget to support their performance and the human resource management system, including a chance to be corrupt (Supoj Junanuntadham et.al., 2004; Kasemsarn Chotshakornpant et.al., 2001). Some ways to solve of the police corruption problem and to upgrade the efficiency of the police included improvement at the organization level by restructuring the organization of the Royal Thai Police by, for example, decentralizing authority, transferring some work to other organizations including; improving the human resource system of the Royal Thai Police, especially the appointment and transfer and the compensation system, with the participation of people in checking the police's performance, etc. (Supachai Yavaprabhas et.al., 2007; the Commission for Developing Police Works, 2008; Jutharat Eaem-amnuay et.al., 2009; APM Group Solution Company Limited, 2012; Fiscal Economic Research Policy Foundation, 2012). All the studies reviewed were used in formulating the conceptual framework of this study, which will be present section.

2.5 Framework of the Study

This research study on the relationship of the compensation system and the police's rent-seeking behavior. The purpose of this study was to examine types and methods of the police rent seeking and the level or value of rents gained by exercising authority in various positions, including compensation that contributed to rent seeking. Only officers' police working in police stations under the Metropolitan Police Bureau, the Royal Thai Police were including in the study. The framework of the study was formulated base on the concepts, theories and literature related to rent seeking, which was a type of corruption (Szeftel, 1998 as cited in Robert Williams, 2004, p. 406). According to Klitgard (1988; 1998) who formulated the equation of the causes or conditions leading to corruption on the basis on the theory of principal and agent which explained that corruption resulted from monopoly, discretion, and accountability. His equation was supported by many scholars at present (Naim, 1995; Heywood, 1997; Worioaba, 1997; Alam, 1989; Johnston, 1986 as cited in Sangsit Piriyarungsan, 2006a, p. 38). Studies on police corruption in the past were still based on the theory of principal and agent which explained that people or the government as the principal and police as an agent in keeping peace and order for the people (Supoj Junanuntadham and his team 2004). Previous research also suggested some way to correct or reduce the police corruption problem. The study results went in the same direction that the motivation system should be improved, especially the, budget and various forms of compensation. Moreover, it was found that the compensation of government officers was rather low when compared to the private sector and that the responsibilities are the major factor leading the police to be corrupt, especially in developing countries (Van Rijckeghem and Weder, 2001). The basic assumption was that government officers were corrupt out of their needs for their living (Pilapitiya, 2004). Therefore, it was necessary for the government to provide or increase compensation that was suitable for their responsibility or duty, and enough to cope with the cost of living. This was believed to be able to reduce corruption (Mohmood, 2005).

The said method concern providing suitable compensation for those in the justice system, such as judges or other officers, which would reduce motivation to be

corrupt and better provide justice to society (Bond, 2006). Although providing more compensation to government officers would reduce corruption, in many cases this method was not working, partly because of the greed of each individual officer. Therefore, providing suitable compensation for the position and responsibility had to go along with effective accountability. What should be considered was that type of compensation and which level they should get to reduce corruption as recommended by many previous studies.

Most studies of the relationship between compensation and reduction of police were based on the theory of principal and agent as mentioned above. However, corruption could be explained by the concept of rent seeking. In the literature review, most research studies the intervention of the private sector by the government mechanism, --either politicians or government officers who exercised authority prescribed by law. The intervention gave rise to rent-seeking and the officers themselves receive rent or compensation in exchange for abusing their authority the private sector in some ways and the private sector pushed the burden of the rent cost to the people who used services (Somboon Siriprachai, 1999; Nartnapa Rohitane, 2001). In this research study, a part of the government's intervention of the private sector, the scope of the study of rent seeking was extended to the phenomenon of rent seeking by those who had something unusual, such as land, appearance, property, work authority and they would use these extraordinary things to seek rent (Buchanan, 1980; Myint, 2000). Therefore, this could be compared to a person who had monopoly power and able to use it to seek personal profits. When these concepts were considered along with Klitgard's (1988; 1998) it could be seen that monopoly or an "extra ordinary thing" that a person or a group of persons had more than usual and could contribute to corruption (Myint, 2000, p. 39). This concept was consistent with the study about the relationship of compensation and police corruption. The results of the studies by Krueger (1974), Rose-Ackerman (1997), and Boatright (2009), all agreed that there were two ways of rent seeking 1) investment by using various resources to get and to monopolize a position and 2) using the position to seek personal benefits. These would be included the framework of this study. However, four conditions or circumstances that facilitated rent seeking was also considered: 1) opportunity 2) motivation 3) risks to get caught and 4) honesty or an individual's

behavior (Suthee Argart-saluert, 1999 as cited in Theerapat Seree-rungsan, 2006, p. 42). Included were also some other specific factors or conditions found in the literature that might affected the corruption behavior of the population of this study.

The framework of this study of rent seeking and causal factors or conditions were shown in the Figure 2.8

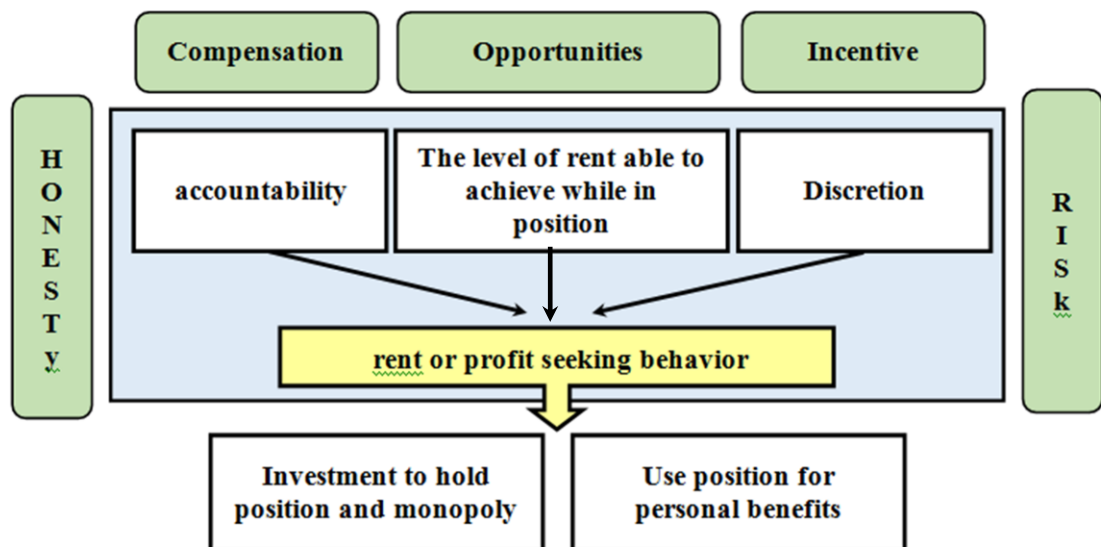


Figure 2.8 Framework of the Study.

Figure 2.9 showed two ways of rent seeking by means of monopoly of the position investment by using 1) various resources to occupy and monopolize the position and 2) using position for personal benefits, which would be studied in this research in order to understand phenomenon. After applying the rent seeking concept to the corruption equation by (Klitgard, 1988: 1998; Myint, 2000, the factors that led to corruption consisted of discretion and accountability. Also, the concept of rent, which reflected the level of rent gained by holding the position and authority, could give rise to corruption the results of previous research showed that compensation that government provided for government officers was an important condition that led to corruption, so this was one of the important factors in this study. To sum up, types of compensation provided by the Royal Thai Police, the opportunity for police corruption, incentives for corruption, risks or fear to get caught and honesty or

personal behavior all are important conditions that might contribute to police corruption behaviors.

CHAPTER 3

RESEARCH METHODOLOGY

This research on the rent-seeking behaviors employed police officers at police stations under the Metropolitan Police Bureau of the Royal Thai Police as the simple. The purpose of this research was to examine the forms and behaviors of the rent-seeking activities of police officers on duty, including the level or the value of the rent derived from the abuse of authority of their positions. The research design, the target group, tools, data collection, and data analysis were determined in order to fulfill the purpose of the study. The details are stated below.

3.1 Research Design

This study was a qualitative study based on the phenomenology because the rent-seeking behaviors of police officers are a dynamic phenomenon. In order to understand these behaviors, the researcher gave importance to the happening of the phenomenon through the viewpoints and behaviors of the target group so that the data would reflect the reality of the phenomenon.

The study included police officers working at police stations. The subjects were commissioned (Police Sub-Lieutenant to Police Colonel) and non-commissioned (Police Lance Corporal to Police Senior Sergeant Major) police officers in all the five lines of work at police stations. There are 88 stations in total under the command of the Metropolitan Police Bureau in Bangkok Metropolis. They are classified by type of command into 9 headquarters. The areas under the 9 headquarters are different in terms of the environment, the surrounding, workload, number of criminal cases and criminal problems, including the man power. Because of these differences, it is necessary to collect the data that cover the areas. Since this research concerned corruption behaviors or the misconducts of police officers one limitation of the study

was that the informants might be afraid and worried that what they said could affect their career, so it was likely that some police officers might not give detailed information in order to avoid such a problem.

3.2 Population and Sampling

In the study of rent-seeking behaviors of police officers working in the police stations under the Metropolitan Police Bureau, the target group was divided into 2 levels as follows:

Operational police officers. They work closely with the public and exercise their authority as prescribed by law. They are non-commissioned police officers at the rank of Police Lance Corporal to Police Senior Sergeant Major and commissioned officers in the position of Deputy Supervisor (at the rank of Police Sub-Lieutenant to Police Captain). The sample covered all lines of work at police stations: prevention and suppression, traffic control, investigation, interrogation, and administration.

Primary-level administrators responsible for overseeing operational police are in the position of supervisor and deputy superintendent (at the rank of Police Captain to Police Lieutenant Colonel) in all lines of work.

The total number of the population (only those who held positions) was 15,434 police officers: 3,239 commissioned police officers and 12,195 non-commissioned officers (as of February 28, 2012)

3.3 Data Collection

The data were collected from police officers working at police stations. The researcher studied the police's behaviors of abusing their authority and analyzed the data deductively to draw conclusions. In this research, the qualitative method was suitable for the questions aimed at revealing the forms and processes of their rent-seeking behaviors and the value of rent they received from exercising authority of the work position. Based on the literature review, there were two types of rent seeking behaviors: 1) investment to obtain the position and 2) use of authority of the position to gain benefits (Myint, 2000). This research put emphasis on collecting the data

about such behaviors, taking into consideration three components of police corruption behaviors, which were 1) Police officers did something not appropriate or refrained from doing what they should; 2) that action involved authority of their positions; and 3) that police officers received or were expected to receive an amount of benefit. The findings would reveal the rent seeking behavior or corruption behaviors of police officers. The steps of data collection were briefly stated as follows:

3.3.1 The secondary data were collected from documents, related to rules, regulations, orders, or government letters that indicate the payment to police officers in the Royal Thai Police, including duties, responsibilities and authority of positions specified in the laws. Other secondary sources were, for instance, books, research reports, articles, etc., to gather ideas and theories related to the research, such as the concepts of corruption behavior, rent seeking activities, principles and theories of compensation in order to formulate the framework of the study.

The data were also collected from true events reported in newspaper or pertinent documents that indicated the rent seeking behaviors of police officers so that the information would be accurate and correct for analysis.

3.3.2 The primary data were collected by in-depth interviewing the target group: 1) police officers working at police stations and 2) people in general or business people who had experienced the police's rent seeking behaviors. This technique was chosen because this research study was about the rent seeking behaviors or corruption behaviors, a sensitive issue. The informants' career and their safety might be negatively affected. Collecting the data by other ways might not be suitable and the informants might not be ready and willing to reveal the information, or they might not speak the truth due to their fear of the result after that. For the reason, the researcher chose the in-depth interview so as to talk privately with them and to create trust between the interviewer and the informants in order that they would be willing to provide the truths to benefit the research.

As for the instruments, a structured interview question was constructed based on the framework of the study and tested. After the tryout with police officers whose characteristics was like those in the sample, the questionnaire was revised for real use.

The sample group was divided into 2 sub-groups as follows:

1) Police officers at police stations were selected by using the snowball sampling technique. To begin with, the researcher used purposive sampling who could provide information for this research to identify a few informants, taking into consideration their readiness, resourcefulness, and experiences. Then they were interviewed and were requested to recommend others who were ready to provide information. The researcher had selected some informants from all lines of work and all position levels as determined in the framework of the research. Their readiness and willingness to provide information enabled the researcher to get useful data or facts for analysis.

The data were collected from two levels of police officers: operational police for the action officers and head administrator of individual work lines. The total was 32 persons as stated below:

(1) Operational police officers. The information concerned their work and rent seeking behaviors as officers who enforced the laws or who used authority to handle street-level crimes. The total of 19 persons was interviewed.

a) Interrogation Line: two deputy inspectors and one Squad leader

b) Prevention and Suppression Line: three deputy inspectors and two squad leaders

c) Investigation Line: two deputy inspectors and two squad leaders

d) Traffic Control Line: two deputy inspectors and three squad leaders

e) Administration Line: one deputy inspector (automatically promoted from the non-commissioned level) and one squad leader

The details are shown in Table 3.1

Table 3.1 Brief Information about Police Informants at the Operational Level

No.	Rank – Name (faked name)	Position
1.	Police Captain A	Deputy Inspector (Interrogation)
2.	Police Lieutenant (Lady) B	Deputy Inspector (Interrogation)
3.	Police Senior Sergeant Major C	Squad leader for interrogation
4.	Police Captain D	Deputy Inspector Prevention & Suppression
5.	Police Captain E	Deputy Inspector Prevention & Suppression
6.	Police Lieutenant F	Deputy Inspector Prevention & Suppression
7.	Police Senior Sergeant Major G	Squad leader of Prevention & Suppression
8.	Police Sergeant Major H	Squad leader of Prevention & Suppression
9.	Police Captain I	Deputy Inspector of Investigation
10.	Police Captain J	Deputy Inspector of Investigation
11.	Police Senior Sergeant Major K	Squad leader of Investigation
12.	Police Senior Sergeant Major L	Squad leader of Investigation
13.	Police Captain M	Deputy Inspector of traffic Control
14.	Police Lieutenant N	Deputy Inspector of traffic Control
15.	Police Senior Sergeant Major O	Squad leader of traffic Control
16.	Police Senior Sergeant Major P	Squad leader of traffic Control
17.	Police Sergeant Q	Squad leader of traffic Control
18.	Police Sub-Lieutenant R	Deputy Inspector of administration
19.	Police Senior Sergeant Major S	Squad leader of administration

(2) Primary-level administrators or heads of the work lines, junior executive. Police officers at the administrative level were interviewed to find out about their work performance and rent seeking behaviors. They are responsible for facilitating and controlling the overall operation and setting a policy for operational police officers. There were 13 persons in total.

- a) Interrogation Line: two inspectors and one deputy superintendent
- b) Prevention and Suppression Line: three inspectors and one deputy superintendent
- c) Investigation Line: two inspectors
- d) Traffic Control Line: two inspectors and one deputy superintendent
- e) Administration Line: one inspector

The details are shown in Table 3.2

Table 3.2 Brief Information about Police Informants at the Level of Junior Administration or Squad Leader.

No.	Rank - Name (Assumed name)	Position
1.	Police Lieutenant Colonel T	Inspector (Interrogation)
2.	Police Major N	Inspector (Interrogation)
3.	Police Lieutenant Colonel Bor	Deputy Superintendent (Interrogation)
4.	Police Lieutenant Colonel Por	Inspector of Prevention and Suppression
5.	Police Lieutenant Colonel Phor	Inspector of Prevention and Suppression
6.	Police Major For	Inspector of Prevention and Suppression
7.	Police Lieutenant Colonel P	Deputy Superintendent of Prevention and Suppression
8.	Police Lieutenant Colonel F	Inspector of Investigation
9.	Police Major G	Inspector of Investigation
10.	Police Major M	Inspector of Traffic Control
11.	Police Major Y	Inspector of Traffic Control
12.	Police Lieutenant Colonel R	Deputy Superintendent of Traffic Control
13.	Police Lieutenant Colonel L	Inspector of Administration

2) People in general and Business people who encountered the police's rent seeking behaviors. These groups of people were included in order to reflect the police's misconducts and confirm the findings from other sources. The snowball sampling technique was also used to select the informants, starting with selecting some informants with the purposive sampling so as to reach informants with readiness and experience that could provide information. After interviewing them, they were requested to refer to others those who were ready to give information. The informants had experienced rent-seeking behaviors of the police in all lines of work at police stations. Such a sampling technique enabled the researcher to have informants who were ready and willing to tell the truth. There were 7 persons in total as shown in Table 3.3

Table 3.3 Brief Information about People in General and Business People Experiencing the Rent Seeking Behaviors of Police Officers

No.	Name (Assumed)	Experience with the rent-seeking behaviors of police officer
1.	Khun Mart	Business operator in wreckage salvation business who contacted the police in the line of interrogation for bribery
2.	Khun Yupin	An ordinary person who broke the traffic laws and used to encounter the rent seeking behavior of the police in the line of interrogation
3.	Khun Kai	Business operator in printing business who contacted the police in the line of interrogation for bribery
4.	Khun Sigharaj	Business operator in soil delivery trucks who contacted the police in the line of traffic control for bribery
5.	Khun Num	Caretaker of the horse boxes (bet equipment) who contacted the police in the prevention and suppression and the investigation lines to offer a bribe after being arrested for drunk driving
6.	Khun Buncha	Custodian of an entertainment parlor who contacted the line of prevention and suppression and other lines at a police station for bribery
7.	Khun Kieng	Delivery truck and heavy truck driver who contacted the traffic police for bribery

3.4 Data Analysis

In the analysis of qualitative and quantitative data, the content analysis was made based on related principles, concepts, and theories.

3.5 Information Presentation

In the study of rent seeking behaviors of the police, what is important is the correctness of information and facts together with the right of privacy, and the safety of the informants. Especially the abuse of authority for one's own benefit is considered as corruption behavior. Therefore, their ideas, attitudes and facts could reflect the management problem or the non-transparency of the Royal Thai Police.

The information might negatively affect the informants -- police officers, in general, the people and business operators who encountered such behaviors -- in terms of reputation, work, and safety of their lives. The researcher had to explain the purpose of the research and the required information. He also informed them of the right to reveal or not reveal any information. Many informants refused to give information; some agreed to give some information but were unwilling to reveal their own behavior. However, the information of this study could reflect the truth about the rent seeking behavior of the police. The informants did not want to disclose their titles, names and present positions and work or any personal information that could identify who they were. It is hoped that the findings will lead to be some improvement in the human resource management of the Royal Thai Police.

In addition, the researcher reserved the right to adjust the words or statements that reflected the ideas and attitudes of the informants so that the language in the research would go in the same direction while the meaning and the implications that the informants wanted remain the same.

CHAPTER 4

THE REMUNERATION SYSTEM FOR POLICE OFFICERS UNDER THE ROYAL THAI POLICE

This research on the relationship between compensation and corruption of authority of police officers under the Metropolitan Police Bureau of the Royal Thai Police. The secondary data included laws, regulations, and orders related to the compensation system for police officers and standard job descriptions of individual work positions of the police at police stations.

4.1 Compensation System for Police Officers

The Royal Thai Police has given various types of remuneration to the police, i.e., position allowance, additional allowance for special duties, apart from standard welfare and other fringe benefits given by the government and by the Royal Thai Police for special units.

4.1.1 Salary

Salary is the pay that everyone in the organization receives. The amounts differ, depending on types of work and position levels, to reflect their workloads, performance, and efficiency as shown in the Pay Scale. The details are given in Section 67 of the Royal Thai Police Act, B.E.2547 (2004), Section 3, Salaries, Position Allowances, and Others. This Act was amended in 2015. In the Appendix of this Act (No.3), the pay scale was revised to cope with the cost of living by comparison of the pay scale with that of other public organizations and of private organizations.

In the pay scale, police officers are divided by rank into 3 groups as follows:

1) Commissioned police officers (Police Sub-Lieutenant to Police General) receive a salary in the range of Levels S1 to S9

2) Non-commissioned police officers (Police Sergeant Major to Police Senior Sergeant) receive a salary in the range of Levels Por1-Por3

3) Students at the Police Sergeant Academy and students at the Police Nursing School receive a salary in Level Por1

In the Royal Thai Police Act, B.E. 2554 (2004), Section 68 of the amended Act (No.2) , B.E. 2554 (2011), which was revised again (No.3), B.E. 2558 (2015), the pay scale is as follows:

1) Police General with the title of the National Chief Police shall receive a salary in Level S9

2) Police General shall receive a salary in Level S8

3) Police Lieutenant General shall receive a salary in Level S7

4) Police Major General shall receive salary in Level S6

5) Police Colonel with special title shall receive a salary in Level S5

6) Police Colonel shall receive a salary in Level S4

7) Police Lieutenant Colonel shall receive a salary in Level S3

8) Police Major shall receive a salary in Level S2

9) Police Captain, Police Lieutenant and Police Sub Lieutenant shall receive a salary in Level S1

10) Police Senior Sergeant shall receive a salary in Level Por 3

11) Police Sergeant Major with special title shall receive a salary in Level Por 2

12) Police Sergeant Major, Police Sergeant, Police Corporal, Police Lance Corporal shall receive a salary in Level Por 1

13) Police Constable shall receive a salary Level P1

The Details are shown in Table 4.1

Table 4.1 The Pay Scale for Police Officers, Effective December 1, 2014.

Level	P1	P2	Por1	Por2	Por3	S1	S2	S3	S4	S5	S6	S7	S8	S9
46						38,750								
45.5						38,170								
45						37,580								
44.5						36,990								
44						36,400								
43.5						35,810								
43						35,220								
42.5						34,680								
42						34,110								
41.5						33,560								
41						33,000								
40.5						32,450								
40			21,480	29,690		31,880								
39.5			21,160	29,240		31,340								
39			20,840	28,790		30,790								
38.5			20,510	28,340		30,220								
38			20,180	27,890		29,680								
37.5			19,850	27,440		29,110								
37			19,520	26,990	38,750	28,880								
36.5			19,260	26,630	38,170	28,430								
36			19,020	26,270	37,580	27,960								
35.5			18,770	25,890	36,990	27,490								
35			18,530	25,530	36,400	26,990								
34.5			18,270	25,160	35,810	26,630								
34			18,020	24,800	38,220	26,270								
33.5			17,790	24,440	34,680	25,890								
33		16,790	17,540	24,070	34,110	25,530		54,820						
32.5		16,540	17,290	23,700	33,560	25,160		53,950						
32		16,290	17,050	23,400	33,000	24,800		53,080						
31.5		16,040	16,790	23,090	32,450	24,440		52,260						
31		15,800	16,540	22,790	31,880	24,070		51,450						
30.5		15,540	16,290	22,490	31,340	23,700		50,640						
30		15,290	16,040	22,180	30,790	23,340		49,830						
29.5		15,060	15,800	21,880	30,220	22,980		49,010						
29		14,810	15,540	21,550	29,680	22,600	38,750	48,200	58,390					
28.5		14,560	15,290	21,250	29,110	22,230	38,170	47,380	57,500					
28	6,790	14,320	15,060	20,950	28,880	21,880	37,580	46,560	56,610	69,040				
27.5	6,650	14,060	14,810	20,640	28,430	21,500	36,990	45,750	55,720	68,000				
27	6,530	13,820	14,560	20,330	27,960	21,140	36,400	44,930	54,820	66,960				
26.5	6,400	13,570	14,320	20,030	27,490	20,770	35,810	44,130	53,950	65,910				
26	6,270	13,310	14,060	19,720	26,990	20,400	35,220	43,300	53,080	64,880				
25.5	6,160	13,070	13,820	19,429	26,630	20,040	34,680	42,620	52,260	63,810				
25	6,050	12,810	13,570	19,100	26,270	19,660	34,110	41,930	51,450	62,760				
24.5	5,920	12,560	13,310	18,790	25,890	19,300	33,560	41,250	50,640	61,800				
24	5,810	12,330	13,070	18,480	25,530	18,950	33,000	40,560	49,830	60,830				
23.5	5,690	12,090	12,810	18,190	25,160	18,590	32,450	39,880	49,010	59,870				
23	5,580	11,860	12,560	17,880	24,800	18,230	31,880	39,190	48,200	58,890				
22.5	5,440	11,630	12,330	17,570	24,440	17,890	31,340	38,500	47,380	57,930				
22	5,340	11,400	12,090	17,270	24,070	17,550	30,790	37,830	46,560	56,960	69,040			
21.5	5,220	11,180	11,860	16,960	23,700	17,200	30,220	37,130	45,750	56,000	68,000			
21	5,100	10,970	11,630	16,650	23,340	16,880	29,680	36,450	44,930	55,010	66,960			
20.5	4,980	10,760	11,400	16,340	22,980	16,550	29,110	35,760	44,130	54,050	65,910			
20	4,870	10,540	11,180	15,540	22,600	16,240	28,880	35,220	43,300	53,080	64,860			
19.5	4,740	10,280	10,970	15,290	22,230	15,920	28,430	34,680	42,620	52,260	63,810			
19	4,620	10,070	10,760	15,060	21,880	15,610	27,960	34,110	41,930	51,450	62,760	74,320		
18.5	4,510	9,910	10,540	14,810	21,550	15,290	27,490	33,560	41,250	50,640	61,800	73,190		
18	4,400	9,710	10,280	14,560	21,140	15,000	27,030	33,000	40,560	49,830	60,830	72,060	76,800	
17.5	4,270	9,520	10,070	14,320	20,770	14,680	26,580	32,450	39,880	49,010	59,870	70,930	75,560	
17	4,160	9,330	9,910	14,060	20,400	14,380	26,120	31,880	39,190	48,200	58,890	69,810	74,320	
16.5	3,900	9,150	9,710	13,820	20,040	14,070	25,660	31,340	38,500	47,380	57,930	68,690	73,190	
16	3,670	8,970	9,520	13,570	19,100	13,770	25,190	30,790	37,830	46,560	56,960	67,560	72,060	
15.5	3,550	8,800	9,330	13,310	18,790	13,470	24,730	30,220	37,130	45,750	56,000	66,440	70,930	
15	3,470	8,590	9,150	13,070	18,480	13,160	24,270	29,680	36,450	44,930	55,010	65,310	69,810	
14.5	3,360	8,430	8,970	12,810	18,190	12,840	23,820	29,110	35,760	44,130	54,050	64,200	68,690	
14	3,270	8,260	8,800	12,560	17,880	12,530	23,370	28,560	35,090	43,310	53,090	63,070	67,560	
13.5	3,150	8,100	8,610	12,330	17,570	12,240	22,920	28,030	34,430	42,490	52,120	61,950	66,440	
13	3,070	7,950	8,450	12,090	17,270	11,920	22,490	27,480	33,770	41,670	51,140	60,840	65,310	
12.5	2,970	7,790	8,290	11,860	16,960	11,620	22,040	26,980	33,140	40,890	50,170	59,710	64,200	78,030
12	2,890	7,640	8,120	11,630	16,650	11,310	21,620	24,460	32,510	40,100	49,220	58,980	63,070	76,800
11.5	2,830	7,480	7,960	11,400	16,340	11,000	21,190	25,970	31,900	39,360	48,290	57,480	61,950	75,560
11	2,730	7,330	7,800	11,180	16,030	10,700	20,780	25,470	31,290	38,620	47,390	56,380	60,840	74,320
10.5	2,670	7,210	7,630	10,970	15,720	10,440	20,320	24,970	30,690	37,880	46,470	55,270	59,710	73,190
10	2,610	7,050	7,460	10,760	15,440	10,190	19,970	24,490	30,100	37,120	45,550	54,170	58,590	72,060
9.5	2,540	6,920	7,290	10,540	15,140	9,960	19,580	24,010	29,510	36,410	44,680	53,060	57,480	70,930
9	2,460	6,790	7,140	10,350	14,850	9,700	19,200	23,550	28,930	35,960	43,810	51,960	56,380	69,810

Table 4.1 (Continued)

Level	P1	P2	Por1	Por2	Por3	S1	S2	S3	S4	S5	S6	S7	S8	S9
8.5	2,400	6,650	6,970	10,150	14,570	9,440	18,810	23,080	28,350	34,980	42,950	50,870	55,270	68,690
8	2,330	6,530	6,800	9,950	14,310	9,210	18,440	22,620	27,800	34,270	42,070	49,760	54,170	67,560
7.5	2,250	6,400	6,630	9,740	14,030	8,970	18,060	22,170	27,230	33,550	41,190	48,670	53,060	66,440
7	2,180	6,270	6,470	9,540	13,760	8,740	17,690	21,710	26,660	32,850	40,310	47,580	51,960	65,310
6.5	2,120	6,160	6,300	9,340	13,500	8,540	17,310	21,240	26,100	32,110	39,440	46,500	50,870	64,200
6	2,040	6,050	6,140	9,140	13,230	8,340	16,920	20,790	25,530	31,400	38,570	45,410	49,760	63,070
5.5	1,970	5,920	5,970	8,930	12,970	8,130	16,570	20,320	24,960	30,700	37,700	44,340	48,670	61,950
5	1,890	5,810	5,810	8,740	12,730	7,940	16,190	19,860	24,400	29,980	36,820	43,250	47,580	60,840
4.5	1,820	5,690	5,690	8,540	12,470	7,730	16,800	19,410	23,830	29,280	35,950	42,190	46,500	59,710
4	1,760	5,590	5,580	8,340	12,220	7,530	15,430	18,950	23,270	28,560	35,090	41,140	45,410	58,590
3.5	1,700	5,440	5,440	8,130	11,960	7,320	15,050	18,470	22,700	27,850	34,220	40,090	44,340	57,480
3	1,630	5,340	5,340	7,940	11,700	7,140	14,660	18,010	22,140	27,160	33,610	39,090	43,250	56,380
2.5	1,550	5,220	5,220	7,730	11,450	6,970	14,300	17,560	21,550	26,460	32,510	38,060	42,190	55,270
2	1,500	5,100	5,100	7,530	11,200	6,800	13,910	17,100	20,990	25,770	31,650	37,060	41,140	54,170
1.5	1,430	4,980	4,980	7,320	10,950	6,630	13,530	16,640	20,420	25,080	30,820	36,070	40,090	53,060
1	1,360	4,870	4,870	7,140	10,350	6,470	13,160	16,190	19,860	24,400	29,980	35,090	39,090	51,960

Source: Royal Thai Police Act (No.3), B.E.2558, 2015, pp. 12-15.

However, the minimum and maximum salary rates specified in the pay scale are only a guideline or a standard pay range, as the entry-level salary for new police officers will be considered in conformity with the regulations set by the Board of Police Commissioners.

Table 4.2 The Entry-Level Salary Rate of the Royal Thai Police

Educational Qualifications honored by the Board of Police Commissioners	Salary at the entry-level (Effective Apr 1, 2011)		
	Level	step	Baht
Diplomas and certificates granted by the Educational Institute of the National Police Office			
1. Bachelor of Arts (Public Administration) from the Police Cadet Academy	S1	8	9,210
2. Certificate granted by Police Corporal (special) School	Por 1	8.5	6,970
3. Certificate granted Police Corporal School	Por 1	8.5	6,970
4. Nurse Aid Certificate from the Police Nursing College	Por 1	7	6,470
5. Radio Communication Certificate granted by the Royal Thai Police	Por 1	4.5	5,690
6. Certification for Radio Technician granted by the Royal Thai Police	Por 1	6	6,410
Degrees and certificates from other Universities or Institutions			
7. Bachelor of Arts in Law and Barrister Certificate conferred by the National Bar Association	S 1	9.5	9,960
8. Certificate in Survey from the Sergeant Military School for Survey			
8.1 Two-year continuing education after high school graduation or equivalent	Por 1	10.5	7,630
8.2 One-year continuing education after high school graduation or equivalent	Por 1	8.5	6,970
8.3 Two-year continuing education after secondary school graduation or equivalent	Por 1	7	6,470

Table 4.2 (Continued)

Educational Qualifications honored by the Board of Police Commissioners	Salary at the entry-level (Effective Apr 1, 2011)		
	Level	step	Baht
Diplomas and certificates granted by the Educational Institute of the National Police Office			
16. Master of Science in Medical Clinic, along with a continuing education program of the least 2 years after receiving a higher vocational certificate in Medical Clinic	S 1	17.5	14,680
17. Graduate diploma from a program of at least one year after receiving a Master Degree in Dentistry	S 1	17.5	14,680
18. Master Degree in Dentistry	S 1	16.5	14,070
19. Bachelor of Science in Basic Medicine or Master of Science in specified subjects from a program of at least 2 years after receiving the following degrees:			
19.1 Bachelor of science in Medicine, Dentistry Veterinary Medicine and received a professional work permit to practice	S 1	16.5	14,070
19.2 Bachelor of Medicine, Bachelor of Science in Dentistry and Bachelor of Science in Veterinary Medicine (old curriculum)	S 1	16	13,770
19.3 Bachelor of Science in Pharmacy	S 1	15	13,160
19.4 Bachelor of Science	S 1	14	12,530
20. Certificate in Medical Clinic	S 1	16	13,770
21. Graduate Diploma from a program of not less than one year after receiving a Master's degree in No. 23	S 1	16	13,770
22. Master Degree from a program of not less than 2 years after receiving a Bachelor's degree in No. 28	S 1	16	13,770
23. Master's degree in any subject or equivalent	S 1	14	12,530
24. Bachelor of Science in Medicine, Dentistry and a permit to practice, or Master's degree in Veterinary Medicine	S 1	15	13,160
25. Bachelor of Science in Medicine, Dentistry, and Veterinary Medicine (old curriculum)	S 1	14	12,530
26. Higher Vocational Certificate from a program of not less than one year after receiving a Bachelor's degree in item No. 28	S 1	11	10,700
27. Diploma or Certificate that trained not less than one year after receiving a Bachelor's degree required in No. 29	S 1	9.5	9,960
28. Bachelor's degree from a program of not less than 5 years after receiving a senior high school certificate required by the Office of the Civil Service Commission	S 1	9.5	9,960
29. Bachelor's degree with a course not less than 4 years after receiving a senior high school certificate or equivalent	S 1 - Por 1	8 15	9,210 9,150
30. Associate of Arts degree from a program of not less than 3 years and 6 months offered by different public organizations after receiving a senior high school certificate or equivalent	Por 1	11.5	7,960
31. Higher vocational certificate or Associate of Arts degree from a program of not less than 3 years offered by different public organizations after receiving a senior high school certificate or equivalent	Por 1	10.5	7,630

Table 4.2 (Continued)

Educational Qualifications honored by the Board of Police Commissioners	Salary at the entry-level (Effective Apr 1, 2011)		
	Level	step	Baht
Diplomas and certificates granted by the Educational Institute of the National Police Office			
32. Technical vocation certificate, higher Certificate in education or Associate of Arts degree from a program of not less than 2 years offered by different public organizations or a program of not less than 4 years after finishing junior high school or equivalent	Por 1	8.5	6,970
33. Certificate from a program of not less than one year and 6 months offered by different public organizations after receiving senior high school certificate or equivalent	Por 1	7.5	6,630
34. Vocational certificate or certificate from a program of not less than one year or from a program of not less than 3 years after finishing junior high school or equivalent	Por 1	7	5,970
35. Certificate in Education or from a program of not less than 2 years after finishing junior high school or equivalent	Por 1	5.5	5,970
36. Certificate in Obstetrician Care or a certificate from a program of not less than one year and 6 months after finishing junior high school or equivalent	Por 1	5	5,810
37. Certificate from a program of not less than one year offered by different public organizations after finishing junior high school or equivalent	Por 1	4.5	5,690
38. Certificate in Junior high school and Senior high school or equivalent	Por 1	4.5	5,690
39. Certificate in Basic Dramatic Art	Por 1	4.5	5,690

Note: Items 10-11 and Items 38-39 required an extra curriculum in order to comply with the regulation of the pay scale of the Office of the Civil Service Commission for graduates from educational institutions in the country in accordance with the official letter NR 1004.3/Vor14 dated October 31, B.E.2548

Source: The Royal Thai Police, Office of Human Resources, 2015, pp.5-8.

Based on the table of the pay scale announced in the Regulation of the Board of Police Commissioners of the Royal Thai Police, education was used to set the entry-level salary. Later, the government had a policy to revise the pay scale to cope with the changing context or environment. The Royal Thai Police also revised the entry-level salary for new police officers in response to the government policy, which can be summarized as follows:

Table 4.3 The Entry Level Salary of the Royal Thai Police

Qualification	Pay range for entry (October 1, 2010)			Pay range for entry (April 1, 2011)			Pay range for entry (Jan 1, 2012)			Pay range for entry (Jan 1, 2013)			Pay range for entry (Jan 1, 2014)		
	level	Step	Bath	level	Step	Bath	level	Step	Bath	level	Step	Bath	level	Step	Bath
Doctoral	S 1	21	16,070	S 1	21	16,880	S 1	24	18,950	S 1	25.5	20,040	S 1	27	21,140
Master	S 1	14	11,930	S 1	14	12,530	S 1	18.5	15,290	S 1	20.5	16,550	S 1	22	17,550
Bachelor	S 1	8	8,770	S 1	8	9,210	S 1	13	11,920	S 1	15.5	13,470	S 1	18.5	15,290
	Por1	15	8,700	Por1	15	9,150	Por1	21.5	11,860	Por1	24.5	13,310	Por1	28	15,060
Certificate in Profession	Por1	10.5	7,260	Por1	10.5	7,630	Por1	15.5	9,330	Por1	18	10,280	Por1	20.5	11,400
Certificate in Technical/ Sergeant School	Por1	8.5	6,630	Por1	8.5	6,970	Por1	13.5	8,610	Por1	16	9,250	Por1	19	10,760
Vocational Certificate	Por1	7	6,160	Por1	7	6,470	Por1	10.5	7,630	Por1	12.5	8,290	Por1	15.5	9,330
High School Certificate	Por1	4.5	5,400	Por1	4.5	5,690	Por1	8	6,800	Por1	10.5	7,630	Por1	13.5	8,610

4.1.2 Position Allowances for Police Officers

A position allowance means the amount of money paid to a police officer who has been working in the position set by the Police Commissioners Board. In order to receive this pay, the person must hold the position and perform the main duty of the position as stipulated in the Royal Decree, B.E. 2538 (1995) on Position Allowances for Non-Government Officials and Administrators amended in 1995 (No.2), in 2004 (No.8), and in 2007 (No.10), Sections 29, 30, 31, 32 and 33

The position allowance rates are specified in Section 67 of the Royal Thai Police Act (2004), amended in 2011(No.2). In the Appendix of the Act, police officers are divided into 3 types as follows: 1) Administrators 2) Specialists or experts, and 3) Academic personnel in the Police Cadet Academy. The position allowances for police officers are granted under the Regulation of the Royal Thai Act, B.E.2558 (2015), which can be summarized as follows:

Police administrators are classified into two levels: the high level and the middle level. Position allowances granted to those in the administration are specified in Section 3 of the Royal Decree for Police Officers.

Table 4.4 Position Allowances for Administrative Officers

Position	Rate (Baht/month)
High level police officers	
The National Chief of Police	21,000
Inspector General, Deputy Chief of Police or equivalent	21,000
Assistant Chief of Police or equivalent	21,000
Commander in Chief or equivalent	21,000
Deputy Commander in Chief or equivalent	14,500
Commander or equivalent	14,500
Deputy Commander or equivalent	10,000
Middle level Police officers	
Police Superintendent or equivalent	5,600

Position allowances are given to professional police officers as prescribed in Section 5 of the Royal Decree. Those who receive a position allowance must be in the rank of Police Lieutenant Colonel or higher. He must be in a professional position and hold a degree that cannot be replaced by others, and his work clearly affects people's lives and property.

In each profession, there is a legally established organization to check, screen and certify professionalism and to punish the wrongdoer, etc.

These professions are 1) Physical Therapy, 2) Dentistry, 3) Nursing, 4) Medicine, 5) Veterinary service, 6) Psychology, 7) Medical Laboratory Technology, 8) Pharmacy, 9) Mechanic Engineering, 10) Electricity Engineering, 11) Communication Engineering, 12) Civil Engineering, 13) Architecture, 14) Social Work. Or the person must hold a position in the following fields in which the organization has a shortage of personnel: 1) Maritime Navigation, 2) Radiology Physics, 3) Radiological Technology, 4) Traffic Engineering, 5) Nuclear Engineering, and 6) Metal Engineering.

Or his work concerns research and development in science and technology and other areas, e.g., 1) Isotope Production, 2) Entomology Production Radiation, 3) Radiology, 4) Nuclear Chemistry, 5) Nuclear Physics, 6) Computer Science, 7) Agricultural Engineering, and 8) Aeromechanic Engineering.

Position allowances are paid to police officers who are in the rank of Deputy Commander or equivalent as specified in Section 6 of the Royal Decree. They must perform the main duty in the unit using experience or knowledge from training to develop systems or to perform duties work as specified in the job descriptions. Their ability and experience must be widely accepted in the academic circle of the following fields: 1) Intelligence, 2) Finance, 3) Aviation, 4) Training, 5) Teaching, 6) Interrogation, 7) Investigation, 8) Traffic Control, 9) Art Work, 10) Immigration, 11) Scientific Investigation, 12) Accounting, 13) Internal Auditing, 14) Medical Photography, 15) Legal work, 16) Forensic science, 17) Prevention and Suppression, 18) Decorative Arts, 19) Budget Analysis, 20) Human Resource Analysis, 21) Policy and Planning Analysis, 22) Social Science Research, 23) Computer Science, 24) Finance, 25) Music, 26) Auditing, 27) Medicine, 28) Accounting, 29) Public relations, 30) Nutrition, 31) Medical Science, 32) Education, 33) Statistics, 34)

Testing, 35) Animal Husbandry, 36) Public Health Care, 37) Environment, 38) Food and Drugs, 39) Science, 40) Foreign Affairs, 41) Foreign Relations, 42) Engineering, 43) Physical Education ,44) Weapons, 45) Social work, and 46) Zoology.

Table 4.5 Pay Rate for Specific Professions and Specialists

Rank	Rate (Bath/month)
Position allowances for specific professions and specialists	
Police General, Police Lieutenant General	15,600
Police Major General	13,000
Police Colonel with salary of Police Colonel (special)	9,900
Position allowances for specific professions	
1) Police Colonel	5,600
2) Police Lieutenant Colonel	3,500

Positions allowances for police officers in the academic line at the Police Cadet Academy are specified in Section 7 of the Royal Decree for Police Officers as shown in Table 4.6

Table 4.6 Allowances for Positions in the Police Cadet Academy

Rank	Rate (Bath/month)
Professor Police Colonel with the salary rate of Police Colonel (special) and up	13,000
Associate Professor Police Colonel with the salary rate of Police Colonel (special)	9,900
Associate Professor Police Colonel and Police Lieutenant Colonel	5,600
Assistant Professor Police Colonel	5,600
Assistant Professor Police Lieutenant Colonel and Police Major	3,500

In addition to position allowances, Section 8, Paragraph 2 and Section 11 of the Royal Degree defines clearly that if a police officer receives the position allowance and is later assigned to do the duty of a higher position but he has not yet been promoted to a higher rank, he still receives the same amount of position allowance until he is promoted to a higher rank. -If he works in more than one position, he will receive the allowance of one position only -i.e., highest one.

It should be noticed that position allowances will be given to the three groups of police officers (except those in the Police Cadet Academy), starting at Police Lieutenant Colonel with the Salary Level S3 or higher only. Low ranking officers at the entry level will not get any position allowance, even though they are in professional groups. The Regulation of the Ministry of Finance on Compensation apart from Salaries, B.E. 2547 (2004), amended in 2009, (No.3) Section 2, Paragraph two, specifies that an officer shall receive a position allowance of the same amount as his salary. That is, police officers in the professional, administrative, and academic lines can get a double amount of the normal month salary.

4.1.3 Allowances for Police Officers

An allowance is a kind of compensation in the form of cash paid to government officers who work hard, do risky tasks that may be harmful to life or perform their duty with skills and experiences or who are in the category of professional shortage as defined by the Police Commissioners Board. Section 71 of the Royal Thai Police Act, B.E. 2547 (2004) specifies that police officers shall receive allowances following the Regulation of the Police Commissioners Board with the approval of the Ministry of Finance. There are two regulations concerning allowances paid to police officers working at police stations as follows:

1) The Regulation of the Police Commissioners Board on Allowances for Interrogating Officers, B.E. 2559 (2016)

2) The Regulation of Police Commissioners Board on Allowances for Prevention and Suppression, Investigation, and traffic Officers, B.E. 2548 (2005)

The details are summarized in Table 4.7

Table 4.7 Allowances for Police Officers Working at Police Stations

Rank	Pay (Bath/month)
Allowances for those working in the interrogation line	
Deputy Superintendent or equivalent in the rank of Police Lieutenant Colonel	17,300
Inspector or equivalent in the rank of Police Captain to Police Lieutenant Colonel	14,400
Deputy Inspector or equivalent in the rank of Police Sub Lieutenant to Pol. Captain	12,000
Allowances for those working in suppression, investigation, and traffic control line	
Deputy Superintendent or equivalent in the rank of Police Lieutenant Colonel	4,000
Inspector or equivalent in the rank of Police Captain to Police Lieutenant Colonel	3,500
Deputy Inspector or equivalent in the rank of Police Sub Lieutenant to Pol. Captain Squad leader in the rank of Pol. Senior Sergeant Major	3,000

However, in literature review, allowances for other groups are also defined by the Police Commissioners Board as follows:

1) The Police Commissioners Board's Regulation on Extra Payment to the Director of the Police Cadet Academy, B.E. 2554 (2011)

2) The Police Commissioners Board's Regulation on extra payment to those working in Public Health Care, B.E. 2548 (2005)

3) The Police Commissioners Board's Regulation on extra payment to Skydivers, B.E. 2549 (2006)

4) The Police Commissioners Board regulation on extra payment to Divers, B.E. 2549 (2006)

5) The Police Commissioners Board's Regulation on extra payment to those working in Marine Navigation, B.E. 2549 (2006)

6) The Police Commissioners Board's Regulation on extra payment to those whose work concerns destruction of explosive devices, B.E. 2549 (2006)

7) The Police Commissioners Board's Regulation on extra payment to Forensic Scientists, B.E. 2550 (2007)

8) The Police Commissioners Board's Regulation on Extra Payment to Rescuers, B.E. 2553 (2010)

9) Police Commissioners Board's Regulation on Extra Payment to Aircraft Controllers, B.E. 2549 (2006)

4.1.4 Welfare and Fringe Benefits for Police Officers

Welfare and fringe benefits refer to compensation that the organization gives to police officers as members of the organization to provide convenience in performing their duties, which may be in the form of cash or in other forms. (Mondy, 2011). This definition is unlike the definition of the Board of the Civil Service Commission, (BCSC), which states that welfare or fringe benefits must be in cash only. Since, this research was in the Thai context, the definition given by BCSC was used. Welfare and fringe benefits for police officers can be divided into 2 kinds; 1) standard welfare and fringe benefits 2) welfare and fringe benefits that the Royal Thai Police provide for its specific units.

4.1.4.1 Standard welfare and fringe benefits: Referring to welfare and fringe benefits provided for government officials in general as prescribed by laws and regulations. Apart from salaries, the government also provides welfare and fringe benefits in the form of cash and non-cash to government officials and their families in order to build their motivation and boost their morale. Welfare and fringe benefits will be provided for them throughout their service years until their retirement and death. The welfare and fringe benefits can be classified as follows:

1) Non-monetary welfare or fringe benefits are, for example, the right to take leave under the Regulation of the Office of the Prime Minister on Taking Leave and other laws and the resolution of the Cabinet, i.e., the Royal Decree on Salary, Annuity, Pension, Gratuity, and others, B.E. 2522 (1989) and the Regulation on Taking Leave of Civil Servants, B.E. 2535 (1992), amended to be in

accordance with the Regulation of the Office of the Prime Minister on Taking Leave, B.E. 2555 (2012). There are 11 types of leave as follows:

(2) Sick Leave: A police officer may take sick leave with pay for not more than 60 days within a year. If more than 60 days, the superior in the rank of director or equivalent may give permission to extend sick leave for not more than another 60 days.

(3) Maternity leave: A female police officer may take leave with pay for not more than 90 days without medical certification but may request errand leave without pay to take care of her child for not more than another 150 days.

(4) Leave to support wife in childbirth: A police officer can legally take leave to help his legal wife take care of their infant for not more than 15 consecutive working days.

(5) Errand leave: A police officer can take leave with pay for not more than 45 working days per year except the first service year. He/she may take errand leave for not more than 15 working days, but if necessary, the superior can call him/her back to work.

(6) Vacation leave: A police officer can take vacation leave for not more than 10 working days per year and can accumulate the vacation days for not more than 20 working days. Those who have been working for over 10 years can accumulate up to 30 working days. Those who are in the service for not longer than 6 months have no right to take vacation. If necessary, the superior can call him/her back to work.

(7) Religious leave or leave to perform Haj: Male police officers that are Buddhists and those who are Muslims and have worked for over one year may take religious leave for not more than 120 days. They must not have previously taken this kind of leave before. If a police officer requests to leave within the first service year, that he may leave without pay.

(8) Leave for military recruitment or military draft: To attend the military draft process, a police officer must inform the superior at least not less than 48 hours beforehand. After the draft process is finished, he must report back

within 7 days but not more than 15 days. The length of time for leave need not be specified.

(9) Leave for further education, study tours attending seminars, or working on research: Police officers may take such leave with pay for no longer than 4 years. However, the person in authority can permit them to leave for more than 4 years, but all together it should not be longer than 6 years.

(10) Leave to work with an international organization: There are two types of leave. The first type is to be a representative of the country. As a member of international organizations, Thailand must send some officers to work with foreign organizations to protect the country's benefits. The second type is working for an oversea organization by his own request. The Police officer may take leave for no longer than 4 years for the first type but no longer than one year for the second type. And if he wants to work longer, that person is required to resign. Those in the second type will not receive any pay during their leave except when the pay from the international organization is lower than their salary. The second type of leave requires that the person stay with the organization double the length of time of their leave when they return, or they must pay a fine.

(11) Leave to accompany the spouse: A police officer can take this kind of absence without pay for not more than two years, or the person in authority can give permission for him/her to leave for additional two years but not longer than 4 years. If longer than this, he/she must resign from the post.

(12) Leave for professional rehabilitation: Police officers are at risk to be harmed, or get sick, or may be disabled or crippled during the course of their duty. If they want to take leave to attend a training course for professional rehabilitation, they have the right to take leave up to the duration of the course training, but not more than 12 months.

Aside from the right to take leave as one of the 11 types of non-monetary welfare or fringe benefits, another type of fringe benefits provided to boost the police's work morale is **Insignia**. A police officer can make a request for insignia in

conformity with the Regulation of the Office of the Prime Minister (No. 2), B.E. 2552 (2008). The person who requests an insignia must be a Thai with good behavior and performance that benefits the public. He must have endeavor, honesty, and close attention to his work. If he had to get an insignia, his insignia must not have been recalled. He or she must not have been in prison except for negligence or misdemeanor cases.

2) Non-Monetary welfare or fringe benefits. In addition to the right to make a request for insignia, the government also provides government officials with monetary welfare and fringe benefits. Monetary welfare or fringe benefits are as follows:

(1) Medical care: Fees for medical services a yearly health check-up and medical therapy equipment are is provided not only to government officers themselves but also to their parents, spouse, and children (not more than 3 legitimate children in sequence. They can get treatment as in-patients or out-patients in hospitals that belong to the government and the expenses can be reimbursed in full as specified in the Ministry of Finance's Regulation. They must request a certification letter from the doctor to be submitted along with the bills for the room, food, artificial organs, and medical therapy equipment. Treatment in a private hospital can be reimbursed only for in-patients who have serious accidents and are in other deadly cases that need emergency care. Other medical costs can be reimbursed in half only but not more than 4,000 Baht as prescribed in the Royal Decree on Medical Welfare in 2010 and the Regulation of the Ministry of Finance on Medical Reimbursement, B.E. 2545 (2002).

(2) Welfare for Child Education: This type of welfare is provided for those with children to support the educational expenses for their children studying in either government schools or private schools. It is given to only the first three consecutive legitimate children as specified in the Regulation of the Ministry of Finance on the Welfare for Child Education, B.E. 2551 (2008) amended in 2010 (No.2).

(3) Welfare for house renting: This type of welfare is provided by the government for police officers in addition to the salary and other

fringe benefits in order to help those transferred to other locations where they have no dwelling of their own or of their spouse to live in. They have to rent a place to live because the government is unable to provide them with a residence. They have the right to get the actual rent, but not more than the rate set by law. Housing welfare is of three types 1) house renting 2) hire purchase of a house and 3) loan to purchase (purchasing a house and a building) as prescribed in the Royal Decree on Renting B.E. 2547 (2004) and the Regulation of the Ministry of Finance on the Criteria and Procedures to request for the Rent, B.E. 2549 (2006).

(4) Loan for housing: This project has been set up for government officers and permanent government employees to have their own houses. They have the right to make a loan to purchase land with a house or a condominium unit to live. This project has been run in cooperation with the Government Housing Bank in line with the Regulation of the Ministry of Finance on Loan for Housing, B.E. 2535 (1992).

(5) Overtime payment: Those who work overtime are entitled to get an extra pay for not more than 4 hours per day, at 50 Baht per hour. If they perform their duty on holidays, they will receive an allowance for not more than 7 hours per day, at 60 Baht per hour, according to the Regulation of the Ministry of Finance on Overtime Payment, B.E. 2550(2007).

(6) Expenses for official travel: This type of expenses is paid by the government to those who are ordered to travel to do their work with the approval of their superior. This is to facilitate them to perform their duty to achieve the result quickly. There are 2 types of travel expenses: one for traveling within the country and the other for traveling abroad. The welfare that the government provides includes an allowance for traveling, accommodation, and transportation expense, e.g., car, rent, gasoline or fuels for vehicles, including expenses for followers, etc. according to the Regulation of the Ministry of Finance on the Official Travel Expenses, B.E. 2550 (2007) amended in 2011 (No.2).

(7) Education support for government officers' children: Education support is provided for children of those who lost their lives while working in Yala, Pattani and Narathiwat provinces according to the Royal Decree on Government Officers' Child Education, B.E. 2523 (1980).

(8) Allowance for working in remoted areas or in special zones: This welfare is given to those who work in remoted areas where there are no vehicles, no passenger boats, or no public transportation all the year round. The areas are perhaps plenty of diseases. The Ministry of Finance will make a yearly announce that they receive an extra pay of one thousand Baht per month, according to the Royal Decree on Welfare for those Working in Special Zones, B.E. 2544 (2001).

(9) Bonus for merits: This type of welfare is given by the government to those officers or people who protect sovereignty and keep peace and order of the country. It may be a special salary promotion, a special bonus for combat, including special compensation in case of injury or loss of life. There are also other types of compensation, such as funeral expense, medical treatment expense, and an allowance during illness, according to the Regulation of the Office of Prime Minister on Bonuses for Merits, Compensation, and other Supports for Officers and People who Protect Sovereignty and to Keep Peace and Order of the Country, B.E. 2521 (1988).

(10) Morale-boosting allowance: This monetary welfare is for officers and permanent employees who are sick or disabled, have lost some part of their body while on duty or have been physically attacked while working but still being able to work. The compensation is specified in the Regulation of the Ministry of Finance on Morale-boosting of officers and permanent employees, B.E. 2546 (2003)

(11) Welfare for those in calamity: Police officers who died during their course of work or due to helping other persons as specified by law will be given welfare according to the Act of Welfare for Casualties during the Work for the Nation or for Humanity, B.E. 2546 (2003)

(12) Gratuity and pension: This welfare is for those who have been working for the government for a period of time. A gratuity is paid in a lump sum while a pension is paid monthly after retirement. Gratuity and pension are divided into 3 types, according to the Act of Gratuity and Pension, B.E.2497 (1954) as follows: (1) Normal gratuity and pension will be given to officers who retire for because: their positions are abolished without their misconduct, or because they are 60 years of age or have been working for the government for at least 25 years. (2) Special gratuity and pension will be given to those who are disabled and unable to

work, or who die during their course of duty and (3) Descended gratuity to be transferred to their legitimate heirs in the case of their death on duty and the cause of death is not their misconduct.

In the past, police officers will get pensions as stipulated in the Act of Gratuity and Pension, B.E. 2497 (1954) but later the Act was replaced by Act of B.E. 2539 (1996). This Act prescribes welfare and fringe benefits as follows:

- 1) Grant-in-aid is money added monthly by the government to the money deducted monthly from the officer's salary now at 3 percent of the salary. The added amount of money is equal to the deducted one.
- 2) Money to inaugurate is the amount that the government gives to the fund for those working before the Regulation of the Ministry of Finance came into force. It is calculated from the first day of work until the day of resignation. An officer who is a member of the fund has deposit money into the fund.
- 3) Compensation is additional money that the government gives monthly to the pensioner at the defined rate since the date on which an officer becomes a member of the fund until the day of resignation.
- 4) Saving is money that a member of the fund deposits every month to his/her account at 3 percent of his/her salary
- 5) Gratuity is the money paid to the member once only at the end of the membership.
- 6) Pension is the money paid to a member monthly, starting on the day when the status of membership ends until his/her death.
- 7) Descended gratuity is money that can be transferred to the heir of the deceased or to the person the deceased has named. This is only a one-time payment.
- 8) Living gratuity is the money paid once only to the pensioner to cope with the cost of living at the rate set by the Ministry of Finance but not over 15 times of the monthly pension, and
- 9) Return is a benefit gained from the investment of the saving fund, the grant-in-aid fund, the money –to--inaugurate fund, and the compensation fund.

Noticeably, the government has changed the way to pay a gratuity and a pension to a new system called the Government Pension Fund or GPF. Besides compensation for good performance and the right to get a pension or gratuity, government officers can save money as GPF members and gain other benefits, such as loan welfare etc.

4.1.4.2 Welfare and fringe benefits that the Royal Thai Police provides for their specific units. These fringe benefits which are provided for the members apart from standard benefits are determined by the Board of Police Commissioners. The Superintendent is a person who initiates a welfare fund to provide convenience for the subordinates to perform their duties and to lead their life. The Welfare Committee will raise a fund and operate the fund under the Regulation of the Office of the Prime Minister on Welfare Provision for Officers, B.E. 2547 (2004).

This type of welfare within the department is offered because the fringe benefits that the government provides are not enough to serve the needs of the members. These additional benefits are provided in line with to the Regulation of the Office of the Prime Minister on Welfare Provision for Officers, B.E. 2547 (2004).

There are eight categories of this type of welfare as follows:

1) Saving: The Saving Cooperative was established, and its members are government officials in the organization whose salary will be deducted monthly to buy the saving cooperative shares, etc.

2) Loan: A loan can be made from the Saving Cooperative.

3) Housing fund: The housing fund was set up by the government for police officers to buy an apartment unit or a house and for judges to buy a house, etc.

4) Support fund: The support fund may be set up by the central government or the Saving Cooperative or by using the budget of the organization itself to support its officers in times of needs, e.g. being ill or disabled.

5) Funeral fund: The funeral fund can be set up by the Saving Cooperative or by using the budget of the organization to arrange the religious funeral for an officer or his/her family members.

6) Sports and recreations: Sport and recreation events are arranged for relaxation to raise the police's morale, such as a yearly sports event, or a special day party, etc.

7) Cooperative Store: A cooperative store is operated by the organization to provide convenience and to give services to officers in the organization so that they can buy inexpensive consumer goods. It may be operated by the Saving Cooperative and the profit will be shared among its members.

8) Others: Some activities may be held with the approval of Welfare committee.

The literature review on welfare and fringe benefits for all government officers shows that the Royal Thai Police follows the Regulation on Welfare Provision. The organization provides welfare at two levels: 1) At the Royal Thai Police level for all police officers and 2) At the department level or equivalent within the Royal Thai Police. The appointed welfare provision committees at various levels are responsible for setting the policy and controlling the welfare provision process. Also, “the Welfare Fund” was established as the central fund for saving and operational expenses to serve the purpose of the fund under the Regulation of the Royal Thai Police, B.E. 2548 (2005) and the Regulation of the Welfare Provision Committee of the Royal Thai Police on Welfare Provision, B.E. 2550 (2007).

The details of welfare and fringe benefits provided by the Royal Thai Police are briefly stated below.

1) Central Housing: This is to provide residence for police officers working in the Metropolitan Bangkok area, including their families and dependents, under the Police Regulation, exclusive of the case (No.31) on cleaning and living in the residential buildings of the Royal Thai Police (No.2), B.E.2543 (2000), and the Regulation of the Central Housing Subcommittee on the Criteria and Procedures for Living in the Central housing, B.E. 2553 (2010).

2) Rehabilitation Resorts: Resorts are available for recreation and relaxation of the organization’s officers and permanent employees who have recovered from illnesses. There are several services and activities to promote sports, recreation, and rest. The resorts are also the venues for training and seminars for police officers and their families under the Regulation of the Welfare Committee of the Royal Thai Police on Welfare Resorts, B.E.2552 (2009) and the Regulation of the Rehabilitation Resort Subcommittee on Criteria and Procedures, B.E.2553 (2010).

3) Police Clubhouse: The police clubhouse is a place for meetings, parties and recreations of police officers and permanent employees. There are a swimming pool, tennis courts and other activities to promote and support the unity and a good relationship among them. The details are in the Regulation of Welfare Committee of the Royal Thai Police on the Police Clubhouse, B.E. 2553 (2010).

4) Police Sports Ground is a place for exercise and sports. It consists of a football field, a gymnasium, and badminton courts. The details are in the Regulation of the Welfare Committee of the Royal Thai Police on Police Sports Gym, B.E. 2553 (2010).

5) Police Bands. The police bands have been formed to support activities held by the Royal Thai Police, its units, officers or employees, and the general public. A music school was also established to teach how to play all musical instruments.

6) Central Loan of the Royal Thai Police. Loan is one kind of welfare to alleviate the suffering of officers and employees at a low interest rate. The details are in the Regulation of the Royal Thai Police on Central Fund (No. 14), B.E. 2546 (2003).

7) Housing Loan. Housing loan is another type of loan provided for officers and employees for building or purchasing a house. The details are in the Regulation of the Royal Thai Police on Housing Loan, B.E. 2546 (2003).

8) Housing Loan offered by the Government Housing Bank. The government allocates a budget to the Government Housing Bank under the Royal Decree on Housing Loans, B.E.2535 (1992) so that police officers and permanent employees can request a loan to purchase land and a house, or just land, or just a building to live as first home buyers or to pay up their mortgage loans, following the Memorandum between the Bank and the Royal Thai Police on Housing Loans for Police Officers of the Royal Thai Police dated January 2, 2005.

9) Welfare Loan for Police Officers and Permanent Employees. This type of loan has been arranged with the cooperation of the Krung Thai Bank for the purpose of purchasing a house, land or building a house or residence, or remodeling the home or paying up the mortgage loan under the Memorandum on Housing Loans between the Krung Thai Bank and the Royal Thai Police, dated February 16, 2010.

10) Monetary Support for the Death or the Injured in the Course of Work. This kind of welfare is to help police officers who die or are injured while on duty. The money comes from the welfare fund under the Regulation on Monetary

Support for Police Officers, following the Resolution of the Meeting of the Welfare Committee of the Royal Thai Police No. 1/2008, dated February 5, 2008.

11) Funeral Support Fund. Police officers and permanent employees of the Royal Thai Police, including the family of the dead officer or employee, will be given support for funeral expenses under the Regulation of the Royal Thai Police on the Funeral Support Fund (No. 20), B.E. 2548 (2005)

12) The Royal Thai Police Funeral Crematorium was set up for arranging funeral rituals and for being a graveyard to give service to the dead officers, their family members, and the general public. It also provides funeral ritual suggestions and services at Wat Tritossathep Viharn and at Wat Bangborn with a special discount. Details are in the Regulation of the Royal Thai Police Funeral Crematorium at Wat Tritossathep Viharn, B.E. 2546 (2003) and the Memorandum on the Use of Wat BangBorn as a Funeral Crematorium, dated June, 20 2005.

Apart from the funeral services and places provided for its officers and employees, the Royal Thai Police requests not only royal water for a body-bathing rite and other accessories but also royal cremation fire or earth for police officers at the rank of Police Sub-Lieutenant or higher to honor them.

13) Saving Cooperative: A saving cooperative was set up to economically and socially promote the members to support themselves and mutually help each other, following the Principle of International Cooperatives. It supports the members to save money by holding shares and depositing money with the Coop. It also offers different types of loans to its members. It gives welfare to the members and the general public, such as scholarships and other financial contributions. Cooperatives were set up at both a macro level (the Royal Thai Police) and a micro level (the commander division or equivalent). Similarly, the Metropolitan Police Bureau in this study established the Metropolitan Police Saving Cooperative.

14) Foundation for Supporting Police Officers and their Families. The Foundation assists police officers who are injured and disabled in their course of work, including their family members. It also supports charitable activities or other public activities based on the criteria and procedures set by the Committee of the Foundation for Supporting Police Officers and their Families.

4.1.5 Other Types of Compensation for Police Officers

Besides various types of remuneration for police officers, i.e., salary, position allowance, special allowances for special positions, standard welfare and fringe benefits provided by the state and compensation for special units, there are other kinds of compensation, especially for those who work at police stations as follows:

4.1.5.1 Rewards from fines

This type of compensation is cash determined by the Royal Thai Police to be an incentive for police officers to perform their duty efficiently. This money comes from fines paid by wrong-doers arrested by police officers on duty in the area. It is normally a bribe or reward for police officers who control traffic.

Bribes and rewards for those who control traffic are stated in the Regulation of the Royal Thai Police Exclusive Case no. 38 (original), bribes and rewards (No. 4) and (No. 5), B.E. 2557 (2014) Chapter 26 Criteria, Forms, and Procedures for Rewarding Police Officers who control traffic. Such rewards are given to only those working as traffic controllers, those who arrest the wrong doer and those who assist in the arrest. To be qualified to get the reward, the police officers' must hold the rank of not higher than the Police Lieutenant Colonel. The reward will be paid in conformity with one of the following laws.

- 1) The Traffic Act, B.E. 2522 (1989) and the amended Act
- 2) The Vehicle Act, B.E. 2522 (1989) and the amended Act
- 3) Car Insurance Act, B.E. 2535 (1992) and the amended Act
- 4) Order of the Revolutionary Party No. 16, December 9, 1971 on Cars or Motorcycles with Black Smoke or the Level of Noise Harmful to Public Health or Annoying to the Public in the Bangkok or in the municipality.

The amount of a bribe or reward is a certain percentage of the fine. The rates vary, depending on an individual law. Part of the fine will be allocated as an income to the Bangkok Metropolitan Administration or to the municipality, another part will be put into the investigation and interrogation fund for criminal cases, another part will become the state revenue as specified by the Ministry of Finance, and the other part of the fine will be a bribe or reward for the police officer arresting the wrong-doer and those assisting in the arrest. However, the pay shall not be over 10,000 Baht per person per month.

Police officers working in the traffic control line will be eligible to receive bribes or rewards as financial incentives. This kind of incentives will urge them to enforce the traffic rules more strictly and to perform their duty the diligently. The bribes or rewards come from the deduction of fines at the rate specified in the Announcement of the Ministry of Finance dated February 11, 2004 and amended September 6, 2004, (No. 2), March 10, 2005, (No. 3), and November 1, 2005, (No. 4). There are 132 laws on the deduction of fines to use as bribes or rewards and the procedures are described under the Police Code on Bribes or Rewards, excluding the cases of Type 38 (original).

1) Compensation for criminal interrogation

This compensation is given to police officers who work in the interrogation line or hold an interrogation work position after the completion of interrogation with a copy of the interrogation report sent to the public prosecutor. The money is given in return for their work, because it takes a long period of time to complete the case and because some expenses incur during the collection of evidence, which in many cases cannot be reimbursed under the Regulation of the Ministry of Finance on Compensation for Criminal interrogation, B.E. 2534 (1991). The compensation rates are as follows:

(1) Criminal cases with the penalty of imprisonment of not over 3 years: 500 Baht per case.

(2) Criminal cases with the penalty of imprisonment of over 3 years but not more than 10 years: 1,000 Baht per case.

(3) Criminal cases with the penalty of imprisonment of over 10 years: 1,500 Baht per case.

The criteria and procedures for reimbursement are in the Police Code on Bribes and Rewards exclusive of the cases of Type 38 (original), Chapter 28, Criteria, and Procedures for the Compensation Request under the Regulation of the Ministry of Finance for Compensation Payment to Criminal Interrogation, B.E. 2534 (1991).

From the information above, only the police officers responsible for interrogation will receive such a pay when interrogation is completed, and the accused arrested, and a copy of the interrogation report sent to the Public prosecutor. The

payment is made for each case as an incentive so that those working in the interrogation line can complete the job on time.

4.1.5.2 Temporarily granted compensation to cope with the cost of living. This compensation is provided to all government officials and employees to cope with the current economic situation under the Regulation of the Ministry of Finance on Temporarily Granted Compensation to Cope with the Cost of Living (No. 5), B.E. 2558 (2012), amended, B.E. 2558 (2015), (No. 6). The details are briefly stated below.

1) Government officers, permanent or temporary employees at the entry level whose education is lower than a Bachelor's degree and who receive a monthly salary or wage of below 13,280 Baht will receive additional money of 2,000 Baht per month. However, the monthly pay must not be over 13,280 Baht. If the total amount is less than 10,000 Baht, they will receive more additional money so that the total amount will be 10,000 Baht per month.

2) Government officers and permanent or temporary employees at the entry level who have a Bachelor's degree with a monthly salary or wage below 15,000 Baht will receive additional money so that they will earn 15,000 Baht per month.

According to the Regulation of the Ministry of Finance, Government officials and employees at the entry level will receive a salary and plus additional money to cope with the cost of living. Those with a Bachelor's degree will get 15,000 Baht. If those whose education is lower than a Bachelor's degree and those whose salary is less than 13,280 Baht will get additional money to cope with the cost of living so that the total amount will be 13,280 Baht. Those whose salary is lower than 10,000 Baht will earn the total of 10,000 Baht after the money for the cost of living is added.

4.2 Standard Job Descriptions and Organizational Structure of the Police Station

Standard job descriptions indicate duty, authority, and responsibility of police officers in each position. The researcher reviewed the standard job descriptions of positions in various police stations in order to find out the scope of the use of power

in their jobs and compensation based on their performance. In reviewing the organizational structure in each police station, the following were found:

4.2.1 Standard Job Descriptions of Police Officers at Police Stations.

The standard job descriptions of police officers in different positions at police stations are prescribed in the Order of the Royal Thai Police 537/2010 on Authority of Positions at Police Stations and the Order of the Royal Thai Police 538/2010 on the Duty and Responsibility of Investigation Officers and those working in the investigation field. The jobs at police stations are classified into 5 types: namely, administration, prevention and suppression, traffic control, interrogation, and investigation. There is also a special unit for special tasks. The highest rank police officer is the Chief of the police station.

1) The Chief of the police station is responsible for overseeing the overall operation of the station. His work includes planning, giving orders, following up and evaluation, and providing training, as stipulated in the Criminal Code and other laws related to original cases under his authority or responsibility in the assigned area. This is to say, the Chief of police station is the police officer of the highest rank at the police station who is responsible for the overall efficiency of administration.

The heads at the police station can be classified by nature of work into 6 Types.

2) Administration. The head is responsible for planning, giving orders, controlling; overseeing; checking; following up and evaluation; setting the policy; strategy and plans of the police station; human resource management; training; academic work; welfare; development; and management; budgeting; finance; procurement; quartermaster; logistics; supporting other work lines in the police station. In other words, the work of the administration line involves doing academic work and supporting the operation of other lines to function efficiently.

The Royal Thai Police also appoints the head of the prevention and suppression line as the Head of the administration line. Other police officers in the administration line are, for example, Administrative Inspector or Director (Police Captain – Police Lieutenant Colonel), Deputy Inspector (Police Sub-Lieutenant –

Police Captain), and Sergeant of General Affairs (Police Lance Corporal – Police Senior Sergeant Major).

3) Prevention and suppression. This work line is responsible for planning, giving orders; controlling; overseeing; inspection; following up and evaluation; and prevention and suppression in conformity with the criminal laws. There is a committee for inspecting and following up any administrative work, community work, mass relations of various types, and other tasks in the assigned area under the responsibility of the police station in order to prevent crimes. The work includes seeking news, collecting criminal data, controlling suspects/detention, radio control, receiving complaints of crime, setting check points/arrest point; inspection, prevention of illegal activities and keeping social order; suppression of all criminal activities; suppression of influential people; building mass relations; maintaining peace and order in the area, etc.

Due to the difference in the structure of each police station, the Royal Thai Police appoints the police officer with the highest rank and position to be the head of the prevention and suppression line. Other police officers in this line are Inspector of The Police Station (Police Captain – Police Lieutenant Colonel), Deputy Inspector (Police Sub-Lieutenant – Police Captain), and Sergeant (Police Lance Corporal – Police Senior Sergeant Major). Those in the position of sergeant will be assigned case by case to do administrative work, prevention and detention at the police station, public relations work, fingerprint work, general clerical work, and radio dispatch work.

4) Traffic control. This work line involves planning, directing, giving orders, controlling, overseeing, inspection, following up and evaluation of traffic work and enforcing the traffic laws, including carrying out the Royal Initiated Traffic project or part of the project and other related work in order to prevent traffic problems in the connecting areas.

Traffic jobs are, for example, traffic planning and control, producing traffic maps, collecting data and statistics involving traffic and submitting related data, providing knowledge about traffic, watching/inspection, informing people to follow the traffic rules, strictly enforcing traffic laws, etc.

Because of the difference in the organizational structure of each police station, The Royal Thai Police appoints the police officer with the highest rank and position to be the head of traffic control line. Other police officers are Inspector (Police Captain – Police Lieutenant Colonel), Deputy Inspector (Police Sub-Lieutenant – Police Captain), and Sergeant of general affairs (Police Lance Corporal – Police Senior Sergeant Major).

5) Investigation. This work line is responsible for planning, giving orders, controlling, overseeing, inspection, following up and evaluation of investigating work related to criminal cases and others in the area under the responsibility of the police station to find evidence and wrongdoers in order to maintain justice to the people. The jobs are investigation of crimes, following the Criminal Procedure Code, seeking news and criminal data, investigation planning, fact-finding to know the details of crimes, including investigation after knowing who the offender is, making an arrest, concealing sources of information, protecting witnesses, etc.

The Royal Thai Police will appoint the police officer with the highest rank and position in each police station to be the head of the investigation line. Other police officers are Inspector Supervisor (Police Captain – Police Lieutenant Colonel), Deputy Inspector (Police Sub-Lieutenant – Police Captain), and Sergeant of general affairs (Police Lance Corporal – Police Senior Sergeant Major)

6) Interrogation. This work line involves interrogation, planning, directing, giving orders, controlling, overseeing, inspection, following up, and evaluation, performing other related work in the area under responsibility to search for evidence, offenders in order to provide justice to the people. The jobs concern interrogation under the Criminal Procedure Code, interrogation planning, witness protection, and fining.

Police officers in this work line are special expert interrogators, expert interrogators, competence interrogators, special experienced interrogators, experienced interrogators, and interrogators, including sergeants (Police Lance Corporal – Police Senior Sergeant Major). The assignment for individual officers is made case by case to do general clerical work, to assist interrogation officers, to

control the accused to go to court, to do filing, to record the data from interrogation, to do interrogation work and to be a daily clerk.

However, the titles of interrogation officers have been changed from “Interrogation Officer” to Deputy Inspector, Inspector, deputy Superintendent, Superintendent, deputy Commander, and Commander to be in line with the organizational structure and the commanding system of the Royal Thai Police in order to work more efficiently in response to the Order of the National Control Committee No. 7/2016 on Job Descriptions of Interrogation Police Officers and the Letter of the Royal Thai Police No.0009.13/626, dated February 19, 2016 on the Titles of Interrogation Officers as shown in the table below:

Table 4.8 Positions and Ranks of the Interrogation Officers

Old Title	New Title	Rank
Special Expert Interrogator	Commander (Interrogation)	Police Major General
Expert Interrogator	Deputy Commander (Interrogation)	Police Colonel (Special)
Competence interrogator	Superintendent (Interrogation)	Police Colonel
Special Experienced Interrogator	Deputy Superintendent (Interrogation)	Police Lieutenant Colonel
Experienced Interrogator	Inspector (Interrogation)	Police Captain- Pol. Lt. Colonel
Interrogator	Deputy Inspector (Interrogation)	Police Sub Lieutenant - Police Captain

Interrogation. Officers of all positions and ranks are responsible for interrogation in criminal cases in conformity with the Criminal Procedure Code in order to find facts of the cases and prove them. The difference among police officers of different ranks is in the degree of difficulty and complexity of crimes. In the other words, police officers in the position of deputy inspector at the entry level have authority to interrogate all crimes except for types and nature of cases that are beyond their responsibility.

7) Special Force Unit. The special force unit is responsible for investigation, planning, directing, giving orders, controlling, overseeing, inspection, following up and evaluation, including finding news within the area under responsibility in order to prevent and suppress crimes against the national security. The work includes finding news about activities of offenders or terrorists, preventing and stopping any turmoil in the city, suppressing important criminals, or influential people or groups of people, patrol/survey/inspection to find news, etc.

Because of the difference in the organizational structure of each station, the Royal Thai Police will appoint the police officer with the highest position and rank to be the head of the special force unit. Police officers in the unit include Platoon leader (sorbor 1) (Police Sub-Lieutenant to Police Captain) and Squad Leader (Police Lance Corporal to Police Senior Sergeant Major). The appointment of police officers in each job will be made case by case, such as those responsible for general affairs, and these responsible for investigation.

However, in the Appendix of the Order of the Royal Thai Police No. 537/2012 on the Authority of the Police at Police Stations, the work positions in the special force unit depend on the necessity of the current situation. Although the special force unit clearly defines the job descriptions of the positions, in practice there are no clear job descriptions for police officers at the police stations under the Metropolitan Police Bureau. There are only administrative work, prevention and suppression work, traffic control work, investigation, and interrogation, all of which are under the control of the chief of the police station.

4.2.1 Organizational Structure of the Police Station

The organizational structure of the police station is specified in the Order of the Royal Thai Police no. 237/2010 on the Authority of Police Officers at Police Stations. This Order classifies the organizational structures into 6 types as follows:

1) Organizational structure of the police station No.1

The commander, as the chief of the police station, holds the rank of Police Colonel, and the subordinate lines are as follows:

(1) Deputy commander of prevention and suppression in the rank of Police Lieutenant Colonel is the director and head of the prevention and suppression line.

(2) Deputy commander for traffic control in the rank of Police Lieutenant Colonel is the head of the traffic control line.

(3) Deputy commander of investigation in the rank of Police Lieutenant Colonel is the head of the investigation line.

(4) Senior Interrogation officer who has the highest position is appointed by the chief of the police station under the Regulation of the Board of Police Commissioners on the Number of Appointments and Authority in Commanding Interrogating officers, B.E. 2555 (2012) to be the head of the interrogation line.

(5) Company leader in the rank of Police Captain to Police Lieutenant Colonel or Platoon leader in the rank of Police Sub-Lieutenant to Police Captain is the head of the special force unit.

2) Organizational structure of the police station No.2

The Superintendent in the rank of Police Colonel is the chief of the police station and the subordinate lines are as follows:

(1) Deputy Superintendent for prevention and suppression in the rank of Police Lieutenant Colonel is the director and head of the prevention and suppression line.

(2) Deputy Superintendent of investigation in the rank of Police Lieutenant Colonel is the head of the investigation line.

(3) Senior Interrogation officer who has the highest position and is appointed by the chief of the police station under the Regulation of the Board of Police Commissioners on the Number of Appointments and Authority in Commanding Interrogating Officers, B.E. 2555 (2012) is the head of the interrogation line.

(4) Company leader in the rank of Police Captain to Police Lieutenant Colonel or Platoon leader in the rank of Police Sub-Lieutenant to Police Captain is the head of the special force unit.

3) Organizational structure of the police station No.3

Chief inspector in the rank of Police Lieutenant Colonel is the chief of the police station and the subordinate lines are as follows:

(1) The Inspector for prevention and suppression in the rank of Police Captain to Police Lieutenant Colonel is the director and head of the prevention and suppression line.

(2) The Traffic inspector in the rank of Police Captain to Police Lieutenant Colonel is the head of the traffic control line.

(3) Inspector for investigation in the rank of Police Captain to Police Lieutenant Colonel is the head of the investigation line.

(4) Senior Interrogation officer who has the highest position and is appointed by the chief of the police station under the Regulation of the Board Police Commissioners on the Number of Appointments and Authority in Commanding Interrogating Officers, B.E. 2555 (2012) is the head of the interrogation line.

(5) Platoon leader in the rank of Police Sub-Lieutenant to Police Captain is the head of the special force unit.

4) Organizational structure of the police station No.4

Chief inspector in the rank of Police Lieutenant Colonel is the chief of the police station and the subordinate lines are as follows:

(1) Inspector for prevention and suppression in the rank of Police Captain to Police Lieutenant Colonel is the director and head of the prevention and suppression line and the traffic the control.

(2) Inspector for investigation in the rank of Police Captain to Police Lieutenant Colonel is the head of the investigation line.

(3) Senior Interrogation officer who has the highest position and is appointed by the chief of the police station under the Regulation of the Board of Police Commissioners on the Number of Appointments and Authority in Commanding Interrogating Officers, B.E. 2555 (2012) is the head of the interrogation line.

(4) Platoon leader in the rank of Police Sub-Lieutenant to Police Captain is the head of the special force unit.

5) Organizational Structure of the police station no.5

Inspector in the rank of Police Captain to Police Lieutenant Colonel is the chief of the police station and the subordinate lines are as follows:

(1) Deputy Inspector for prevention and suppression in the rank of Police Sub Lieutenant to Police Captain is the director and head of the prevention and suppression line.

(2) Deputy Inspector for traffic control in the rank of Police Sub Lieutenant to Police Captain is the head of the traffic control line.

(3) Deputy Inspector for investigation in the rank of Police Sub Lieutenant to Police Captain is the head of the investigation line.

(4) Senior Interrogation officer who has the highest position and is appointed by the chief of the police station under the Regulation of the Board of Police Commissioners on the Number of Appointments and Authority in Commanding Interrogating Officers, B.E. 2555 (2012) is the head of the interrogation line.

(5) Platoon leader in the rank of Police Sub-Lieutenant to Police Captain is the head of the special force unit.

6) Organizational structure of the police station No.6

Inspector in the rank of Police Captain to Police Lieutenant Colonel is the chief of the police station and the subordinate lines are as follows:

(1) Deputy Inspector for prevention and suppression work in the rank of Police Sub Lieutenant to Police Captain is the director and head of the prevention and suppression line and the traffic control line.

(2) Deputy Inspector for investigation in the rank of Police Sub Lieutenant to Police Captain is the head of the investigation line.

(3) Senior Interrogation officer who has the highest position and is appointed by the chief of the police station under the Regulation of the Board of Police Commissioners on the Number of Appointments and Authority in Commanding Interrogating Officers, B.E. 2555 (2012) is the head of the interrogation line.

(4) Platoon leader in the rank of Police Sub-Lieutenant to Police Captain is the head of the special force unit.

The afore-mentioned six standard organizational structures of the police station indicate the manpower of the Royal Thai Police. It should be noted that these structures of the police station will have the head of the prevention and suppression line as the head of the administration line, too. Types 2, 4 and 6 are designed for the area of low traffic congestion. The head of the prevention and suppression line is also the head of traffic control line because prevention and suppression is the main duty of the police station. The amount of administrative work and traffic control work in each police station varies. The head of the prevention and suppression line has his own subordinates.

The police station under the command of the Metropolitan Police Bureau are responsible for the areas within the Bangkok Metropolis. What organizational structure of the police station is used depends on the workload, the number of population, the environmental context, the number of cases, etc. Most police stations under the command of the Metropolitan Police Bureau are of Types 1 and 2 and the Superintendent in the rank of Police Colonel is the chief of the police station. Types 3–6 can be found in the areas where the number of cases are not large or in the provinces (provincial police). There are no fixed positions in the special force unit because it depends on the situation as mentioned above. The organizational chart of the police station is shown in the diagram below:

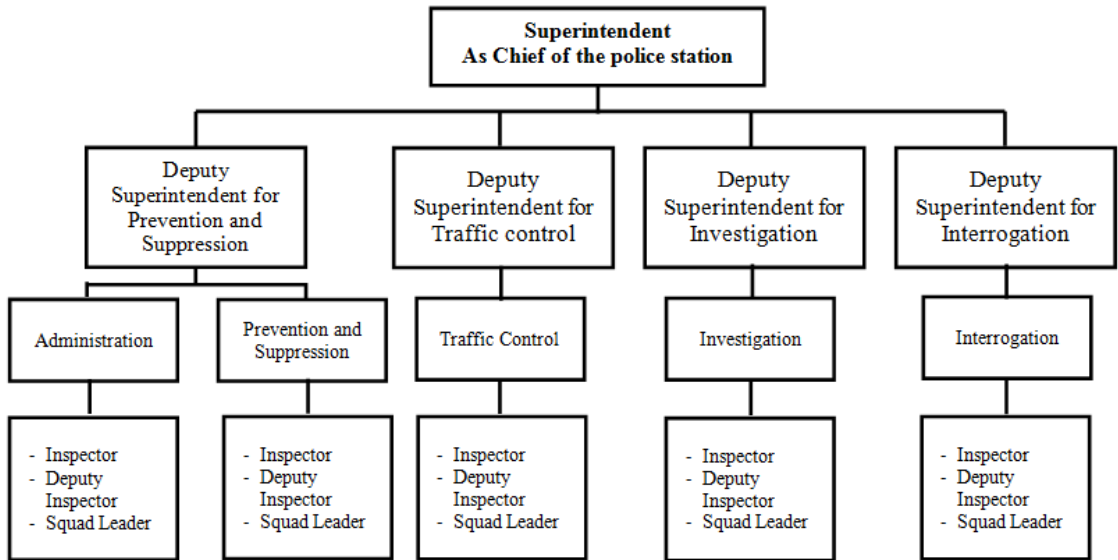


Figure 4.1 Organizational Chart of the Structure of the Police Station under the Command of the Metropolitan Police Bureau (Type 1)

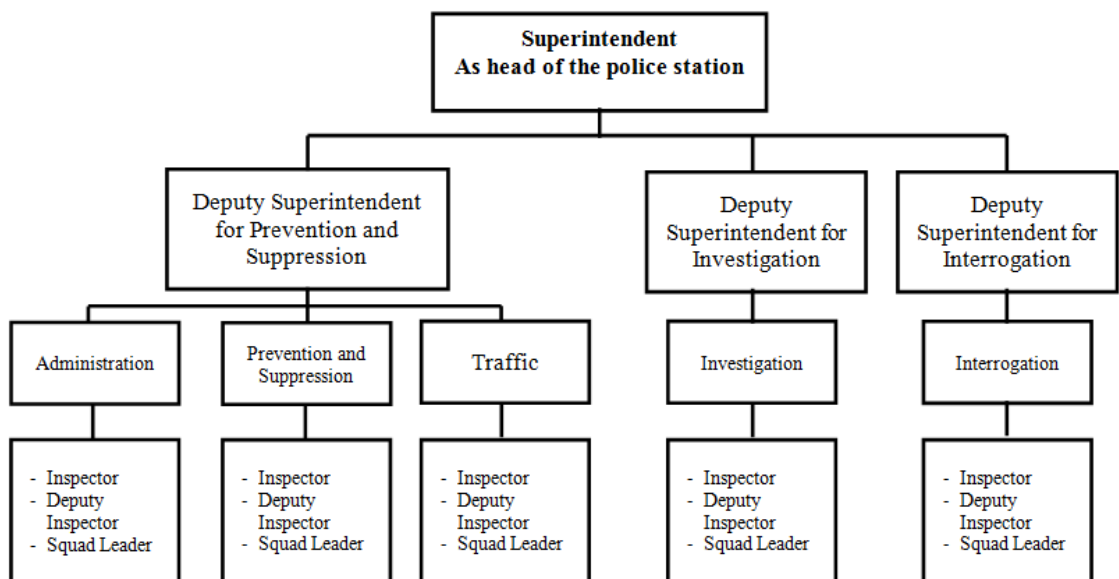


Figure 4.2 Organizational Chart of the Structure of the Police Station under the Command of the Metropolitan Police Bureau (Type 2)

CHAPTER 5

RESULTS OF THE STUDY

This study aimed to examine types and processes of rent seeking and the level of benefits or the amount of money from the abuse of authority by police officers working at police stations under the Metropolitan Police Bureau in order to make recommendations on how to increase the income and fringe benefits of the police in order to reduce the abuse of authority by rent seeking or corruption.

The secondary data related to the remuneration of police officers under the Royal Thai Police were related laws, regulations, and orders to find out the allocation of the money to police officers at present. Also, job descriptions or the work standards of police officers at the police station were reviewed, including the organizational structure of each police station. In order to have enough data the sample of police officers at the police stations under the Metropolitan Police Bureau and people or representatives of the business sector who had experienced the rent seeking behavior of police officers were interviewed. The snowball sampling technique was used to select the samples. The data analysis of this research was as follows:

- 5.1 Rent seeking behavior of police officers
 - 5.1.1 Accessing the authority source
 - 5.1.2 Using authority in rent seeking
 - 5.1.3 Level or benefits of rent seeking from corruption of authority
- 5.2 Factors affecting the rent seeking behavior

5.1 Rent Seeking Behavior of Police Officers

The rent seeking behavior of police officers or groups of police officers is similar to monopoly of power. Two types of behavior are 1) investing to gain the monopoly of power 2) using their authority to gain extra benefits, or the rent seeking behavior.

The rent seeking behavior of police officers in each line and the value of the rent derived from corruption of authority can be stated as follows:

5.1.1 Accessing the Authority Source

Police officers have tried to get the position and authority. Such authority can be divided into different levels as follows:

5.1.1.1 Level of authority at the police station. Five lines of work at the police station are 1) administration 2) prevention and suppression 3) traffic control 4) interrogation and 5) investigation. The chief of the police station is the administrator who oversees the station. The power level of the position varies depending on the following factors.

1) Authority and responsibility of each work line. The Royal Thai Police issued an Order RTP 537/2012 on Authority of Police Officers at Police Stations and an Order RTP 538/2012 on Work and Responsibility of Interrogation Officers. Since each work line is different in responsibility, the level of authority of each work line also differs.

(1) The chief of the police station has the highest authority at the police station as prescribed in the Order of the Royal Thai Police. The chief of the police station is responsible for overseeing the overall work of the police station. He has duties of planning, administration, control, and supervision, following-up, evaluation, and provision of training for his subordinates in conformity with the Criminal Procedure Code and other laws related to crimes within the area under the responsibility or the controlled area. Therefore, this position has the highest authority. As one commissioned police officer working at a police station put it:

At the police station level, the highest rank and the most powerful is the commander [the chief of the station]). He oversees all lines of work and looks after all police officers at the station. So, everyone has tried to please him. (An opinion of the Police Lieutenant Colonel P., deputy superintendent in the prevention and suppression line).

You may notice that the position that all [police officers] would rather hold is the commander [he chief of the station]because he is the most powerful at the station. It is the dream of all police officers to be the commander at the police station. (An opinion of the Police Lieutenant Colonel Bor., deputy superintendent in the investigation line).

The Order of the Royal Thai Police stipulates that the chief of the police station is responsible for the overall work performance of the police station. The organizational structures of the police stations can be classified into 6 types as mentioned earlier. In all the organizational structures of the police stations under the Metropolitan Police Bureau, the chief of the station is the police officer who holds the highest rank. In types 1 and 2, the rank of the chief of the police station is Police Colonel.

(2) The prevention and suppression, traffic control, and investigation lines have higher authority than the interrogation line. And the administration line has the lowest authority because the former lines do the main work of the organization, i.e., law enforcement in the area of responsibility. The traffic control line has a duty to enforce all the traffic laws: land, vehicle, and transport. Therefore, authority of traffic police is higher than that of others because they have more opportunity to arrest offenders. In an interview, a commissioned police officer said:

Among the prevention and suppression, the traffic control and the investigation lines, the police in the investigation line has more authority because their duty is to search and arrest offenders....

These three work lines are the main vessels of the police station... Police officers must patrol the area... The suppression line does the inspection job: checking cars, motorcycles...The traffic control line has a mobile team. They go into the area, unlike interrogation officers who work in the police station. (an opinion of Police Lieutenant Colonel Bor., deputy superintendent in the investigation line).

I was an interrogation officer for three years before I was promoted to be Lieutenant commander. It seemed that I progressed in my career.... But one day, my boss (the Supervisor) transferred me to the suppression line...The first day on the job, I realized then that this was the real police work. I had to go into the area to meet people there... I was working in the interrogation line for a long time, but I knew no one in the area. But when I patrolled in the area, I began to know people.

The jobs are different... I know now that working in the area, I have the real authority of the police. (an opinion of Police Major Phor., Inspector of the prevention and suppression line)

In addition, police officers in the prevention and suppression, traffic control, and investigation lines go into the area to prevent and suppress crimes and illegal activities. It is a proactive duty enabling them to understand problems and use authority to solve or handle them. This is different from the interrogation work, even though the latter is also the main job of the police station. Police officers in the prevention and suppression line have the duty to collect all evidence to prove the guilt and to find facts for the case. The work is the beginning of the mainstream of justice. On the other hand, interrogation is a kind of reactive work, waiting for notification of the injured person. The process of interrogation begins after an offense takes place. The administration line is responsible for supporting the other 4 lines of work and

have the lowest authority among all the lines of work. This finding is supported by some commissioned police who once worked in the administration line and now as the inspector in prevention and suppression line. He said:

The admin is doing paper and document work ... waiting at the police station, not the same as those in the prevention and traffic lines. They go out into the area. They have lots of subordinates... when I was working in the admin, I handled all the clerical work of the station: finance, manpower, planning, implementing projects...etc. But my work was only behind the scene. It could be compared to the housewife's work. (an opinion of Police Lieutenant Colonel L., Inspector of the administration line).

All the interviewed police officers at police stations gave the same information about different levels of authority in each line of work. The main jobs of the station are prevention and suppression, traffic control and investigation. They have more authority than the interrogation and administration lines, which support the others, thus having the lowest authority. The nature of work in the work line is an important factor that reflects the administration work as paper work. Those working in the administration line must have a good knowledge and understanding of writing plans/projects, finance and budgeting, procurement, etc. Such jobs need skills in administration and an understanding of regulations like the administration line, the interrogation line must prepare interrogation documents and collect all information for the cases. They must be careful about the details, understand the regulations, and follow the laws. Both types of work are complex too, but most police officers think that the prevention and suppression, traffic control and investigation lines have a higher level of authority.

However, when the degree of authority of the interrogation line and the administration line are considered, it has been found that interrogation officers work under the Criminal Procedure Code and have the duty of gathering evidence to prove the guilty of criminals and to find out facts in order to put in the file before making

the statement of summary to be submitted to the public prosecutor. In this way, they seem to have more authority to benefit or harm people. However, this type of work is more passive. So most key informants agree that the prevention and suppression, traffic control and investigation lines have a higher level of authority. Those in the administration line state that they can exercise their authority in some matters, such as issuance of permits. More details will be given later.

2) Work positions at the police station. The Order of the Royal Thai Police No. 537/2012 specifies the organizational structure of the police station and work levels there. In the organizational structure of the metropolitan police stations, Police Superintendent in the rank of Police Colonel is the chief of the police station and Deputy Superintendent is the head of the line of work. The hierarchical command in each work line starts with Inspector, Deputy Inspector and Squad leader, respectively and each position has its own authority. The chief of police station has the highest authority due to the line of command and the job description.

Therefore, the higher the position, the higher the level of authority in the chain of command. One commissioned police officer and one non-commissioned police officer gave the same information below:

It is in hierarchy through the line of command...The chief of station has the highest authority. Next is the deputy superintendent of each line, followed by...inspector, deputy inspector, non-commissioned police officers. There are different levels of command. (an opinion of the Police Lieutenant Colonel P., deputy superintendent in the prevention and suppression line)

We are non-commissioned officers and have less authority. But in some years Police Constables are sent here. They are called "Look Taew" [lower than Police Lance Corporal]. Even though they are of the lowest rank, they do the same work as the squad leader... (an opinion of Sergeant Major Chor., Squad leader of the prevention and suppression line)

3) Personnel in each line of work. The number of officers in each position and in each line of work are allocated to each station differently, depending on the workload of each area. For example, Station A may have 4 positions of inspector in the prevention and suppression line, while station B have only 2 positions, etc. In some stations there may be four positions of inspector in the prevention and suppression line, two inspectors in the investigation line, and one inspector in the traffic control line.

The difference in the number of personnel affects the level of authority. The interviewed police officers in each line have given a similar answer that the number of personnel affects the level of authority. Especially, the number of positions in command in each line of work is not equal. In most cases there are four inspectors in the prevention and suppression line and one inspector in traffic control, so the level of authority of the position is less. The police might use the word, "divisor". When the number of personnel is large or when there are many officers in the same line the number of divisors is also large, and the proportion of benefits will be less, for they must be divided among a large number of officers, as shown in the interview below:

To put it simply, the more the number of officers, the larger the number of divisors... In the past, there was an only one inspector in the prevention and suppression line, but the number has now increased to 4; therefore, the proportion is lessened. (an opinion of Police Lieutenant P., Inspector in the prevention and suppression line).

In the traffic control line, there is only one inspector to take care of traffic work Other lines of work have too many inspectors...so it is not strange that many officers would like to be transferred to the traffic control line because they will not be bothered by anyone and it is happier. (an opinion of Police Lieutenant F., Inspector in the investigation line).

The information has reflected that the rate of manpower affects the authority of position in each line of work. In fact, it affects only the position of “inspector” because the number of personnel in this position has been changed many times. There is obviously difference in the number of police officers in each line of work. Most police officers seem to think that the position that is held by a few officers will have full authority and receive a full benefit in the work line. However, this is true only in the prevention and suppression, traffic control, and investigation lines, but in the interrogation line, this is reverse. The larger the number of interrogation officers, the better it is as they can share the workload. One police officer in the position of interrogation officer has given his opinion:

If you want to work in the investigation line, you must ask yourself which station it should be. It will be good if there are a lot of interrogation officers because there will be lots of people to prepare case reports.... Unlike those in the prevention and suppression line or traffic control line, who use their authority to gain a lot of benefits, we only do paper work, so we focus on not too heavy workload...

...We look at this in a different angle.(an opinion of Police Lieutenant T., Inspector in the interrogation line).

4) Compensation legitimately gained by each work line. In the Order of the Royal Thai Police No. 537-538/2010, police officers in all lines of work at the police station shall receive compensation allocated by the Royal Thai Police. The amount of compensation differs depending on the work line and the position level as mentioned in Chapter 4. The interview of a commissioned police officer supports the information:

Let's talk about additional pay that commissioned officers receive. The interrogation officer will receive the highest amount - 10,000 Baht per month. An interrogation officer who is diligent and works on a lot of cases will receive money upon the completion of each case. (an opinion of Police Lieutenant P., Inspector in the prevention and suppression line).

The same information was given by an inspector in the interrogation line, who said:

I have worked in the investigation line and right now my salary is 26,000 Baht a month.... I also get additional money, about 14,000 Baht a month from interrogation work. The total monthly income is about 40,000 Baht. This is a lot when compared to those in other lines of work....

.... When I conclude cases, I will receive money per case too. Usually, I can conclude 5 drug cases a month, and I will receive 1,000 Baht for each case. But I have to wait to obtain a back-pay for the next round.... If you do not mind and put your mind at work, the total pay per month will be several thousand Baht. (an opinion of Police Major N., Inspector in the interrogation line).

Both commissioned and non-commissioned police officers in the prevention and suppression, the traffic control, and the investigation lines usually receive extra money, apart from their salaries and normal fringe benefits. (See Table 4.7). As for bribes or rewards from the arrest of traffic law violators, police officers in the traffic control line will earn the highest, with an additional amount of not more than 10,000 Baht a month, depending on individuals. This information came from a traffic Squad Leader.

Aside from the salary, those working in the traffic control line also receive a portion of the money from the fines for traffic law violation...The more the arrests, the larger the share they get. But not more than 10,000 Baht a month ...Normally, we will reach the target of 10,000 Baht per month.

However, in some months, there is a lot of work but few arrests, so the money will be less. (an opinion of Police Senior Sergeant Major Tor., Squad Leader in the traffic control line).

From the literature review about the Order on Compensation and from the interview of the police officers, it has been found that police officers in the interrogation line earn extra money for the position at a rather higher rate than those other work lines. However, only commissioned officers in the interrogation line will receive the position allowance under the Criminal Procedure Code, while non-commissioned police officers do not receive such money. This is different from other work lines in which non-commissioned police officers can earn a position allowance but at a lower rate.

Those who earn a lot of money are police officers in the line of interrogation...To me, I am only an assistant to the interrogation officer [non-commissioned], and my duty is to do what the interrogation officer orders, such as driving to the crime scene, following the documents, and sometimes writing daily complaints ...but I have not received any extra pay at all I have only a monthly salary...

Luckily the interrogation officers sometimes give me some money but I do not get any position allowance. (an opinion of Police Senior Sergeant Major K., Squad Leader in the interrogation line).

Noticeably, both commissioned police and non-commissioned police officers working in the administration line or doing clerical work do not receive any extra pay for their positions, unlike those in other lines of work. However, they can make a request for the overtime pay or the so-called, "OT money". In practice, there are some conditions to request for this pay, which is considered case by case. It is not a regular monthly pay. The finding is supported by the interviews of

commissioned and non-commissioned police officers working in the administration line:

As I told you.... admin is like children of the mistress ... We work behind the scene on the police station. We support the work of all lines without any position allowance. We receive only salaries. (an opinion of Police Sub-Lieutenant Tor., deputy supervisor in the administration line).

We police officers compare each line of work ... Those officers going out on patrol get an extra pay. Those in the traffic control line get rewards...the admin line is not like the others. But you must not think that we have no work to do – going to work in the morning and go back home in the evening. When there is mobilization of police officers, we also must be on duty and go out for patrol. (an opinion of Police Senior Sergeant Major Tor, Squad Leader in the administration line).

However, the interviews of the commissioned and non-commissioned police officers in all lines of work at police stations revealed that they got money both legally and illegally. As one of the police officers said,

If you ask me which stations receive a lot of money and which receives a little, I must ask you back if you want the truth or just what is stated in the regulation.

According to the regulation, those in the line of investigation will get a lot of money. Traffic control police will receive rewards. But in real life... those in the suppression and investigation lines do not get little money at all. (an opinion of Police Major Por., Inspector in the investigation line).

What I talk about is the normal pay. [it is the standard compensation], but in fact there is money from other sources... We can talk about it later. (an opinion of Police Major M., Inspector in the traffic control line).

5) Money illegally received in each line of work. In each line of work and each level of authority there is corruption of authority. The police use some rent seeking methods as mentioned earlier. Police officers in all positions at all police stations can exercise their authority to obtain extra money, the details of which will be given later.

It cannot be said clearly which line of work and which level of authority has more authority, but most informants said that those in the prevention and suppression, the traffic control and investigation lines had enough authority to seek rent.

I think it should be those in the investigation and the prevention and suppression lines.... they work in the area. They can reach the offenders and the offenders seek their help too. (an opinion of Police Captain Gor., deputy inspector in the Interrogation line).

I can give you the answer without thinking that it is the police in the line of investigation and those on patrol that can earn more money than others. But traffic control police can do so too, but some only ... (an opinion of Police Lieutenant Colonel L., inspector in the administration line).

However, some contend that not all the police in all the work lines at the police station abuse their authority or have rent seeking behavior. It depends on whether that police officer wants to abuse his authority or not because the police in all work lines have authority within the scope of their duties. Police officers have a duty to enforce the laws as prescribed in the Royal Thai Police Act and the levels of authority of different positions differ, of course. One interviewee said,

All positions. We wear uniforms.... Police officers in uniform can earn money illegally. It is up to that person. Whether he chooses to do it if he sees

an opportunity. (an opinion of Police Lieutenant Colonel Por., inspector in the prevention and suppression line).

It is hard to say.... there is always a grey area in all work lines It does not mean that police officers in the interrogation line will not abuse their authority. They can also make money by writing the case report...Even those in the admin can also be corrupt... They are all the same. (an opinion of Police Major Phor., Inspector in the prevention and suppression line).

To conclude, the data indicate that police officers in all the lines at the police station can abuse their authority to seek extra money. But those in the prevention and suppression, traffic control and investigation lines work in the area. They meet people and search and arrest offenders, so they have more chances to abuse their authority. It can be said that the level of authority in their work is related to their rent seeking behavior.

6) Difference in the surrounding context of the responsible area. Like difference in responsibility of the position, difference in the surrounding context of the area under the responsibility is another important factor that affects the level of authority in performing the duty at the police station. This means that the environment of the area under the responsibility -- society, communities, population density, adjacent areas, business places, traffic routes, etc., -- affects the level of authority. If there are many entertainment places, liquor shops, Karaoke, night clubs, or a lot of nightlife entertainment places in the area of responsibility, those responsible for overseeing them will have high authority. Or in the area where the main traffic routes are located and where there are many factories or construction sites, police officers in charge of traffic control can have more authority, too.

It depends mainly on the area ... A good area is where they [officers] love to work. Those working in that police station will have a lot of power...

In the area under the responsibility of the police station where I had worked before, few dump trucks passed by... only private cars. And a lot of traffic jams... So, the traffic officers could not earn extra money from dump trucks. But there were many entertainment places...so they earned money from these places. (an opinion of Police Major M., inspector in the traffic control line).

If you want to assign a grade [from 1-] to the location of the police station...The police station where I work now can get 4.5 points, a very good one.... The one that I came from gets 4 points.... Police know that police stations are divided into different grades. We all understand and grade them...The grade depends on the area. Whether it is a good area depends on the benefits to be gained. (an opinion of Police Lieutenant Colonel F., inspector in the investigation line).

The surrounding of the area under the responsibility contributes to the level of authority as mentioned above. The area has a relationship with money illegally earned by police officers in each work line. If there are various businesses in the area, the police will have more opportunity to gain extra money. The facts support the secondary data that the researcher have collected from news reports related to the area. The sources of rent or informal income of the police station can be divided into 4 categories: 1) entertainment places, 2) gambling dens, 3) trafficking of illegal goods through the area, and 4) illegal businesses. The story below came from a daily newspaper.

Chuvit disclosed that....in the area under each police station there are property, high rises, hotels, shopping centers, gold shops, and banks. The owners of these businesses will set a fund of at least 50,000 – 100,000 Baht per month for the police station, depending on their profits. This fund is to enable them to seek protection from the police and to coordinate with them

more easily. However, they are not so happy with this earning because it is a standard income in the system....

Chuvit explained further that the unofficial incomes of the police station were divided into 4 types:

1) Entertainment places. For example, in Bangruk area where the well-known “Patpong” is located, there are many entertainments places in Huay-Kwang, Ratchada, and Thonglaw. In other provinces, such as Udon, Nakornsrihammaraj, Chiangmai, and Songkla, entertainment places are in Muang district. Some entertainment places such as a pub in Thonglaw have no permit, but a lot of people enter the pub, so the payment may be at least 500,000 Baht per month. If it is a large sized business like Turkish Baht, the payment may reach up to 800,000 Baht and in a medium sized business, it can be 300,000 Baht. In a small karaoke place, the payment may be 50,000 Baht.

2) Gambling dens. Police love to have them in the area because the payment is the highest of all. Gambling places earn a large amount of money so the pay the police station receives can be up to one million Baht. This money is allocated the police officers responsible for the area, the Superintendent may receive about 200,000-300,000 Baht and some money will be put into envelopes to give to those working in the investigation and the prevention and suppression lines. Gambling places get quick money and the payment might be up to 2-3 million Baht.

3) Area where there is trafficking of illegal goods. In other provinces but not in the Muang district, there are no entertainment businesses or gambling places but transporting illegal things through the area is prevailing, so the responsible police station can receive a pay to clear the route.

4) Other illegal businesses. For example, Amphur Arunyapraphet is well known for trafficking of illegal products and illegal labor so the police station also earns some money from these businesses.

5) Chuvit also said that which police station is a gold mine can be seen from the amount of unofficial pay ... In the Metropolitan area police stations are divided into 4 grades: Station A+ are in Bangruk, HuayKwang, Thonglaw, Suthisarn, Makkasan. Station A are in Phatumwan, Dusit,

Lardpraw, Chockchai. Station B are in Prakanong, Bangna, and Station C are in Salaya, Thientalay or those in the suburb, which are for police officers who have been promoted to be Superintendent for the first time.

Chuvit elaborated further that an expense for being transferred to be the Superintendent in the Grade A police station is up to 20 million Baht. If it is the grade A police station, the payment for being transferred is about 10 million Baht. For the grade B police station, the payment is 5 million Baht and for those in grade C the payment would be 1-2 million Baht.

The top hit of all police stations, according to Chuvit, is Bangruk because there is a big income from large entertainment businesses in Patpong and selling of brand name products, including drugs.

Police Major General Visuth recalled the past and said that the Pratumwan Police station in the past was in grade A+ because there was a horse race course there. There were a lot horse gambling tables and each week the police station would get up to one million Baht from the head of horse gambling tables who collected money from horse gambling. Money would be sent to the higher authority.

The amount of money to be sent upward depends on the grade of each station. For example, the grade A+ station, the payment is 50% of the total and the grade A station 40%. Each station will do the bookkeeping. Which station is in which grade is known among all police. (Online Thairat, 2015)

It can be said that the value of rent is related to the level of authority of the position at the police station". All Police officers know that different positions in any line of work have different levels of authority, which can be used to earn extra money. The level of authority in each position differs, depending on 1) authority and responsibility in each line of work 2) the level of the position 3) the number of personnel in each line of work 4) compensation received by the police in each line of work as stipulated in the regulation 5) illegal money earned by each line of work and 6) The surrounding context of the area under the responsibility as mentioned above.

Most police officers at police stations have given similar information that two main factors affecting the degree of authority of the position are “illegal money received by each line of work, and the difference in the surrounding/context under the responsibility”. In each line of work police officers will not only legally but also illegally receive money by exercising their authority for seeking rent/benefits. There is a relationship between the authority and the responsibility of each line of work, in which the standard job description for the position including authority is specified, enabling them to seek extra money.

The difference in the surrounding/context of the area under responsibility is an important factor affecting the level of authority. The area, or what they call “the site”, is related to an opportunity to do wrong and the incentive for rent seeking behavior. The site where there are a lot of benefits will give more opportunity for police officers to abuse their authority.

5.1.1.2 Behavior of approaching sources of authority by police officers at the police station. The behavior of approaching sources of authority to obtain the position they want occur during the season of promotion to a higher rank and transfer, for instance.

The promotion to a higher position means being appointed in a new higher-level position, such as promoting a deputy inspector who meets the criteria to be an inspector. A police officer may also be transferred to another position of the same level, such as transfer of the deputy supervisor in the administration line to the deputy inspector in the investigation line, etc.

The appointment and transfer of police officers follow the Regulation of the Police Commission, B.E. 2559, (2016). The general transfer criteria are specified in the Regulation No. 6. In selection or appointment of a police officer for any position, the duty and responsibility for providing peace and order of the people are taken into the consideration. The principle is that it is necessary to have police throughout the kingdom of Thailand. Therefore, the police officers in authority must select and appoint police officers in suitable positions or to transfer them to different areas so that they will learn to work in various areas, which will be more fruitful to the

government. Appointment and transfer happen “yearly” around the end of the year, but it can be postponed by the resolution of the Board of Police Commissioners.

The criteria of the Royal Thai Police for transferring and appointing police officers in all lines, including transferring, and appointing the police at police stations under the Metropolitan Police Bureau are specified in the Regulation of the Board of Police Commissioners. However, the researcher will briefly state some criteria for appointment and transfer of police officers as follows:

1) Promotion to a higher position. There are police officers waiting to be promoted at the same time each year. It is the responsibility of the Office of Human Resources to prepare the list of those who deserve to be promoted. This list contains names and details of police officers who deserved to be promoted. The names are listed in order starting from the most suitable to the least and are submitted to those in authority for consideration. Many factors to be considered are, for example, the length of time of holding the current position (senior), number of service years, age, salary level, date of entering the police force, etc.

The Regulation of the Board of Police Commissioners assigns those in authority to prepare a list of persons suitable to be promoted. The item No. 24 of the Regulation states that seniority, history of service, performance, behavior, and education must be taken into consideration. A guideline is yearly set during the season of promotion and transfer. Seniority is used as a criterion for about 33% of eligible police officers. The appointment may not be in order as listed because it depends on the judgment of the promotion officers.

2) Work rotation at the same position level. Instead of waiting for appointment or transfer by authorities, a police officer himself can also request to be moved to the same position level elsewhere. The immediate boss will submit the police officer’s request in the hierarchical order of command for consideration.

Despite the guideline and the regulation on transfer mentioned above, the final decision belongs to those in authority. There are different ways to approach the authority sources as follows:

3) A close tie to an authority or a superior. There are two sources of power. (1) the authority or the superior who is a police officer and (2) influential people who are not police officers. Both sources can provide assistance in promotion.

(1) The authority or the superior who is a police officer in the hierarchy of command. Police officers at all levels try to have a close tie to their superior to get promoted and to support them in work and they will serve him in return.

The way to build a close relationship with those in authority or the superiors is called “approaching the boss”. Police officers will introduce themselves to their superiors and offer to do anything they can to please them. Those who are working closely with their superiors are called “the boss’s kids” and the boss will be especially kind to them and support them. Some police officers said,

Police must approach their bosses [those with authority] ... more or less often depending on an individual... Some serve them a lot and gain a lot too... Those who serve them less will get less...

There are also police officers who do not flatter their superiors. They behave as many people do...If they have a good boss, they will survive. But if their bosses are not fair, they are in trouble. (an opinion of Police Lieutenant R., deputy superintendent in the traffic control line)

For me...I do attend to my boss...take care of him [He does not want to disclose his name] ...just like a secretary. Whatever he wants, I will bring it to him, serve him...My boss gives me something in return too. (an opinion of Police Lieutenant F., Inspector in the investigation line)

Working in the police circle, you need to serve your boss and your friend; otherwise it is hard to progress. You cannot stay alone or get promoted and progress by yourself...There are few who neither serve their bosses nor

their friends. I dare say that working at police stations everyone must serve their bosses. (an opinion of Police Lieutenant P., deputy superintendent in the prevention and suppression line)

The data from the interviews of police officers working in police stations go in the same direction. That is, most police officers must flatter their bosses or those with authority to help and support them in their work. There are, of course, different levels of authority or relationship. The superior not only helps and supports subordinate police officers to get promoted to a higher position, but he is also an “armor” to protect them in their work.

We all know who serves who. But we hardly do anything against him, not because of that police officer but because we do not want any conflict with his boss.

The boss is like a talisman to scare ghosts. ... He protects us. ... He protects us from being bullied or being taken advantage of. (an opinion of Police Lieutenant Por., Inspector in the prevention and suppression line)

There are different levels of closeness to superiors, which directly influences promotion or transfer. The Regulation of the Board of Police Commissioners on Appointment of Police Officers indicates that the chief of the work unit has authority to transfer police officers in a lower position than deputy inspector (Police Colonel at the salary of special Police Colonel) and non-commissioned police officers who do not directly report to the Chief of the Royal Thai Police. In the area under the Metropolitan Police Bureau, an authority to promote or transfer police officers belongs to the Chief of the Metropolitan Police Bureau (Police Lieutenant General). The data show that police officers who have a close tie to the authority will have a better chance in transfer or promotion to the position they want. A commissioned officer who is closely knitted with the high-level authority said,

If our boss has authority [the one that he serves] and does not forget his subordinates, he will help push us to better places [transfer]...I used to serve him [concealed name] ...When it was the time of transfer, my boss asked me, "This year, are you qualified?" I knew that it was time for me to be promoted, so I answered, "Yes sir".....When the time of listing the names for promotion came close, my boss asked again directly which place I was looking for....

Whoever serves him, he helps them all...But not all he can help. This depends on the level of service given to him...I was lucky, for my boss was in the position [High authority] to appoint or transfer police officers. (an opinion of Police Lieutenant Colonel Por., Inspector in the prevention and suppression line)

But not all police officers are successful in building a good relationship with the boss who has authority to transfer or promote them. Therefore, there are groups of police officers who choose to serve or take care of the superiors in various levels. Even though the bosses that they have taken care of have no authority for transfer, in personnel administration there are many police officers that have been given authority to transfer any person they want, the so-called *quotas*. The high-level superiors agree on the quotas. The superiors in all work lines can give the quotas to the subordinates they like. Therefore, some police officers try to please their bosses, accompany him to create a close relationship with him so that he can help them get the authority or position they want.

To tell the truth...all police know that there are quotas..., how many persons will get this or that position. Sometimes even the boss's kid has to see whether his boss has already used all the quotas or not and whether there is any position left for him... If there is none left, whether his boss will fight for him...It is like this in this circle. (an opinion of Police Lieutenant Colonel F., Inspector in the investigation line)

Most police officers want to attend to or have a close relationship with the superior who has power to appoint them or who have quotas, but they might not have a chance to do so. Therefore, they try to flatter their immediate boss who might help them through the network in all hierarchical levels. A non-commissioned police officer who has accompanied the superior is “the right-hand man” of the boss.

Oh! In my police station, there is one Police Senior Sergeant Major that is widely known to all that he is the Superintendent’s kid [the chief of the police station].. His real position is Police Senior Sergeant Major. He works in the administration line but he takes care of the boss by being his driver. He is his right-hand man.... Finally, the boss issued an order to transfer him to be in the traffic control line to receive a share of traffic control bribes....

If you ask whether he has ever been on duty as a traffic policeman...Not at all. He accompanies the boss as he used to do...but receives extra money like everyone else in the traffic control line. (an opinion of Police Lieutenant Tor., Deputy Superintendent in the traffic control line)

(3) Influential persons in various occupations. They are not police officers and have no authority or no command as specified in the Regulation. Still, these people do have power to give benefits to police officers. They may be in legal or illegal businesses, high level civil servants in other departments, or some politicians, etc., Some police officers try to approach influential persons to get support from them.

Influential persons can give benefits to police officers. They may have financial power or know high-level police officers. In some cases, these powerful persons can support them to get to higher positions.

The data revealed that police officers in all levels have tried to be build a close tie with their superiors in order to get help from them, especially work

support, transfer or promotion as mentioned above. Whether they can accompany the boss depends on the circumstance and other factors. As one police officer put it:

Some choose to accompany their bosses [police] and some choose to accompany politicians...Some choose to accompany business men in the area.... But those who choose to accompany politicians must be careful because if they choose the wrong side, they may be in trouble. If they can be with the governing party, it will be great ...As for businessmen, you must know who are in their networks or who they know. (an opinion of Police Captain Ghor., Deputy Inspector in the prevention and suppression line)

In the past, a lot of police officers accompanied politicians.... but now they are away from them (laughing)...At this time we cannot accompany politicians...they have no authority even to protect themselves.... Instead, they choose to have a high-level military officer as their boss...They are following the trend to save themselves. (an opinion of Police Lieutenant Colonel Por., Inspector in the prevention and suppression line)

The Superintendent does not want to offend this business man... (concealed name)..He is also a member of the Board of Police Commissioners ...Whenever our police station needs help, he always supports us.... When it is time for salary promotion, he will call the Superintendent and lobby him and, so we are all happy...

One police officer had a problem with the Superintendent and he was almost in trouble. This police officer asked the businessman for help ... This businessman successfully asked the Superintendent to end the conflict. (an opinion of Police Lieutenant Shor., Deputy Inspector in the prevention and suppression line)

Influential persons are in various occupations --politicians, business entrepreneurs and high level civil service officers in other departments, etc.

They have power over high-level police officers in many ways. Below is some interesting information from a commissioned police officer who used to work in the Human Resource Division.

There are all kinds of bosses...especially during the transfer season...A lot of lobbying.... I saw.... One come with a letter asking for supporting or promoting him to this or that position or moving him to this position because he is very smart and used to serve.... (concealed name) well. You know, who signed the letter?

(concealed name.... a religion leader in the area). (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

Accompanying authorities or influential persons who are not police officers is also called "following the boss" or a "boss's kid". But most police officers would rather serve their superiors than those who are not police officers. They believe that accompanying high-ranking police officers is better because they can get support in work. Another expression is "We wear the same color".

We must choose which kind of bosses to accompany... police officers or others...but we believe that accompanying police officers are better than others because we wear the same color. The boss used to be a boss's kid before,...so he has a better understanding. (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffic control line)

4) Offering benefits to authorities or superiors. Benefits offered to the authorities or superiors are of various types and the givers expect something in return, such as to be promoted to the position they want. They have built a close tie with the boss for this purpose as mentioned above. There are two kinds of benefits they give to the boss: valuable things or/and services.

(1) Giving valuable things or property. Police officers offer valuable things or money to the authority or superior in exchange for support or help to get promoted to the position they want. This behavior is called “purchasing a position”. It is one type of corruption of authority. A police officer who wants to enter the position will give or offer valuable things as presents to the authority so that the latter will feel it necessary to give him something in return. There is no direct agreement on purchasing a position.

The so-called taking care of the boss... sending a tribute to the boss [giving things to the boss] ... You cannot say there is no agreement because some bosses will say you must give me this much... some bosses do not tell an exact amount.

It depend. Some spicily the time and some do not but on special occasions there must be gifts for them (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffic control line)

Offering valuable things to the superior is called “sending a tribute to the boss” or “serving the boss”. The tribute comes from the officer who needs support and help from the superior. Sometimes the value of the gifts or the tribute is fixed as a standard, especially those given to the superior in the line of command. The police in the traffic control line, for example, will serve all the superiors in the hierarchy of command.

For example, those in the traffic control line will serve the head of their work line... In the police station superiors are supervisors, deputy superintendent, superintendent... Beyond that are those at the headquarters. The tribute will be sent upward....to all levels of superiors. The superior who directly commands the traffic control line will receive a bit more. (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffic control line)

There is no difference in the other lines.... The prevention and suppression line also send the tribute upward to the higher levels. Those with direct command will receive more. (an opinion of Police Lieutenant Colonel Por., Inspector in the prevention and suppression line)

However, giving valuable things to the superiors is a "must" or a normal practice in order to "break even". That is to say, others do it regularly or it is a custom. If any officer does not do it, then he will have pressure in his work. Giving the tribute is normal. They all do it. They collect money and share it as appropriate. It is regularly done....

What happens if you do not give any tribute? It is not wrong. No one forbids you. (Laughing)...but the boss will keep in his mind that this or that person or this and that station does not send any tribute. Do not make even a small mistake and ask for help, because he will reject to help you. (an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

It is a custom....am I right? ...Ever since I have been working at police stations, they have practiced this way...

In the police station where I used to work in the prevention and suppression line, the same amount of money was sent up for a long time but later the amount was less because we could not reach the target. Believe it or not ... The boss made us work hard all the time and checked for daily work. He was very picky. If you made a mistake, he would appoint a committee to check you When the deputy [Deputy Inspector in the prevention and suppression line] promised to give him the same amount... he never come to check our work again. (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffic control line)

The gifts to the superiors or to the authorities on special occasions are different from normal gifts mentioned above. On special occasions, individual police officers will offer things or valuable things to the superiors apart from the gifts from

the overall line of work. This is to please the superiors so that they will help and support their work.

The time for giving gifts is set as agreed or on suitable occasions. The gifts are normally given as guerdons with no expectation from the receiver.

To give is to give. It is to serve the boss... No one will say that I give this money so that you will help me this and that... It is to do his favor and to be in his mind. (an opinion of Police Lieutenant Colonel F., Inspector in the investigation line)

There are some who say they want something in return ... but it is unusual. It is a tease.... For example, "Boss, please take care of me".... It is up to the boss, I might say.... If the boss is an easy-going person, then he is reachable. And if you have a close tie with him, teasing can be real. (an opinion of Police Lieutenant Chor., Deputy Superintendent in the prevention and suppression line)

The information above is in line with that of a commissioned police officer who has accompanied a high-level superior. He said many police officers brought money and gifts to their superiors.

Once, I worked at the front desk of the boss... [concealed name] ... I saw many police officers who requested to see my boss come with envelopes [money] to give to my boss.... This one came every month. That one came during the season.... but I never knew the amount. I knew only that money was inside the envelope...

... When the important season arrived or came close,... there were a lot more and I had to do bookkeeping. (an opinion of Police Captain J., Deputy Inspector in the prevention and suppression line)

In addition, businessmen that are in illegal businesses or violate the laws collect a large amount of money as a fund to help police officers to approach the authorities or to receive support from the superiors in order to get the positions they want. These businessmen advance money to police officers who they think will use the positions to benefit them or enable them to continue their businesses. These businessmen operate entertainment places, liquor stores, Karaoke, night clubs pubs and others that tend to open longer than the laws allowed, let persons aged below 18 to be in their entertainment places, etc. These businessmen give money to the police officers that they think will help them in their businesses. They offer money or things to 'lobby' them so that such police officers will get the positions in the area where their businesses are located.

In contrast, some policemen may talk with such businessmen about funding them in transfer or promotion with the promise or agreement that they will provide help or benefits for them in return. The following information came from a commissioned police officer in the investigation line.

Police officers who have money or are wealthy will spend their own money to lobby for the position...but some who have not enough money will use ...will request a fund from businessmen to whom they will later do a favor so that they can use the fund for staying at the same police station or being transferred....

The agreement may be "Brother, help me with money and I will do you a favor in return"... (an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

Will you believe me or not? For some high positions [concealed name] ... businessmen will collect money among them and decide who they want to be at the police station...Because if that police officer is there, they will do businesses very easily and conveniently... The fund is very huge--many digits. (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffic control line)

Giving or offering valuable things to the superior in exchange for help or support for transfer is a kind of corruption behavior among police officers. Police officers in all levels are seeking benefits for themselves at different levels of seriousness. But they are similar in that they hope to have benefits in the form of money or others. It is called "internal payoffs" (Barker, Hunter, and Rush, 1994, p. 216). To give or offer money or property to the superior, there must be a "middleman" to coordinate between the superior and the police officer who wants to pay.

It hardly happens...It is difficult to just walk to the boss and tell him, "I would like to lobby you to get this or that position". No one will say, "I have this envelope with something inside for you". Something like that....

No boss dare to accept it and that police officer may be scolded or be told to get out.... In this way the police can fully say that there is no purchase of positions.... but in fact, one must know the right way to approach....

.... Those at the front desk of the boss's office, ...they know...know about this well. (an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

Police officers have to rely on middlemen or coordinators to tell their purpose to the superior or commander with authority. Therefore, these middlemen become very powerful. Even though they have no real authority, they can approach the authorities.

(2) Giving other types of help. Police officers may offer help or support to their superiors whom they accompany. It is not in the form of money or intangible things. Nearly all the police officers interviewed said that it is a custom to serve the superiors, or it is conventional to take care of them.

Helping the superiors by the subordinates can be seen in many forms. They can use their own "labor" Or if some have money, they will "give money" or other property as mentioned above.

You can choose.... between using labor or giving money.... Of course, if you choose to use your labor, you will be tired...Take care of the boss and serve him whatever he wants...You have to do them all. Do as he orders....

If you have money, you give money to the boss.... Give and take. Do whatever you can. (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffic control line)

To conclude, accompanying or taking care of the superior, or giving him services can be normally found everywhere. These practices of police officers become a norm to them. In helping the superior one must first build a relationship and a close tie with him so that he can say to others that this subordinate is "good" or we can ask for his services when necessary. If that person serves the superior, he will have a good relationship with him and can get something in return.

It is normal. Suppose.... we were the boss, the head. We would use the one that is easy to use...Is this correct? ... We do the same too. Therefore, bosses in all levels are the same...They like those who serve them, take care of them, help them. He will remember that subordinate, and will support him. (an opinion of Police Lieutenant Colonel B., Deputy Superintendent in the interrogation line)

Serving the superior is more often found because some superiors choose not to receive property, money, or valuable things from their subordinates. They might be afraid that trouble will follow, so the subordinates choose to take care of them or serve them instead. They show a good will to the superiors. It is not wrong; it does not violate any rules. There are various ways of taking care, such as accompanying him, or do as he order, even though it is not within the line of duty. In some cases, it is necessary to take care of the boss's family and close friends. This information came from the interviews of a commissioned police officer and a non-commissioned police officer:

It is like. ... children taking care of adults. Subordinates take care of their bosses. ...I do not know...It is conventional. A culture that has been inherited generation after generation Some bosses do not accept money.... It is not suitable to give them thing, so we serve him instead. (an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

They call me the Superintendent's kid. It is okay. ... (laughing). I am his chauffeur taking him where he wants to go.... If he wants to eat something, let me know and I will go to get it for him.... Rice with chicken at Thevet, for example. Tell me. ...I will get it for him. (an opinion of Police Senior Sergeant Major N., Squad leader in the traffic control line)

To tell the truth, accompanying the boss is fun. All that do so have many different experiences. We serve him in different ways... I accompany my boss ...[concealed name] You may consider me as his secretary but , in fact, it is more like a servant. I do everything that he wants. (an opinion of Police Lieutenant Colonel Por., Inspector in the prevention and suppression line)

I serve my boss at his house...I and another police officer will take turns to do so every other day. If we have to do our duty, we do it. But when we are free, we take turns to take care of our boss.... We also take care of his wife [the boss's wife]. I drive for her wherever she wants to go and give her whatever she wants...

It is funny. Sometimes I pick up my boss's children from school and drop them at their special classes, waiting till they finish their classes and driving them home, with porridge rice for his wife...(laughing). (an opinion of Police Captain Y., Deputy inspector in the investigation line)

1) Request for transfer in accordance with the Regulation. I obey the Regulation of the Board of Police Commissioners. Any police officer who wants to be transferred to another place can apply for the transfer by submitting the request to his superiors in hierarchy. He must attach related documents and tell the reasons, including his ability and experience for the new position. The application will be considered by the authority with power to transfer him.

We ourselves can request a transfer. ... This is a voluntary request. We can request to be transferred to a certain place by submitting the application to authorities in the chain of command for consideration.

In most cases police officers want to be transferred to their hometown. (an opinion of Police Lieutenant Colonel L., Inspector in the administration line)

The Regulation allows individual police officers to request a transfer, but in general they ask for a transfer to the same level or switch the positions. Most cases have been approved only when necessary, such as returning to hometown, etc... In many cases they make a request for only switching persons or positions. For example, Police Captain A, with the position of inspector in the administration line in Station Z requests to switch the position with Police Major B with the position of inspector in the prevention and suppression line in Station Y, hoping to have a better chance to be promoted. The applicant must write down his voluntary request for consideration.

Just request for transfer is difficult even if you have documents attached for consideration, but request to switch positions is easier.... I have just said it is easier, but it does not mean you can get it... I [position of inspector] would like to be transferred to another area and a police officer with the same rank in that area wants to replace me, he must submit his voluntary request to switch the position with me too... We both will be likely to be approved...

But an irony is that it does not mean we can get the position that we want to switch to, but we might get a different position instead...Our boss can transfer us to a different area as requested but in a different position. (an opinion of Police Lieutenant Colonel L., inspector in the administration line)

5) Use of GPA and behavior score for consideration. Education level (GPA) and behavior score will be considered to be assigned to the post only when they start their career. All eligible persons will be put in order based on their education and behavior score. Those with the highest grade will have a chance to choose which police station he wants to work for. The ability and behavior of an individual will be considered only once in the career. Most police officers' opinions are in the same direction.

It is only one time that a police officer is really appointed based on their real ability--that is, when they graduated from the Police Cadet Academy.... The names in the list are ordered on the basis of their GPA and behavior grade ... If there are vacant positions, then you can choose... One with the highest score will have the right to choose first. The last one does not have to choose; others choose for him. (an opinion of Police Captain Gor., Deputy Inspector in the interrogation line)

I remember that once the top one chose to hold a position at a police station in the center of the city...Everyone was excited because a lot wanted that position and that police station...They chose the location and the position one by one in sequence... Good positions and locations were chosen first and the choices were fewer and fewer. (an opinion of Police Captain Ngor., deputy Inspector in the prevention and suppression line)

A senior police officer said,

I remember that that day was the only day in your career that you were appointed based on your ability and knowledge.....The rest you have to fight for it.....At first, I was not sure whether to believe it or not. But now I

understand (laughing).(an opinion of Police Captain N., Deputy Inspector in the interrogation line)

The behavior of approaching the authorities is one type of rent seeking behaviors. In other words, it is “investment to seek and monopolize a position” Whoever wants the position must invest in it. The investment will be in various forms: “giving money” in exchange for support and help to achieve power and “using labor” by helping the superior in various ways or the so-called “servicing”. Both behaviors are called, “taking care of the boss”. Appointment and transfer include 1) promotion to a higher position and 2) switching positions at the same level. The research has found that being promoted to a higher position is more often sought seek out than switching the positions.

Interestingly, there is an investment to hold the same position or the so-called “lobby to stay” in the same position with the same responsibilities. This occurs when some police officers find that they are happy with the position and authority that they have and do not want to be transferred to other places, or in other words, “to be kicked out”. Therefore, this police officer will do everything he can to stay in the same position at the same place.

The investment to occupy and monopolize the position will be elaborated more later. In almost all positions there have been various forms of investment to get support from the authorities in reaching power or protecting the position. Police officers will approach their superiors or influential persons to get a “ticket”, which is like a permit. It shows that the latter will support them or help them to get the position or remain in the same position. Some police officers use many tickets. That means that they have many supporters. Each ticket reflects different levels of authority.

One effect of the investment is that once they invest, they will get something back in return, especially those officers that have invested with “money”. They will try to make a profit from their investment. The sources of income or return

are “sources of benefits” in the area where they have authority and responsibility. The practice is rent seeking behavior. Police officers who want to remain in the same position or monopolize the position also make an investment. Some have “prepared for investment” or “prepared bullets” in advance. Later when they have an opportunity, they will invest.

5.1.2 Behavior of Using Authority in Seeking Rent

So far, the researcher has described police officers’ behavior of approaching authorities and influential persons to get the position or authority they want. After that, they use their authority in seeking rent or benefits, which is corruption of authority: 1) They do something not suitable or do not do what they are supposed to do. 2) That action is under their authority as prescribed by law, and 3) they receive or hope to receive things or benefits from that action. (Barker, Hunter and Rush, 1994). Behaviors of using authority in rent seeking by the police in all lines of work are described below.

5.1.2.1 Prevention and suppression line. The police officers in this line are responsible for finding news/information about crimes; following the suspects; controlling the radio center; setting up notification points, checkpoints, and block points; setting a standard for crime prevention, patrolling, controlling the vice dens; suppressing criminal activities; protecting children and women; and suppressing gambling places/influential people, observing the Criminal Procedure Code, doing public relations work; human resource development; and crime prevention and suppression; budgeting; providing security to the royal families; and control of peace and order.

Prevention and suppression is the main job of police officers. The duties of this line are controlling crimes, keeping peace and order, enforcing laws, etc. They go out checking or “patrolling” by car or motorcycle or on foot. The area will be divided into sub-areas and the police share the responsibility among them. They set up “red box” points. This, in turn, checks the performance of patrol officers in

the area. Besides, search points are set up to prevent crimes. The prevention and suppression police can show authority in controlling crimes. Such behavior, which leads to seeking rent or benefits, is the "bright side" because they wear police uniforms while working in the area.

The patrol work is on the bright side...because police officers wear uniforms while working... but detectives [the investigation line] must disguise themselves, so their work is on the dark side....

Benefits they receive are different". (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

Because of the nature of work that they do, some officers use their authority in an unlawful way or refrain from doing something in order to receive benefits. Their rent seeking behaviors are as follows:

1) Demand for benefits from wrong-doers in exchange for not arresting them. Police officers in the prevention and suppression line or patrol officers often demand some benefits from wrong-doers. This goes against the Criminal Code with people as victims and other criminal laws concerning gambling, possession of weapons, selling drugs, etc. The offender may offer things or money in exchange for being released or the police officers may demand money or other things from the offender.

Such behavior can be found when a police officer arrests an offender in a criminal case. The offender is guilty of a crime, but the police officer demands money or other benefits from him in exchange for releasing him. The offender is one who has violated the Criminal Act and the penalty is higher than the crime against the Criminal Code. In the Criminal Act, the government is the victim, so no one checks the police officer's action.

The demanding for money or other benefits in exchange for not arresting the offender or for helping him can be found in various forms, such as changing the allegation or facts about the crime, or reducing the amount of exhibit, or changing the offender, etc. This happens during the negotiation between the police officer and the arrested person. Assistance varies, depending on the punishment of that crime, the ability of the offender to pay, the network they have with authorities, etc. Some examples of the abuse of authority in the prevention and suppression line are given below.

Offence against the Criminal Act. Suppose a police officer at the check point has found a person carrying a gun without permit and that gun is not officially registered. The punishment of this guilt is more than 10-year imprisonment. Then, some officer might negotiate with the offender that the latter must give him something in exchange for being arrested. The offender may offer an amount of money to that officer. The amount may be increased or decreased, depending on the negotiation. Sometimes the amount of money is up to 100,000 Baht, etc. Another example is when a police officer has found foreign laborers with no work permit in the area or those with work permit but are working outside the permitted area. The officer may demand money in exchange for releasing them so that they will not be sent back to their countries. The amount of money may be at 500-1,000 Baht per head. In some cases, the police officers may talk with their employer, asking him to make a monthly payment to the police.

We regularly find illegal foreign laborers. During the time when there was no order of not filing a suit against illegal foreign laborers, there were many arrests. We arrested them and “hit” them [request money from them] hundreds of Baht per person or sometimes several thousands.... If they did not pay us, they would be sent back to their countries. ...

These foreigners had no money but their employer would pay it for them... Sometimes there was an opportunity for long term payment. (an opinion of Police Major For., Inspector in the prevention and suppression line)

I cannot say that our police officers are not corrupt.... Patrol officers work in the area. They have found problems and cases. They meet people in the area. Police are police, with guns, with laws and authority.... At the time he arrests the offender, it is up to him. He can choose whether to help the offender or not, or send him to the police station....

There are both good and bad police officers. The bad ones will wait to see whether there is any chance for them to seek rent. When there is a chance, they will do it...changing the offender, or the exhibit...bra...bra (dragging sounds). (an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

Some interviewees said that in the drug case, there is a negotiation between the police and the offender to reduce the amount of exhibit because the penalty depends on the drug volume. Sometimes there is a negotiation on not including some valuable things in the list of exhibits because they might be confiscated by the court.

Many times, there have been negotiations between the arrested person and the team of arresting police officers.... at the point of arrest.... After the arrest, the offender will be taken to the safe house to be interrogated in order to get more information about other offenders or to negotiate the benefits.

There was one case in which about 200 tablets of amphetamine were found. But after the negotiation the record showed only 15 tablets. The police kept the rest.... The amount of payment was unknown.....

Another team [other patrol officers]...searched a car and found about 20 tablets of “Yaba” (amphetamine) hidden in the car....After *negotiation* this quantity has been changed to 20 tablets on his body, so the car was not seized

as an exhibit... Otherwise it would have been confiscated....This case ended with the offender paying a lot of money to the police. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

2) Demanding benefits from business operators. This behavior is abusing authority because the police receive things or money from business operators in exchange for not arresting them, or the so called “bribe”. This practice can be found in the overall organization or all lines of work. In the prevention and suppression line the police will make an agreement with businessmen to let the latter do illegal activities. The money received from businessmen will put into the “Pool”, and it will be divided among all police officers or be used to take care of their superiors in hierarchy. Police officers in all the lines of work must follow this practice because it is an organizational culture that has been practiced for a long period of time. This behavior is known as corruption in disguise.

Some examples of demands for money or agreements between businessmen and police officers in the prevention and suppression line are as follows:

(1) Business organizations that must hire foreign laborers. Most workers or employees of a group of businessmen are illegal foreign laborers from neighboring countries, such as Myanmar, Laos and Cambodia. The businesses need a lot of labor and have to use foreign laborers because of low wages and because of the lack of Thai laborers, since Thais do not like labor work. Another reason is that the process of obtaining permits is complicated. That is why there are many foreign workers in all businesses (Sungsit Piriyaungsarn, 2005, p. 114-116), especially at construction sites, factories, or labor-intensive businesses.

Police officers know which businessmen need a lot of foreign laborers so there are negotiations between them and the businessmen. These businessmen have promised to pay them monthly in exchange for not being arrested. The amount of money depends on the number of foreign laborers, type of business, the ability to pay, and the relationship with the superior.

If a foreign laborer is employed as a maid to do household work, it is not necessary to negotiate this with the police. But if she is arrested, then you need to talk privately with the police case by case. A lot of foreign laborers are hired at construction sites, and factories, ... (every time you go into the area you will find them) ... An agreement is made on how much money, how many workers, and which day to pay money and in what way....

They not only pay us [the prevention and suppression police], but also those in the other work lines, e.g., detectives [the Investigation line] ... and outsiders [other police divisions that enforce the laws]. Sometimes they agree to pay us but forget to pay the detectives. If the detectives find out that they hire foreign laborers and make an arrest, then the business operators are in trouble. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

In case that businessmen in the area who have foreign laborers do not make an agreement with the police, the latter will strictly enforce the law in order to force them indirectly until those businessmen have to come and negotiate with them.

If they do not pay [a bribe], no problem.... Patrol officers will patrol around that area more often. The foreign laborers will not dare to come out....Police officers are not allowed to get into the site to make arrests. They only wait around their dwellings. They patrol often. In the evening at the market nearby, there will be a lot of foreign laborers walking around. That is the time to make arrests, every day until they cannot stand it. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

Massage parlor business operators. Massage parlors are one of entertainment businesses that need to get a permit for establishment according to the law. However, even though they have a license for massage as recreation, in reality, prohibited activities can be found in the places. At present, prostitution is

illegal and there is no license to do so. These places earn a lot of money and profit a lot from prostitution. Police officers with authority to control and suppress crimes can abuse their authority by demanding for benefits (Sungsit Piriyarungsarn, 2005, p. 124-125). There are also other types of entertainment businesses or places that have a license for the business, but they have prostitutes. "Whore houses" can be found at department stores or hotels.

Business operators who do some illegal activities are willingly to pay a "bribe" or "cement bribe" to police officers in order that the police will overlook their businesses.

In my area, there are no massage parlors... just massage shops. There are pubs or bars at night ... There are women waiting around, drinking. The business owners usually give a bribe to police officers... Especially those running massage parlors. They have to pay a lot too. You can ask police officers in the line of suppression at the police station [concealed list of names]. The area where there are a lot of massage parlors,...is a golden area. (an opinion of Police Lieutenant Colonel P., Deputy Inspector in the prevention and suppression line)

There was a case of seeking rent from a massage parlor. This case was called, a "Natalee incident". Officers from the Department of Local Administration, Ministry of Interior, searched this entertainment place named, "Natalee Massage Parlor" on Rachadapisek Road, Dindang District, Bangkok on June 7, 2016. They found both Thai and Foreign prostitutes, including girls under 18 years old. What is interesting was that they found a "bribe account" in which the owner had written down how much he paid to whom in what organizations in exchange for convenience or not being arrested. Below is some information.

pay each month was large. Money was transferred to many divisions. The Special unit team of the Department of Local Administration invaded into the massage parlor to help girls of the age under 18 years old who were forced to be prostitutes... This happened at 16:00 hr. on June 7, 2016. Police Lieutenant Arthit Bunyasopat, Director of the Department of Local Administration, Mr. Piriya Chuntadilok, Director of Interrogation and Legal Office, Acting Captain Chief Worayuth Nounwarat, Director of, Volunteer Defense Corps with the team of the special unit of the Department of Local Administration and volunteer members of Volunteer Defense Corps, Ministry of Interior --about 100 persons-- searched the Natalee entertainment massage parlor at Rachadapisek Road, Dindang district, Bangkok, after receiving complaints about the trafficking of foreign girls of the age under 18 years old to be prostitutes....

They were found in the 5-floor building. The ground floor was for customers to select women. Floors 2-5 were furnished with a large bath tub. At the time of searching, they found many customers and the total of... 119 prostitutes were arrested... Money and a list of bribes paid to officers in various units were seized...

The interrogation of the caretaker revealed that this place was established one year ago with a license. There were almost 400 women taking turns to serve customers as prostitutes. The service charge was from a thousand up to ten thousand Baht at a time. Regarding the bribery, he did not give any details. (Thairat newspaper, 2016)

The bribery list of Natalee Massage Parlor.... The and many organizations.

More than 100 members of the special unit team of the Department of Local Administration and volunteer members of the Volunteer Defense Corps, Ministry of Interior searched the Natalee entertainment massage parlor on Rachadapisek road, Dindang district, Bangkok, after receiving complaints about the trafficking of foreign girls aged under 18 years old to be prostitutes. Before the search, the investigation lasted for over 3 months... the special unit

team of the Department of Local Administration searched documents to find evidence and found a list of bribes including the names of persons, departments and the amounts of money the business operator paid each month for the security of the place... This accounting book would be inspected to extend the operation. (Daily News online, 2016)

After the interrogation, they found two more bribery books in which there were details of names, phone numbers, payments to work units and 25 officers and the amount of payment was more than 622,000 Baht per month. The investigation team also found that the income of this entertainment place was about 27 million Baht per month. (Thairath on line. [https:// www. Thairath .co.th/clip/109801](https://www.Thairath.co.th/clip/109801)). This case confirmed the police's rent seeking behavior in such a business. The interviewed police officers commented that the arrested police officers might be only "front figures", or contact persons between the work units and the entertainment business. In reality, there should be more police officers involved but there was no evidence to investigate further.

If you ask other police officers about their opinions on the Natalee case....I would say they think the same....The officers who were prosecuted were only the front figures, who received money, made contacts and negotiation. They were only the middlemen who carried the money to the work units or the bosses. That was all....

This type of police can be found in every police station...the front figures. In this police station, we also have such police officers. They contact the businessmen, do negotiation, and collect money. They have a very close tie with the boss.... It was risky, and they could get into trouble because their names appeared in the list. But it was hardly possible to arrest anybody else.... But they received a lot of money in exchange for their risk.... Think about it. No boss wanted to take a risk of his reputation. They might only mention the boss's name in negotiation. The boss did not directly contact the briber. The business operators negotiate with them and receive money. (an opinion of

Police Lieutenant Colonel Bor., Inspector in the prevention and suppression line)

(2) Entertainment or restaurant business operators. Entertainment places sell liquors, drinks. The regulation specifies the open and close time allowed within the area. Mostly, they must be closed at 01:00 hr. The business operators will talk with the officers to extend the time to please customers. They may stay open longer hours by turning off all lights outside the place to make it look as if the place were already closed but customers are still inside, etc. One police officer in the prevention and suppression line who had a lot of experience in cases like this said:

It is near the closing time... about 12:15 or close to 01:00 hr. ... I and my subordinate patrolled around the pubs and the liquors stores that were still open.....Just visiting each place but we did not tell them to close...We only said, “ it is about time to close, so lower your noise”...

When it was time to close, we notified the radio center that we were on duty, patrolling the area and found that they were all closed....

At the time. we were notifying the radio center; an entertainment place nearby was still very noisy... what we could do was only telling them to lower their noises. We did not want to have trouble.... But when our boss wants to strictly enforce the law, we will talk to them that we will just pretend to strictly enforce the law. (an opinion of Police Captain Ngor., Deputy Inspector in the prevention and suppression line)

Some entertainment business operators pay police officers so that they will not be arrested in case that their employees are under the age of 18 years old. However, such a case is not often found because it is too risky. And if it is found, the officers will be punished for negligence of their duty. Most entertainment places do not allow those aged below 18 to work there. But they do so

once in a while when the police are not strict or when there is no pressure from the police.

The information corresponds with the information given by the caretaker named Khun Buncha (assumed name) ... who talked about the police's behavior:

I am also a security guard of the (concealed name) The business has been in operation for over 3 years... My duty is to keep order, take care of the customers, and provide safety.

Contact with police officers is normal... What I find most often is that patrol officers tell us to close at the closing time (01:00 hr.) The answer is, "Yes sir", and then we turn off some lights. Some customers would like to leave; it is fine. Others want to have more fun; it is fine too. All the lights outside are turned off, the door is closed, and customers go inside to continue drinking....

We help each other, I might say.....We continue open but lower the noises down. It looks as if we were closed. The officers know. Since we do not openly violate the law, it is all right. ...

As for exchange of benefits,....to tell the truth I do not know. I think there is. You should talk to the owner.... All I know is that if any officer from this police station comes in for drinks or if patrol officers or detectives visit us, we let them have drinks free of charge. We have to take care of them... For the police from other areas, we give them 50% discount or free drinks, just helping each other.

(3) Gambling business operators. Most police officers state that most gambling business operators earn a rather high income illegally. The police also illegally receive this money because nearly all kinds of gambling are illegal, except those that are permitted case by case as prescribed in the Gambling Act. Thais enjoy betting. The operators' profits from gambling or bets are

high, so this is an opportunity for police officers to demand a big benefit in exchange for not arresting them but providing them convenience instead.

Types of gambling and gambling dens differ, depending on the nature of the area. In some areas that link between Bangkok and other provinces, there may be large gambling dens; in other areas where people live, there are horse boxes or small gambling dens or “temporary houses” with many kinds of gambling. These places gain very high profits and are able to give a large amount of bribe to police officers, including those authorities in many levels.

It is in my area... When you go back, just drive thru this road....When you come to an open field, you will see a small cottage in the middle of the field.....That is a gambling den....When the den is open, there will be cars parked along that road....

I once asked one of my subordinates why the gambling den was located in the middle of the field....My subordinate answered In this areathere are two large gambling dens...The owners (concealed names) are very powerful. They make a long-term payment to the high-level officers and down to our level at the police station....

Small gambling dens are rare; large ones are in the suburb areas....but it is not always like that. In some area, there is a baccara den right in the middle of the city. (an opinion of Police Senior Sergeant Major Shor., Squad Leader in the prevention and suppression line)

Do you know this road (concealed name)? that when there was something wrong, they could see it...You see. People around that area know that there is a gambling den. I am a patrol police, so I also know it. (an opinion of Police Lieutenant C., Deputy Inspector in the prevention and suppression line)

The amount of money that the owners of the gambling dens provide for police officers will be different, depending on types of gambling and various conditions. Horse boxes, for example, are similar to game machines. They are easy to be moved and to be installed in any residential area for people to play only 10 Baht at a time. The owner or "Big Sister" normally bribes police officers in the prevention and suppression line at the rate of 4,000 to 6,000 Baht per month for each box. It is very stunning to know that there are more than 50 horse boxes in service in the area under the responsibility of individual police stations.

Horse boxes...belongs to "Big Sister" (concealed name). She oversees them all in the areas under various police stations.... These boxes are all over the places in residential areas. There are over 4-5 boxes scattered around in some alleys.

The bribe for each box may be 4,000 or 6,000 Baht, depending on the policy. Sometimes a monthly pay and sometimes a weekly pay.... Try calculating it... 4,000 a box per a month.... Can you imagine the amount of money during the peak in the area under my police station and how many boxes there are...?

if I do not make a mistake, there are over 70 boxes. And think about how much money we can get. It is not bad. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

The informants -- People or business operators who have encountered the police's rent seeking behaviors--all have given the same information that there are some police demanding benefits or bribes from gambling dens within the area under their authority. Khun Num, who had brought horse boxes (one kind of gambling machines) into the area and had negotiated with the police officers in that area in exchange for convenience and not being arrested, said:

I used to be in the vehicle accessories business, decorating cars... motorcycles, vans...just like most young people...But after I had a family, wife and children. The burden was higher, so I looked for other businesses.I did not have many choices because I had low education. I did not graduate from university (laughing) but I am good at evil things...

I am a local here. I have lived here for a long time. I have done many bad things, so I know how to approach the authorities. I talked with... (concealed name)He was the owner of horse boxes. I asked him to install the boxes in my area. He told me that he would negotiate with the local police and other units, many of them, I do not remember...I only had to look after the boxes--4-5 boxes--and collected money for him. He would deal with the police himself....

I had 5 horse boxes installed; one at my house, another in the alley, another at the auto shop, another at my friend's house, and the other at the snooker place. The boxes were scattered around. At first, I was a little bit scared, but the owner said he had already bribed the police...And it was true. No police interfered our business. Sometimes, patrol police passed by without any inspection. One day Police Senior Sergeant Major (concealed name) walked into my house and asked to see the horse box I did not think much...I showed it to him...He asked me whether I paid a bribe to anyone. I told him that my boss had already done so.... He said, "But we have not been paid yet". I did not know what to do and how much to pay, so I called my boss....

I was unable to contact him so the Police Senior Sergeant Major (concealed name) said, "Go ahead and clear it". But I did not know what to do..... After a while that police officer asked me for the key and opened the box. He took all the coins and emptied the box.... many 10 Baht coins. You must drop the coin in the box to play and there is a big pile of coins--many thousands...He put them all in a plastic bag and left.

In addition, operators of illegal businesses, especially gambling dens or other kinds of evil businesses, all must lobby the local police and other higher authorities in exchange for not being caught. If they fail to negotiate with a certain work unit, that unit will arrest them.

From then on, I started to learn and ... find out how many groups need to be lobbied and how much to pay them...Oh! There are a lot.....at the local, at the central admin...the suppression, the investigation, other special force units.... Both the police or other departments.... This does not count those that come for money once in a while...

At the time of a big clean-up....One day someone called me to remove all horse boxes at once due to the clean-up order....I was accidentally unable to remove all, so some were left in the area. That night there were a lot of police coming to confiscate my horse boxes. ...In the police force that carried out the clean-up was operation the police officer who came and asked for money...I asked them for explanation. They said they had a new boss (Police Chief). When a new police chief comes...there must always be a cleanup.It seems that after their clean-up, there would be a new negotiation. Not so long after that--about a week-- we could do the business as before. (the information from Khun Num, assumed name)

4) Demanding benefits to provide convenience on special occasions. Unlike the abuse of authority as earlier mentioned, this is a normal behavior of police officers in conformity with the law. Such behavior is using authority they have to receive benefits or extra money. This is done both individually and by the overall line of work as follows:

(1) Money for red boxes. Red boxes have been installed by patrol officers in the prevention and suppression line who must patrol places where a "red box" was set. Usually, a red box would be placed at a "risk" area where there is a problem of crimes. Police officers will patrol around that point in order to prevent and suppress crimes. Each box contains a book for recording the

date and time the police patrol there. They must sign their names in the book, too. The red box locations are like the checkpoints of patrol police. Red boxes provide an opportunity for them to earn money. Police officers will contact a person or be contacted by a person or a business operator to set up a red box at his place. For each request for the red box or the “VIP box”, the police will get 1,000 -1,500 Baht per box. The money from these boxes will be put into the common fund for police officers in the prevention and suppression line.

There is a process of request for red boxes. People who make a request must contact the admin [administration of the prevention and suppression line]. The admin will set up a system, count the number of boxes...and put them in the system as regular red boxes.... Patrol police will work in shifts to regularly patrol the area where the red box is located. For this special service the requester must pay at the rate of 1,000, 1,500, 2,000 Baht per box.

Some red boxes are set up free of charge because the house or building belongs to the boss, a higher ranking officer. (an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

However, there are also red boxes that are not in the system, as some police officers or groups of officers use their authority through this means to demand money and put it into their own pockets, not in the common fund. These red boxes will be checked by only one officer or a group of police officers sharing the benefits.

Those boxes outside the system are sometimes called blue boxes. Some are in other colors too. The boxes may not have the red color nor the same shape ... Some police officers may have their own boxes...Perhaps 10 boxes in various places and there are about 3 police officers taking turns to patrol in the area. When they receive money, they will divide it among them. The money

does not go into the common fund. (an opinion of Police Captain Jor., Deputy Inspector in the prevention and suppression line)

This is it This officer (concealed name) owns 15 red boxes He looks after it by himself....When he is off duty, he will patrol around to his red boxes....every day. Sometimes he sneaks out to check the boxes during working hours. (an opinion of Police Sergeant Major Sor., Squad leader in the prevention and suppression line)

According to one patrol officer in the prevention and suppression line, the number of red boxes is increasingly large, especially the VIP boxes. There have been increasingly special requests for them. Of course, this affects the control of crimes in the area because some police officers do not spend time patrolling around the points of red boxes located in risky areas but use their time in the area where the VIP boxes are located because they get paid. The number of VIP boxes is much larger than that in the area full of crimes. This makes the patrol circulation and the patrol routes deviate from what they should be, which affects the society as a whole.

We should think.... how many requests for red boxes and how many of them.... how many are red boxes in the system. I have looked around my area.... There are 60 VIP boxes outside the system, and only 50 are in the system

Let's think about how many officers are wasted patrolling around the points that are not risky for any crime. (an opinion of Police Captain Jor., Inspector in the prevention and suppression line)

5.1.2.2 Traffic Control Line. The responsibility of this line is controlling the traffic, collecting traffics statistics, watching, checking, and asking people to obey the traffic law and other related laws, warning/issuing tickets/arresting those who violate the laws, and providing security for the Royal Family. On special

occasions, the traffic police cooperate with the prevention and suppression police officers in searching offenders and making arrests.

Work of the traffic control line is similar to that of the prevention and suppression line. The area under the responsibility of the police station is divided into zones and “traffic patrol” policemen will be assigned to each zone to enable the traffic to flow smoothly and to enforce the laws. They also set up checkpoints and strictly enforce the traffic rules. They need to show off their power or authority in criminal management and control (show of force). But the difference between the prevention and suppression work and the traffic control work is that traffic police emphasize enforcing the traffic laws, controlling vehicles, and following the Vehicle Act, the Land Traffic Act, etc. In their work, some officers can abuse their authority by doing or not doing something so that they will get some benefit--the rent seeking behavior.

4) Demand for money from traffic violators in exchange for not making an arrest. Some traffic police officers use their authority for traffic control to demand benefits from those violating the Land Traffic Act, the Vehicle Act, or the Transportation Act in exchange for not making an arrest. The offenses maybe violation of street signs, use of cars or other vehicles that are in imperfect condition, etc. Those who violate the laws must pay a fine, and once the fine is paid, the case ends. Most violators feel that violation of these laws is just a small matter and they would rather pay traffic policemen who arrest them in exchange for not being arrested. On the other hand, the police officers might demand money or things from them.

These behaviors will be found in various forms as follows:

(1) A Police officer finds a violator of the traffic law and should make an arrest. The violator is really guilty and deserves being arrested. The police officer then demands money in exchange for not arresting or the so-called, “Tee-Kai”. This type of arrest is most often found among police officers abusing their authority during the traffic control.

It is called a “Tee-Kai”... that is, demand for money from the violator in exchange for the latter to be released at the scene....

I found such a case. One day a Senior Sergeant Major.... who used to work together with me, as on duty at the box [traffic sentry box]. He was controlling the traffic lights. Suddenly, there was a van crossing the red light.....He was standing at that point, so he stopped that van in order to issue a ticket...The driver came to the sentry box and said, “The fine for crossing the red light is very large and I will also get a deduction of the score apart from....wasting time.” He made a negotiation, requesting the police officer to be kind to him. He handed him 200 Baht and left. (an opinion of Police Senior Sergeant Major D., Squad Leader in the traffic control line)

There are a lot of cases like that.In the past, there were a lot more. Traffic police arrest those who violated traffic laws. Normally, when a police officer issues a ticket, the violator must go to the police station to pay the fine. But since the fine is high and the violator has to waste time, the officer will give him/her an opportunity.... Demand for money. (an opinion of Police Senior Sergeant Major N., Squad Leader in the traffic control line)

The demanded money in exchange for not making an arrest is much lower than the amount of the fine defined by the law. For instance, for a driver who forgets to carry the driver's license, the fine will be up to 1000 Baht, but the police officer will demand only 100 Baht or 200 Baht in exchange for not issuing a ticket for the fine. The demand is illegal. Another interesting case is when a police officer makes an arrest of a driver who gets drunk. They will demand a large amount of money--up to many thousand Baht in exchange for releasing the violator. Another example is a group of officers at the checkpoint at night for suppression of drunk drivers. They can make many ten thousand of Baht at a time. A traffic officer said:

Setting up a check point at night, we used to get the largest amount of about 40,000-50,000 Baht per night ...This was the largest.... Where did the money come from?...It was from those drunk drivers....

When we stopped a car and found that the driver was drunk, we then asked him to sit down and talked to him. The driver seemed to know that he himself was drunk and if he blew [the machine that measures the level of alcohol], he would not pass the test.... His symptom showed that...And we asked him like.....Did you drink? What did you drink?...Are you drunk?... Then, we informed him that if he blew and the level of alcohol was higher than the law allowed, he would be in jail and his violation would be recorded. It was bad for him to be in jail and he would be fined in the court....

While we were talking, he started to get scared....He would offer us a bribe...We would explain to him that.....there was a rate. If he chose not to blow, it would be at 2000 Baht...But if he blew and the level of alcohol was higher than the limit, then the fine was 6000 Baht; otherwise, he would be put in jail... If he were arrested, the rate would be higher because it was difficult to be set free from that point. (an opinion of Police Captain T., Deputy inspector in the traffic control line)

Try figuring out how many people go out at night. These people all have cars.... Just think for fun. About two hours a night, we stopped about fifty or sixty persons that were drunk, but fewer than 10 of these fifty or sixty persons were arrested What about the rest? Where did they go?

If each one pays 2000 Baht, it will be 40,000 Baht for 20 persons....That is a lot. (an opinion of Police Senior Sergeant Major N., Squad Leader in the traffic control line)

Demanding money for drunk driving is made by individual officers. However, there are groups of police officers who do so, and they must meet the "target". This rent-seeking behavior is a culture of the department (Chambliss, 1969). One traffic police officer said that when on duty at night the police were assigned to strictly enforce the traffic law, especially for drunk drivers and had to meet the target

of at least 10,000-20,000 Baht per night to send to the common traffic control fund. If they were unable to reach the target, they would be blamed by their superiors.

I used to work at night shifts ...The target was set for each night.... Sometimes the target was 10,000 Baht each night. During the festival or on weekends it might be 20,000 Baht...The amounts did not come from the fines but the bribes [by drunk drivers in exchange for not being arrested] ...We must reach the target.....

I can say I felt very uncomfortable.....We had to reach the target. It was very risky because we had to demand money from the drunk to meet the target...If we were caught, then we would be put in jail. So I requested to be on duty during the day only. It is safer and relaxed... The target amount comes from the fines only. That is enough. (an opinion of Police Captain T., Deputy inspector in the traffic control line)

Interestingly, those officers who demand money or things from the violators in exchange for not arresting them have communication skills. They can talk with the arrested persons, making them willing to pay money in exchange for not arresting them...

These police officers are good negotiators..... Ones that are not polite cannot do this.....and may get into trouble in return. (an opinion of Police Sergeant Tor., Squad Leader in the traffic control line)

The fact that traffic police officers who demand money or things from traffic violators in exchange for not arresting them as mentioned above must have communication skills is supported by the information given by Khun Nung, who encountered the situation himself.

I became a bad guy (laughing) because of drunk driving I am a man, right? I enjoy a night life, love drinking beer, playing snooker.....I do them all regularly. I usually play 2 games of snooker, drank 2-3 cans of cold beer. After that I feel relaxed and sleep well....

One night, I played snooker as usual and how many cans of beer I drank, I wasn't sure.... but I did not feel dizzy and was able to drive.... When I almost reached home,... there was a check point...What a bad luck!... It was right in front of my alley.....I did not know how to avoid it, so I drove right toward the check point. the car and blow this instrument right now....I raised my hand to greet

Luckily, I was a local there, so some of the police recognized me. When I stopped at the check point, one police officer said to me, "Hey you guy! (assumed name), You have been drinking again.....Get out of him with respect and answered, ... "Yes I did".....I begged him to let me go, telling him that my house was just over there...but even though the officer knew me...he still scolded at me.....

I told him that we were friends. I took care of [pay] the stationSo please release me....That officer asked me how I took care of them.....So I told him all about the bribery as I had told you before.....He did not believe me, so I called one police captain who often helped me out of such a situation. I handed my phone to him.... After a while, he came to me and said, "OK, I know you have taken care of us...But you have violated the law. You drive while you get drunk. This is another thing"...He told me so. ...I asked him what I should do. "Would you be kind to me this time?"....He said, "you should take care of us also."....So I knew what he wanted.....

That night I paid about 4,000 Baht. I was not sure...The police caption whom I called said jokingly that next time if I needed to pass this check point, I should call him first....so that it would be easy to talk.

The behavior above is a rent seeking behavior in exchange for an arrest. In some cases, the police and the violator know each other, or the violator has a good relationship with some group of police officers or some police officers.

The violator will ask those that he knows to clear his case. However, this is not always necessary. In many cases the violator does not know any officer, but the police officer can talk them into paying some money in exchange for not getting arrested.

To cite as an example, news and clips in the mass media revealed a case that two police officers at Bangna Police Station demanded money from a motorist in exchange for not arresting him. Because of this, the supervisor took legal action against the two police officers and they finally had discipline penalty.

The news story reported that.....the said case became known because of the spread of the video clips about two officers from Bangna Police Station setting up the check point alone... to stop vehicles and motorcycles violating the traffic law and demanded money instead of issuing tickets, This happened near MRT Bearing Station ...Someone sent this video clip to Facebook and Twitter after it had been sent thru YouTubewith the name of the story as, “Police make money from people”...

The clip came along with the explanation, ‘publicized on May 6, 2013, at Bearing MRT station on 5/5/2013. The whole story happened on the same day.... In a short time one police officer stopped several victims and the other robbed them. They earned a lot in one day.

The video clip taken by a hidden close circuit camera was 4 minutes long. It showed how the traffic police worked.... In the clip, there were two police officers in uniform with white helmets. The plump one was Police Senior Sergeant Major with a ticket book and the other one was waving to stop vehicles In the scene, we could hear conversations. The plump police officer seemed ready to write a ticket and give it to many car and taxi drivers and motorcyclists before he demanded money from them. The handing of money between the drivers and the police officer were done in a secret way before the former were released. In some cases, the police officer gave back change too. (Kom Chad Luek, 2013)

The police officer accused a motorist of violating the traffic law while the accused, in fact, did not violate any law. We call this case, “imposing an allegation”. The police use the fact that the person does not know much about traffic-related laws to demand money in exchange for releasing him.

There were a few.... sometimes our subordinates, who “imposed an allegation” on the victim too...This is not OK, but we find some do so. Sometimes they “impose an allegation” to demand for money but sometimes the officers themselves do not really know the laws. (an opinion of Police Captain T., Deputy inspector in traffic control)

In some cases, we found strange allegations. For example, the accused person did not raise the resting foot up, or the turning light was not bright enough. Sometimes they arrested motorists with a false accusation. One police officer stopped a small truck and told the driver that the latter was guilty of not covering the things in the back. The driver was astonished. Why was he arrested just because in the back of the truck there was only a hammer and tools for his work? Why did he have to cover them?....

The arresting officer said to him (with his gesture), “If you do not cover the back while you are driving fast, the hammer might bounce up. Then, what would you do?”.... Gosh! Look at what he said. But finally, the driver had to pay.

In such cases, the police officers would choose to arrest small truck drivers and motorcyclists, to whom they could show power, so the person to be arrested would be afraid and believed in their allegations. There are also police officers who are good at persuasion. They can persuade people to believe in what they have said as mentioned before.

Violators offer money to arresting officers. This behavior is different from the cases above. Violators who know that they have violated the law offer a “bribe” or money in exchange for being released. Some police officers have experienced such a bribery. Money was stuffed in their hand in various ways such as the examples below.

We found a lot more.... Not only do the police demand money from them.... but, some arrested persons also insist giving us money.... Sometimes we are afraid to receive it because there are many closed-circuit cameras nowadays. Social network, this is also scary...The arrested person would “Wai” [raised his hands with respect]. Please be kind to me...and try to offer us money. (an opinion of Police Major M., Inspector in the traffics control line)

I myself experienced this....One day I stopped a freight truck. The driver handed me his driver’s license right away....I took it. But do you know what I found. I found folded a one hundred Baht banknote under the driver’s license...I had not informed him about his violation yet. He already handed me the money. (an opinion of Police Captain T., Deputy Inspector in the traffics control line)

In some cases when the violator offered money as if he admitted that he was guilty. He offered money to the police officer before the arrest. Another was a ten-wheel truck driven beyond the time limit. The driver walked to the traffic sentry box and handed one hundred Baht to the police officer and asked permission to drive on through that route despite the time limit, etc.

I was sitting in the traffic sentry box.... A man walked right up toward me and handed me. He hundred Baht and told me that the license plate of his truck had this and this number. He needed permission to drive through.... I asked where he was going and which route he used.....When I knew it, I did not say anything and let him go. For a while I saw this truck pass by, He drove

after the permitted time, but we did not arrest him. He knew his violation and confessed before we arrested him....

But if we found the violation first, the fine would be very high. They all knew this because they regularly did it. (an opinion of Police Senior Sergeant Major N., Squad Leader in the traffics control line)

Another way to help the violator as said above is to “change the allegation” or to demand no money or benefit of any kind. The change of allegation is aimed at getting a rewards or bribe indirectly in order to reach the target. This practice is mostly found while the police are on duty. They do not receive money from the violator and did not demand any money from him. Allegation is changed to help the violator to pay a smaller amount of fine, but the police can get a large amount of reward. For example, when the allegation under the Land Transport Act is switched to the Vehicle Act, the fine is lower, but the percentage of reward is higher, etc.

Nowadays ‘Tee-Kai’ is less popular and the police are afraid of doing such a thing... They prefer getting rewards from the arrest when they reach the target. When arresting those who violate the Traffic Act, the police will receive a little money because of many deductions. If the offense is under the Vehicle Act, then they will get a lot...

We arrest those who violate the traffic laws—parking in ‘no parking zone’, driving against the traffic signs etc. And in some cases, in which the fine is high, we will say to the violator that we have sympathy with him and tell him that we will help him to pay less. We will lower the fine by changing the allegation... Then we fine him based on the Vehicle Act instead.

The arrested person usually agrees because the money goes to the government and there is a receipt and the fine is lower too. But they do not know that the share we get from the fine is higher than that from the fine under the Traffic Act. (an opinion of Police Captain T., Deputy Inspector in the traffic control line)

The rent seeking behavior of traffic police officers by imposing an allegation when that person does not violate any law or by demanding money in exchange of not arresting the violator was confirmed by an informant who was a truck driver delivering merchandise. He drove the truck every day and often saw the police demanding money or ‘imposing an allegation’.

Each day I deliver merchandise in Bangkok. I drive around a hundred kilometers....I meet the police regularly and often (laughing), maybe because I drive a truck. Sometimes I drive a truck that was modified for carrying merchandise. Sometimes I drive a six-wheel truck.... I do not know why all these vehicles are the police’s target all the time. They hardly stop passenger cars.

I was once stopped by the police at a check point.... The police asked to see my driver ‘s license and the copy of the vehicle registration....The police walked around my truck checking this and that. My boss had done everything specified by the law. I had the driver’s license and a copy of the vehicle registration..... But the police told me that the truck ceiling was an additional one, which violated the registration regulation....I was puzzled. I told him that we just added the iron bars for protection and did not conceal anything.... The police officer said that violated laws anyway.....He asked me if I had 400 Baht to pay the fine and he would give a receipt and I could get the reimbursement from my boss later. I did not have enough money, so I asked for a ticket. He seized my driver’s license and issued a ticket....

After I got the ticket and drove off just only a few minutes before I hit another check point. I was stopped again.... I told him that I just got a ticket but the police still insisted that I drive without a driver’s license. He seized my ticket and issued a new one.....This ticket and that ticket. I felt puzzled.

It is all right to issue a ticket like that. Sometimes I do not understand what I am guilty of.... In some areas, the police search until they find something wrong. For example, the license plate was tipped over, or the license

plate was dirty, There were no lights over the license plate, I got them all....If I am guilty, it is all right. But sometimes it is only a small thing.....And sometimes the police officer complains that it is very hot at the check point and he is tired...and thirsty....I understand, the implication so I buy him some drink , M100,or Redbull in exchange for not getting arrested.

Demand benefits from business operators.Traffic officers sometimes strictly enforce the traffic laws in order to get money or other things from business operators. This is a “bribery”. In fact, this practice is mostly found in all the lines of work. For instance, traffic officers may make an agreement with business operators who might do some illegal businesses and the money they receive will be put into the common fund of the line of work executed by the head of the work line as reported above. The officers have to proceed rent-seeking because this is a culture that has been practiced for a long time. This behavior is corruption of authority in disguise in the department.

Delivery business operators pay what is sometimes called a “truck bribe” or “dump truck bribe” because there are many laws controlling trucks, especially those with ten wheels or more. The regulation includes, for example, the load of the truck, the time limit for trucks to be on the road in the downtown area, covering the loads, etc. Many laws are related to most truck business operators, making it difficult for them to obey all of them because it may affect their profits. Therefore, they choose to make an agreement with the police that they will pay some money to them in exchange for convenience and not getting arrested.

The amount of money that truck owners bribe the police depends on the agreement between them. The police in the line of traffic control will calculate the amount of money by considering how many trucks the business operator has and the ability to pay, or in some cases whether the owner knows their superiors or not. The range may be between 10,000 Baht up to at least 1000,000 Baht a month. After the business operator makes an agreement, he will get a “sign of the line” to be

seen by local police officers. They will know that the owner of these trucks already paid the bribe and will not stop or arrest them. The said sign may be a text or a sticker to be placed on the truck where it is easily seen.

In the area under our police station we have about 3-4 dump truck operators.....One operator has about 10 or more trucks....They pay us about 10,000 Baht a month or more, depending on the agreement....Some owners whose trucks do not use own route often may pay only 50,000 Baht because they have a few trucks and do not pass the route often....

The large business belongs to a member of the Board of Police Commissioners. He has many trucks, but he does not pay much because he provides financial assistance to the police in other ways. The business operator who has already paid the bribe will get a sticker to be placed in front of the truck....The large business owner(concealed name) has large letters placed on the windshield of each truck....We all will know these trucks belong to him. (an opinion of Police Major Y., Inspector in the traffic control line)

The contact or deal between a business operator and the police can be made in two ways: Either the business operator contacts the police, or the latter contact the former for negotiation. Entrepreneurs in delivery business contact the police to seek help for their trucks to use the routes without being arrested. Business operators who do not regularly pass the route may not know how to contact the local police, so the police would contact them for negotiation. A non-commissioned police officer in the traffic control line said,

Business operators whose trucks regularly pass the route know what they should do and whenThey know the local police and can easily reach us to make an offer and it is easy to negotiate. No problem.....

It is the new ones and those that do not regularly pass our route that cause a problem....They do not know that they must pay a bribe, so at the beginning they are often arrested. Some complain that the police arrest them too often.

Why not arrest others.... Of course, They have already paid a bribe so no arrests....

Sometimes police officers are assigned to negotiate with the foremen, or the one with authority.....They negotiate on what time they can use the road, how many days, how many trucks, and then make an agreementFinished. (an opinion of Police Major Y., Inspector in the traffic control line)

The information above was supported by the opinion of Mr. Singhar (assumed name), the truck owner who contacts the police for negotiation. He understands the behaviors of traffic police in Bangkok and other provinces. He said that to do this business, he had to negotiate with police officers in the area so that his trucks could pass through the area, including the point of loading and unloading. Due to the time limit for trucks to enter the city zone and many laws about trucks, trucks are often checked, and the truck driver arrested. There are also laws concerning truck loading, equipment as part of the truck, covering the cargo, for example. Therefore, in order to deliver cargoes smoothly the business owner must negotiate with the police so that the latter will provide convenience for him in using the route and will be lenient in case of violations against the laws.

Will I be in trouble for what I will say?. I think we all experience thisMost truck drivers all know this.... I have more than ten trucks, most of which carry soil to fill up the land. Many years ago I was hired to carry soil to fill up the airport land.The time for transport was limited to 15 days, for example....

After I knew that I had only 15 days to carry soil into the area, I negotiated with the local police first....I went to the police station and talked with a traffic police officer to get permission to allow my trucks to pass by at this and that time. I asked how much... and paid the money right away....

Perhaps about 15,000 or 40,000 Baht, depending on the negotiation. There are many factors, the time for carrying soil through the area, the number of trucks, the route the trucks pass through.....If we can make an agreement, we pay the bribeI bring the truck registration books with me, and tell them the number of trucks, The license plate numbers.....When we run through the area, it will be convenient.

May I add a little. We do not do this in every area....We do so only in the areas which we regularly pass. The rest we just try to avoid passing them. If we can obey the laws, there is no problem; then we do not bribe any police. We cannot negotiate with every station; otherwise, our profits would be gone.

Entertainment business operators. Entertainment places are pubs or places selling liquors and other alcohol drinks. Most customers are drinkers and will get drunk. After service use, the customers usually drive their own cars home and are often arrested by police officers. The police regularly set up check points to enforce the traffic laws, or for "drunk driving check" When the customers of the entertainment places know which area or which route there is a checkpoint where the police strictly enforce the laws, they will change to other entertainment places located in the area where there is low risk of being arrested, or where the laws are not strictly enforced. The entertainment places would lose their businesses. If this happens, they will negotiate with the local police and offer a benefit or "a bribe" in exchange for not strictly enforcing the laws near the entertainment places, or in some cases the entertainment places issue a ticket or a receipt to customers as a "pass ticket" so that they will not be arrested for drunk driving.

Pubs, bars and liquor stores.....all bribe the police so that the latter will not set up a check point near them..... When we set up a drunk-driving check point, we normally set it up near places where there are a lot of drinkers, correct? When we set up near them they will be in trouble because their customers will be gone. If we set up a checkpoint for only a few days, they would be all in trouble...They would come to us, asking us not to do so, or to

set up one farther away. (an opinion of Police Major M., Inspector in the traffic control line)

Sometimes they came to discuss about the drunk-driving checkpoint...but we could not do as they wanted because it was the point that was specified by the higher-level authoritySo we checked the receipt issued by the entertainment place instead. If that person was a customer of that place, then he could leave....

Some places issue a Pro member card. If customers apply for it, they will get a member card and are able to pass through the local drunk-driving check point.... Great idea! (an opinion of Police Captain T., Deputy Inspector in the traffics control line)

Entertainment business operators contact police officers to negotiate with them about the amount of bribe, like other types of business. The officers also have their ways or techniques to put pressure on such business operators to come to them for negotiation.

Some entertainment places were wily.... They did not give us anything, so the boss ordered us to set up a checkpoint right in front of the places.... starting at 23:00 hr. and ending at 2 am.....in front of the places...After a few days the owners came for negotiation. (an opinion of Police Senior Sergeant Major N., Squad Leader in the traffic control line)

Besides, there are the cases that the owner of the entertainment place builds a good relationship with police officers in addition to paying the bribe as agreed. He allows police officers to use the place free of charge or provide food and drinks to police officers in the local area. However, this practice is aimed at receiving convenience for the business in return.

Restaurants, stores or department stores. In some areas, there are many small and large restaurants, department stores, and megastores. They all

provide something for traffic police officers in the local area for their business to run smoothly. In some cases, the restaurant situated on the street, but the parking spaces are not enough for its customers. Some customers have to park on the street, which is very busy, and this might obstruct traffic. The owner of the place will make an agreement with the police that he will pay them in exchange for not arresting the customers. This practice is mostly an abuse of authority by individual police officers. The police whom the business operator contacts to offer an amount of money or other types of benefits, such as free service or a special discount are mostly traffic police officers responsible for the area.

However, the behavior of giving things or benefits in exchange for special convenience is different from the abuse of authority mentioned earlier because it is the exchange for exercising authority legally to protect business operators and bring about benefits for them. This behavior is found in the case of large department stores, trade fairs, flea markets, etc. There are a lot of customers in these types of business and they can cause traffic jams; therefore, the business operators will give things or money to traffic officers to help the flow of traffic in the area. For example, the department store may ask traffic officers to control the traffic flow around its entrance and exit so that the customers will specially receive convenience. In such a case, the business operator will make an agreement with the traffic officers on the amount of money he will pay to them. The department store may make a monthly payment of 5,000 to many 10,000 Baht for convenience. Special fairs, such as flea markets or Wat festivals, with a limited duration of operational time, may give money to individual police officers and the latter will agree to control the traffic with a daily pay of about 300 – 500 Baht, etc.

Do you know the large market (concealed name) over there?... The owner came to make an agreement with us on how much he would pay us monthlyWe send 2-3 persons traffic patrols regularly to provide convenience. (an opinion of Police Major Y., Inspector in the traffic control line)

For business operators who hold trade fairs once in a while,... like the one arranged in the park (concealed name), Loy-Krathong festival, winter festival, for example, they all contact us....They tell us how much they will pay us for traffic control and sometimes request an area for parking, too. (an opinion of Police Lieutenant Colonel R., Deputy Inspector in the traffic control line)

Sometimes they request us to take care of their vehicles once in a while. In such a case, an individual officer will be sent to do the job-whoever is free. And the officer will get paid at the point. (an opinion of Police Major M., Inspector in the traffic control line)

2) Using authority to increase the amount of reward or bribe. There are patrol officers in the line of traffic control who, under the Regulation, can receive monetary rewards or bribes for arrests at the rate of not more than 10,000 Baht for those in the rank Police Lieutenant Colonel or lower. However, in the past, some still find some abusive way to increase the amount of the reward or bribe by, for instance, "increasing the number of traffic officers" That is, police officers from other lines of work would be assigned as traffic officers in order to have the right to receive the rewards of 10,000 Baht each, but they had to return some money to the traffic control line. For example, the return money might be 8,000 baht and they could keep 2,000 Baht in exchange of using their names and positions, etc.

The increased amount of rewards= that the traffic police receive will be put into the common fund for traffic officers to support their work and to share among them in addition to the rewards that they normally receive. One of the traffic police said,

Traffic officers will receive not more than 10,000 baht a month according to the regulation...no matter how much money they have made and the rest will be sent to the government.....Money from fines is a lot. In the past they figured out some way to get the money back....One way was borrowing names

of police officers in other lines of work at the police station to be traffic officers. They would share the money of the same amount to them.....After the payment those whose names were borrowed would return part of the money to the traffic control line as agreed.... In this way we got more money because we did not have to send it to the government. (an opinion of Police Lieutenant Colonel R., Deputy Inspector in the traffic control line)

However, when the Royal Thai Police knew this, it revised the Police Regulation Code exclusive of Case 38 (original), Bribes and Rewards (No. 4), B.E. 2547 (2004), Chapter 26, Criteria and Procedures for Payment of Rewards to Traffic Police Officers. This amended regulation aims to resolve the problem or close the gap of corruption so that police officers who do not really work in the traffic control line will not be able to receive the reward money. It limits the number of traffic officers at the police station. In this way part of the problem has been solved.

5.1.2.3 Investigation line. Police officers in the investigation line are responsible for planning investigation, studying/collecting the data related to the cases under investigation. They seek news/facts useful for keeping peace and order. They get news from different sources and find facts/evidence to know the details about wrongdoers. After knowing who the offender is, they will follow him up to make an arrest. They also try to get people's cooperation in investigation. They provide security to the Royal Family and coordinate with those in the prevention and suppression line when a special event happens. They also search for arrest.

Investigation officers are responsible for finding news for crime control in the area, cooperating with interrogation officers in searching evidence or facts of the case to prove the guilt, and arresting the offender specified in the arrest warrant. Investigation is the main work of the police station, but unlike those in the prevention and suppression line and those in the traffic control line, police officers in this line of work do not show their authority. Police officers in this line of work wear "no uniform" and do their work "secretly" in order to get news from different sources. It

can be said that they are in “the shadow” because they work secretly and wear no uniforms.

Patrol officers are in the bright side.....because they must wear uniforms to work....but detectives wear no uniforms and work secretly, so they are said to work in the shadow...

Benefits for each line of work are different. (an opinion of Police Lieutenant Colonel Thor., Inspector in the investigation line)

Those in the investigation line must enforce the laws similar to those in the prevention and suppression lines; therefore, their rent seeking behaviors by using authority are similar to that of police officers in the prevention and suppression line. They demand benefits from entrepreneurs of gambling dens, entertainment places, restaurants and other businesses, or even from offenders in exchange for not filing a suit against them.

Like the prevention and suppression line, those in the Investigation line get money from the same sources -- but we are different from the prevention in that they wear uniforms when they are working but we have no uniform and work in a secret way...The methods of demand for money are the same. (an opinion of Police Captain Y., Deputy Inspector in the investigation line)

Two main differences are the use of authority and wearing or not wearing uniforms while working. Investigation officers demand money from offenders or persons arrested according to the arrest warrants.

Regarding the behavior of investigation officers in using their authority to get benefits, some officers “carry” the offender, or arrest the run-away offender with the arrest warrant. After they know who the wrong doer is, they will make an inquiry during which the offender may offer money in exchange for not being arrested. The group of officers who behave like this is called “pilots”. That is, they have searched for

the offender who gets an arrest warrant and runs away. When they find him, they arrest him and demand money from him. If they get money, they will release him.

Part of our duty is to follow the offender and bring him to the lawsuit.We arrest the offender with the arrest warrant.....We look for him, finding where he hides. We works like detectives too.....

Sometimes when we found him, we found out that our subordinates had “carried” the offender before we found him. They demanded money from him and released him....We knew this because finally we could catch himThe offender told us that he had already paid us money and doubted why we still arrested him. (an opinion of Police Lieutenant Colonel T., Inspector in the Investigation line)

Moreover, police officers in the line of investigation abuse their authority by demanding money or benefits from the victim in exchange of following and arresting the offender or those with arrest warrants. One who contacts us might be the victim who wants to know who the offender is and wants him to be arrested and punished. This is often found in cases concerning property, embezzling, frauds or others, or even check bounces which has a rather high value. The victim may contact the police to arrest the offender in order that he can get compensation for damage and will give some money to the police in return.

In some cases, the victim walked right into the investigation room, gave us some information about the offender that he got from the internet or other sources and told us to arrest that person...He will pay us about..... Baht for our time spent in his case.

Sometimes it is difficult to make an arrest, so we send a detective to find out where the offender is. This is our job but we may get something in return too. (an opinion of Police Captain N., Deputy Inspector in the Investigation line)

5.1.2.4 Interrogation Line Commissioned officers who are interrogation officers according to the Criminal Procedure Code and other related laws are responsible for interrogation when cases have happened. They are responsible for interrogation in all types of criminal cases except those beyond their responsibility. Or they may join the interrogation as ordered by their superior. They will make an enquiry to find facts/evidence in the criminal case in order to know the details. After that they will summarize the case, make some recommendations, and submit it to the public prosecutor.

Interrogation is the beginning of the criminal judicial process. The duty of interrogation officers is to compile evidence for proof of guilt and put the report into the interrogation file. This is an important job to provide justice for people, victims and alleged offenders in the case. Their work at the police station is reactive, waiting for complaints and accusations, and then starting interrogation in accordance with the laws. Some officers abuse their authority or refrain from doing something in order to get benefits or extra money as follows:

1) Demand for money or benefits in exchange for help in the criminal case. This is the behavior of interrogation officers who have authority to gather evidence and do other things in accordance with the Criminal Procedure Code. They must find facts or prove the guilt and bring the alleged person to justice. With such authority, the officers use their authority in exchange for a benefit and an extra pay as follows:

Using authority to misrepresent the evidence or to distort the facts. The police officers use their authority in interrogation to misrepresent the evidence or to distort the facts in exchange for benefits or money from the persons involved in the cases, either the victim or the alleged person, They may offer to reduce the amount of exhibit in the case with the penalty under the Criminal Act, such as drug cases or in property right cases under the patent law so that the offender will get a lower sentence or so that the exhibit will not be confiscated by the court order.

In case of amphetamines, if we get many hundreds of them, we negotiate sometimes with the offender. We offer that we will lower the volume of drugs so that he will get less severe punishment. The negotiation concerns how many pills he wants to reduce and how much money he will pay us....

In so doing, the interrogation officer must make an agreement with the arresting team beforehand. They must work together; otherwise, this will not work.

Most cases do not reach us (interrogation)...The offender has already talked with the arresting team, with the prevention and investigation officers first. Once they reach us, the negotiation will be very difficult. They have to discuss with many lines of work. If they can lobby the police successfully at the beginning, it is easier- fewer persons to negotiate. (an opinion of Police Lieutenant Colonel T., Inspector in the Interrogation line)

Some exhibits such as the motorcycle that the offender used in the case are not recorded in the list of evidence in the criminal case. We will make an agreement with the offender or his relative. We will say that we cannot find the motorcycle; otherwise, it will be confiscated by the court order.... The offender's family may pay us 10,000 Baht. (an opinion of Police Captain G., Deputy Inspector in the interrogation line)

In some cases, the allegation and the guilt base are changed in exchange for money or property in order for the offender to get less penalty. For example, the allegation is changed from a severe assault to just a physical harm without a mental harm. This will change the punishment from imprisonment to being fined. However, some officers said that apart from getting money, this could reduce the work steps and the volume of work. The change of allegation and the guilt base is very important for "negotiation" between the offender and the victim with an officer as the middleman. After the victim agrees on the compensation and does not want to file a suit against the offender, then the police officer can change the allegation.

I might say that all interrogation officers do such a thing. When an case comes to the police station, we (interrogation officers) will accept the complaint.... but will not clearly record any details, especially the degree of damage because this will affect the penalty and the case....

After that we will talk with both parties to see in which way they are going. Can we clear and end the conflict?... If we can, this will end. The victim will talk with the alleged person first and after they agree, then it is our turn to end the conflict.

We do not demand or receive money in every case...Mostly we do this because we are lazy. We want to reduce the number of files...If the victim is severely harmful, the case will go to court, and it is a long story. If the victim is slightly injured, the case can end at the police station and the offender only pays the fine. It is easier...But there are some cases that we demand money from the alleged. He will agree, of course, because he does not want to go to court.

but in case of emergency and impossibility of negotiation, then we can turn to prepare the complaint report in full. We are safe. (an opinion of Police Major N., Inspector in the interrogation line)

Changing the offender also happens, especially in cases under the Criminal Penalty Act, in which there are no victims, or it is, "the government" who is the victim. Changing the offender is a means to protect the real offender from getting the penalty according to the law. The one that replaces the offender agrees to receive the sentence in exchange for money. Most cases, such as gambling, violation of the copyrights, etc, do not involve severe punishments. But in case of offense with a high rate of punishment, the police officer may demand money or other benefits in exchange.

the scene, but the son was a little injured.... In this case the son would I found a case of having no license to operate the business.... The real owner hired another person to that he be a wrong doer instead of him so that he would not have a bad history. He got his worker to be prosecuted instead....

In a gambling case,.... a teenager of over 20 years old was hired to replace the adult who was caught in the gambling den. It was the same. The wrong doer had to lobby the arresting officer before coming to us. (an opinion of Police Lieutenant Colonel T., Inspector in the interrogation line)

I had a case to tell you. It was a traffic violation case. The son was driving, and the mother was the passenger, but the car lost control and turned around to hit a tree. The mother died at be guilty for negligence driving and bringing death to others. At the interrogation, the father was crying.... He lost his wife and now his son was going to be prosecuted...His son did not have any intention for the accident.... He pleaded me for help...

I felt sorry for him and did not think about the money. I switched the driver to be the mother so that she would be the guilty one. When the dead person is guilty in the criminal case, the case ends. ...They cleared it with the insurance and the vehicle checking station until the case ended.... The last day of the case the father and the son brought me 30,000 Baht and thanked me for all my help. (an opinion of Police Captain G., Deputy Inspector in the interrogation line)

Using the authority in their position to distort evidence or facts in the criminal case as presented above shows that some procedures, such as changing the offender or reducing exhibit volume in the case, are carried out beforehand by police officers in the other line of work during the case. In some cases, lobbying is done during the interrogation, but not often because at this point the offender has already lobbied the arresting officer to rearrange the details of the arrest. It is unnecessary to have other persons "to share" the money. In short, lobbying the police usually happens during the arrest as mentioned above.

Of course, some interrogation officers have rent seeking behavior, but most of them think that they do so to reduce the procedures. They do not want to waste time preparing investigation files, which is quite troublesome. Therefore, some of them mainly try to end the case through negotiation between the offender and the victim during the interrogation and they receive money or some benefit later.

This finding corresponds with the information from the interview of Khun Yupin (assumed name), who had some experience with this behavior of interrogation officers. They demanded some money from her in exchange for providing convenience in the criminal case with the reason that the money they received would be used for “clearing” with higher-level supervisors to end her case. The following information is part of her story.

In my case I had a car accident when I was driving along the road.... I was in the right lane to make a U-turn to the other side. When I saw the traffic was free, I made a U-turn. But the other party rode a motorcycle and came out from the alley in the opposite side near the turning point with a high speed. He did not slow down but ran quickly into the main road. At that point, my car was turning and hit him. The other party, who was a young man, got a broken leg.....

I am a doctor, so I know how serious his injury was. I gave him first aid care and sent him to the nearest hospital. I waited for the police from the local station to come to the accident scene. There was a police captain ranking [Police Captain] responsible for the case. He confiscated my car and the other party's motorcycle and interrogated me ...

About a month later, the officer notified me that I was guilty of carelessness because I was U-turning my car to the opposite side and hit the other motorist. I did not argue anything. If I was wrong, I admitted my guilt..... I had first-class insurance and sent someone to take care of the injured party. I asked the police what the next step was and what I should do next. I asked so because I had never been in the kind of situation before.... The captain told me that he had sympathy with me. He would try to help me by not

sending me to court. He would help to end the case at the police station so that I would not have a bad history. This was what he told me.

When I heard this, I at first thanked him for helping me. I am a doctor and am very busy. I thought he really felt sorry for me. What he would do was to change the allegation from an accident with severe injury to that with small injury so that I did not have to go to court. I thanked him a lot and bought a gift basket for him....A few days later, he came in and told me he wanted 30,000 Baht to clear the case with his superior. I was puzzled. I did not worry about the money, but I doubted why I had to pay for this.... The Deputy Inspector who helped with the case said that he had to give it to the superior.

Finally I did not give him the money....I called my friend who was a police officer. He said that that police officer did not do the right thing. I did not want to be blamed in supporting a bad deed. So my friend made a call to the captain...The captain came in later and said,... “Just kidding. I did not mean that” Weird!

The data above show that interrogation officers can use their authority to help offenders by distorting facts or evidence during their interrogation. The fact in the case above was that one party was severely injured in the car accident. The Criminal Code specifies that for this type of injury, the offender will have a higher rate of punishment than for small injury. In such a case, the interrogation officer is not allowed to fine the offender and end the case at the police station. He must prepare the interrogation file and present to the Public Prosecutor to file a lawsuit in court according to the Criminal Procedure Code. However, that officer might want to reduce his workload or to get some benefits for himself, so he distorted the fact--from severe injury to small injury so that the allegation could be ended at the police station and the police did not have to submit any document of interrogation to the public prosecutor. After that he demanded benefits in exchange for his action. This behavior is one kind of rent seeking behaviors.

According to the Criminal Procedure Code, the duty of interrogation officers is interrogation and preparation of case files with some opinion to submit to the public prosecutor to process the case further. If a police officer distorts the evidence or some facts, this will affect the case because the opinion might be in favor of or might harm the victim or the offender. However, in the criminal justice system the public prosecutor will review the interrogation file one more time. This will help to screen the practice of the officer who uses authority to distort the justice system or the so-called “fixes” (Barker, Hunter and Rush, 1994). Demanding money or things in exchange for helping offenders and changing facts in the interrogation file is called, “selling the case” to benefit the offender in the justice system (Buckley, 1971; Chambliss, 1969).

Using authority to provide convenience in the case is different from the behavior mentioned above. In the above case, the interrogation officer exercised his authority in conformity with the laws to help or provide more than normal convenience in order to exchange for benefits or extra money. In this case, he demanded money to speed up the process. (speed money). In some areas, some interrogation officers demand a percentage of money from processing the case under the criminal Act. If the officer can arrest the offender and return the money to the victim, he will get a certain percentage of money as agreed upon. Even though this practice is not the abuse of authority, using the authority in this way is to provide benefits for the victim.

I know an interrogation officer, a very bold one, I might say....One day he was on duty and a man came in to report that his three checks were bounced..... Each was more than 100,000 Baht. The total was over 300,000 Baht....That officer said bluntly to the person who complained, “if I handle this case and can catch the offender to return you the money....how much will you pay me?”

In the end he really got about 10%. (an opinion of Police Captain G., Deputy Inspector in the interrogation line)

This behavior is using authority to provide benefits to the person involved in the case and is mostly found in the interrogation line. People come in to make complaints about their trouble. The society tends to know that it takes a long time for a criminal case to be processed in Thailand. Also, the workload of those in charge of the cases is heavy, so they are unable to spend much time on this and that case in particular. In fact, most victims are the ones who make an offer to give “support money”, or sometimes called “oil fee”, in order to make the police work more quickly. It also depends on individual police officers whether to receive the money or not. Some choose to accept money because it seems to be “free money” or a “guerdon” and they do not do anything wrong or abuse their authority to get it. They only spend more time working on the case, speeding up the work. That is all. Some police officers accept the money but do not keep it for themselves. They put it in the common fund for everyone. Others choose not to accept the money.

The researcher interviewed one of the entrepreneurs in printing business named “Khun Kai” (assumed name). She got help from an interrogation officer who provided convenience for her in the case. In her business, she had to discuss business with customers and suppliers. The way to pay debts in a large business is mainly by check. Very often the checks were “bounced” so she could not collect the money as agreed. She decided to hire one police officer in the rank of Police Lieutenant Colonel who was an interrogation officer at the local police station, as “a consultant of the company” and paid him monthly. Part of his job was to handle cases related to the company’s bounced checks. In this way, the collection process was faster than just going to report the complaints at the police station.

I am the owner of a business.... A lot of money to collect. Mostly we agree to be paid by check In the past, we often found that many checks were returned due to the insufficient amount of money. We experienced this regularly and it negatively affected our business because we were unable to collect money. We wasted time getting the other party to negotiate. For some checks, it took at least 5-6 months to be cleared. It took even a year for other checks. Our business thus lacked cash to do business....

I know this Inspector (Police Lieutenant Colonel) because I once reported the check bounce to him. He was very nice and dealt with my case very quickly. He summoned the other party for negotiation. After that I offered to hire him to be my consultant to handle the check problem for me. I pay him monthly. I will not tell you the amount.... When we are not able to collect the money paid by check or when the check is bounced, I call him. He has advised me that the first step is to go to the police station to report the complaint. So if any check bounces, I go there and report the complaint to him only.... You know sometimes he is not on duty ...but he accepts my report. He is in a casual dress and works on the complaint for me....

It is good and much faster....if we reported the complaint to other officers, as a normal practice, it would take a long time for the police to interrogate the case, to summon the other party and other things. The police have a lot of work and they hardly have time to do things for us.....But if we contact only him, the case will go fast....He has all the company's information--registration, names, basic information....He has already printed the testimony, so he only changes the name, the amount of money, and in a few minutes he can print the summon, call the other party to come in very quickly....When we get the money, we give up the complaint.....

From the above information, it can be seen that police officers can use their authority to help speed up the case and provide extra convenience in order to receive benefits. This behavior is different from that of police officers who distort

facts or evidence. In this case, the police officer does not abuse his authority at all; he only speeds up the process.

Moreover, some non-commissioned officers act as assistants to interrogation officers. They work as clerks on duty of the day and would prepare the reports for that day. They can abuse their authority to receive extra money as an “ink fee” for writing the complaints. The charge is about 10-20 Baht at a time, etc. However, only some police officers in some areas behave like this. It is the behavior of individual officers, not all of them.

One officer [non-commissioned police officers] ...will record every case of document loss free of charge.... But others ask for a fee of 10 or 20 Baht each time ...Think how much they will earn a day. Once I myself [commissioned police officer in the Interrogation line] did the daily record of a complaint of document loss because the police officer on duty took official leave. When it was finished, I was given 20 Baht. I was puzzled and asked what *it was for*, I asked him this and that, The person who made a complaint said,... “This is for writing the report, isn’t it? I normally paid for this. (an opinion of Police Captain G., Deputy Inspector in the interrogation line)

2) Using authority to benefit entrepreneurs. Interrogation officers can use their authority to help or benefit entrepreneurs in exchange for property or extra money. The police in the interrogation line regularly do a favor for some businessmen in vehicle-lifting service in the area. A businessman in the area has made an agreement with the interrogation officers that if there is any accident and the vehicles need to be moved they will use his service. So, when the officers need to move any vehicle for the case, they will contact the vehicle-lifting service and collect the service fee from the car owner. The businessman will give some money to the officers. For example, in the area of this police station, the fee for removing the

wrecked car is about 2,000 – 2,500 Baht and the businessman will give to the officers 1,000 Baht for each vehicle, etc.

Police officers in the line of interrogation can get an extra pay from vehicle-lifting business When there is a report from W40 [road accident] and the vehicles need to be moved from the scene.....The interrogation officer would order the to vehicle-lifting business owner move the wrecked vehicles to the police station....and collect the money from the owners of the vehicles....

The interrogation officers can get 1,000 Baht at a time for each car. (an opinion of Police Major N., Inspector in the Interrogation line)

Interrogation officers can use their authority to provide convenience to businessmen--especially removing wrecked vehicles as mentioned above. One businessman in this kind of business whose name was Khun Mart (assumed name) said:

I am in the vehicle-lifting business.... I have two forklifts for removing wrecked vehicles.... Actually, I did not officially register the company or set up any business. I just modified my pickup trucks, adding some equipment for lifting....I can move wrecked vehicles of any standard or general size.....

I have been in this business for about 5 years now.....I give service 24 hours all over the country. The service depends on the difficulty in moving the wrecked vehicle and the length of the route....

Regarding working with the police, I must say we help each other. I help the police work, whatever they want me to lift or to move. I support their work. I am also a rescue volunteer and traffic volunteer for the police station....In answering the question on the mutual benefits, I must say that because ofthe nature of work like this, it is normal to know police officers....I know all interrogation officers in this police station and they all know me. Whenever they need help, they usually call me...

When there is an accident obstructing the road, they will call me to move the wrecked vehicle to the police station or to move the confiscated car to keep as an exhibit.... I charge the owner of the vehicle for the service fee. I have a cash receipt...The charge in moving the wrecked from the accident scene to the police station is 1,500 -2,500 Baht per vehicle...but I do not get the total amount. I pay police officers half of the money ...For example, if I get 2,000 Baht, I will give them 1,000 Baht....

If you ask me why I have to give them.....This is the normal practice. Almost all businessmen like me give some money to every police station. I have a friend in the same business. He has to pay too.... I might say it is good, though.....Just help each other.... We give them some money and they will call our service....Whether this is a monopoly or not, I would say no. We do not force the owner of the wrecked vehicle to use our service. If they have an insurance, they can use the service of the insurance company to move it, or he can call any company...but in the accident when the vehicle cannot be moved or driven, the police will call us first. And when we get money, we will share it with them.

In some areas the business of moving wrecked vehicles belongs to a police officer who works in the police station in that area. This behavior shows that the officer uses his authority to earn a benefit for himself.

I think this police station is OK. The police do not do anything bad. What should I say? The police do their normal work. They call us when there are road accidents and some vehicles need to be moved. They suggest the owner of the wreck vehicle to call us.... When we have a customer, then we share a little profit with the police. This does not mean that they have to call us. We do not monopolize the service....

At another area (concealed name) over there, one day a customer called me to move his car. He had an accident in the area under a police station.... When I arrived, I found a pick-up doing the moving. I was puzzled and asked the one doing the work.... He said this moving truck belonged to a police captain (concealed name). He was a police officer in this station in the

area.....In this area they used his service to move vehicles ...I did not want to have any trouble with the police so I came back. It is like this. It is too ugly, I might say. My customer did not know what to say to me, because the police told him that he had to use that truck because it was urgent. The car obstructed the traffic, so he had to let them do it. (an opinion of Khun Mart, assumed name)

So far, the researcher has presented some sample cases like the case of Khun Kai, the owner of the printing company, who revealed a similar behavior of police officers in using authority to provide convenience so as to get some benefits from business operators. Some receive a monthly pay from business operators and some became consultants of private companies, especially businesses that are inclined to be illegal. However, the police can use their authority as police officers to help legal businesses, too.

5.1.2.5 Administration line. Police officers in the administration line are responsible for paper work, human resources management education, seminars, study tours, in dissemination of knowledge, welfare provision, organizational development, budgeting, procurement, quartermasters, weapons, communication and information technology, reward management, registration work, issuance of permits, and public relations.

Police officers in the administrative line do work that support all lines of work in the police station. It is the work in the backyard or household work of the station. They do all paper work, general affairs, human resource management, finance and budgeting, logistics, planning, procurement, policy-setting, etc. The police in this line of work mainly control the issuance of permits in accordance with the rules. They rarely use their authority to obtain money, property or other benefits illegally, partly because their work is to support the other lines of work. They only provide convenience for the police in the other lines of work, who use their authority to enforce the laws and are closer to the people in the society.

However, one interesting fact is that the police in the line of administration can use their authority in exchange for benefits or in rent seeking as well. That is, they can demand money for issuing different permits. The police in the administration line are responsible for registration, including issuance of permits for many things. These permits are requested by the people or organizers of parties, such as a permit to arrange entertainment in the ceremony, etc. Entrepreneurs who need to have permits to do business in the area or to extend the permits must submit an application to the administration officers. In this way, the police in the administration line can exercise their authority to demand money in exchange for issuing permits or extending the permits.

Most police officers in the administration line have given similar information that they have an opportunity to demand benefits in exchange for convenience in requesting permits or extending permits. The number of requests is not large, depending on types of permits and various conditions, such as the ability to pay, the influence of the requester, etc. These permits are not often sought except for doing business in a "special area" where there are a lot of entertainment places. The police receive a large number of bribes.

Wait! Who says that there is no rent-seeking behavior in the administration line?... There is. But rent-seeking is less.... Let see, for example, there are a lot of entertainment places in the area under the responsibility of that station (concealed name).... They need to request permits or extend permits. The Administrative Supervisor have got a lot of money ... just waiting at the station. (an opinion of Police Lieutenant Colonel L., Inspector in the Administration line)

As they do routine work, they do not get much. They can get some when the merchants put some money in the envelope for rapidly processing their permits... Bribery is found in every area. It is.... just guerdon. (an opinion of Police Senior Sergeant Major T., Squad Leader in the Administration line)

There are two types of behavior to gain money by the police in the administration line. The first is rent-seeking behavior by demanding money in exchange for using their authority. That is, they may abuse their authority by distorting the facts to issue the permits and demanding for money in return. The second type involves “speed money”. In fact, they do not abuse their authority; they just increase the speed of the process.

So far, the behaviors in using authority to seek benefits by police officers in each line of work at the station are presented. These behaviors are mentioned in the research framework. Next, the whole picture of behaviors will be discussed.

There are two ways of exercising authority: using authority legally and abusing authority.

1) Using authority as prescribed by law. Police officers in each line of work have authority as prescribed by law and can earn extra money without breaking any rules or violating any laws. Those exercising their authority for their own benefits may think that the benefit they receive is a “guerdon” or “lubrication cash”, so they do not feel that they have done anything wrong.

2) Abusing authority. The police abuse their authority when they behave against the rules and the procedures that they are supposed to follow. Abusing authority can be done individually or collectively. In abusing the authority individually, a police officer alone may decide to do so in order to receive benefits, such as demand money in exchange for not arresting the offender or “Tee-Kai” etc. On the contrary, abusing authority collectively seems to be a culture or a practice of all officers in all lines of work. It is a conventional practice that everyone in the line of work must follow, such as demanding a “monthly pay” from illegal businessmen or providing convenience for entrepreneurs, etc.

Whether it is using authority legally or illegally, police officers in the same line of work must do so because it is conventional. They need to “go with the flow” and none of them can refuse to do it because if they do, they cannot be happy in

the police circle and may encounter many obstacles in their work, or because they will be considered as “black sheep”. In fact, there are only a few police officers who abuse authority individually. They prefer doing it as a group; otherwise, it is too risky to get caught due to the speed of communications at present and the inspection by various units. To illegally exercise authority alone, they must be some factors that can support them. Mostly, police officers who abuse authority are in the operational level or non-commissioned officers, or deputy supervisors. Those in the levels of supervisors or higher or in the management level do not abuse authority individually. Perhaps, the reason is that low-level police officers have to meet people often or are ones who enforce the law by arresting offenders in the area, so they have more opportunity to abuse their authority than higher-level ones.

Besides, both businessmen who do illegal businesses and those who do legal businesses want the police to give them convenience. They need a middleman to provide them with an opportunity to make an agreement on bribery. A police officer who is called a “housemaid” will act as an agent or a “front” in coordinating between the businessmen and the police. The housemaid or agent is usually in the rank of non-commissioned officer and low-level commissioned officer who is widely known because he is in the area for a long time. He has a close tie with businessmen in the area and has influence in the police station.

In every line of work there is a police officer who acts as a middleman. In the prevention and suppression line, for example, there is one housemaid. Who has been here for a long time.... He is the one who prepares all the accounts. Businessmen will come in to see him and talk with him....

In this police station there is one, too. He sits in the front room of the superintendent.... He is a collector and knows everything in the station.... If you want to know more, ask him. (an opinion of Police Captain Ngor., Deputy Inspector in the prevention and suppression line)

5.1.3 Level or Value of Rent Gained from Exercising Authority

The level or value of rent derived from exercising authority, exclusive of the standard compensation, is figured out from the information derived from interviews of police officers in different lines of work. The rent is gained in two ways: 1) the rent seeking behavior of the whole work line and 2) the abuse of authority by individual officers.

5.1.3.1 The overall rent gained by the line of work or the whole work unit refers to all benefits each line of work receives and puts into the central fund or pool before being shared among officers in the line.

Police officers will receive a share of money from the central fund or “pool money” based on their ranks and duties at the station. Therefore, the chief of the police station would have the largest share.

This is normal. The highest position will get the most, the superintendent of the station.... oversees all lines of work, so he deserves to get the largest amount. (an opinion of Police Captain Ngor., Deputy Inspector in the Prevention and Suppression line)

However, different informants gave different information about the amount of money or the value of rent. Usually, it is the chief of the station who sets the target amount of money. However, how much they can earn depends on the location of the area. The more the number of businesses in the area, the more extra money the police get. If there are a few businesses in the area, they will get less money.

To conclude, the amount of extra money depends on certain conditions and the management of the station. And normally the chief of the station will get at least 100,000 Baht a month.

In this station, the Superintendent might have about 500,000 Baht by estimate.... in a normal situation....the superintendent at this station will get around this, but it can be more than this depending on an individual. (an opinion of Police Lieutenant Colonel Por., Inspector in the Prevention and Suppression line)

I don't know the extra amount, some superintendents set a target, some do not say anything.... Some set this and that amount. Some are generous about whatever they give to the subordinates. I get about 10,000 Baht up. But it *is not certain*. (an opinion of Police Lieutenant Colonel P., Inspector in Prevention and Suppression)

In other lines of work, the head of each line--the prevention and suppression, the traffic control, the investigation, the interrogation, and the administration lines-- is in the rank of deputy supervisor (according to the organization chart at the police station) But the head of the administration line is the chief of the station. The head of the prevention and suppression line gets the same amount as the chief of the station. This depends on the superior and the ability of the station to earn extra money. Police officers in the rank of deputy supervisor in the prevention and suppression, investigation, and traffic control lines receive their share of the pool money of at least 8,000 Baht. In some areas which are the "golden areas", they will receive up to 200,000 Baht a month, etc.

I am the one who allocates the pool money....let's say....During the normal time with no special policy, the deputy superintendent will receive about 200,000 Baht..., the superintendent about 100,000 Baht. Do not be puzzled why the superintendent receives less....Because as I have said before, this amount is only from my line of work. There are other lines of work that give him a share. (an opinion of Police Major M., Supervisor in traffic control line)

In each area, police officers in each line of work at the police station may get different amounts of money allocated from the pool depending on the area and other conditions. But the deputy supervisor will monthly receive about 10,000 Baht, while the supervisor would be paid at a higher rate, at least 30,000 Baht per month.

The deputy inspector in the prevention and suppression line can get 10,000 Baht per month from the pool, which is the same amount as that of the deputy inspector in the investigation line....But deputy supervisor in the traffic control line will get more...about 50,000 Baht a month.

I have worked in many police stations. Some stations give more; others give less...but mostly deputy supervisors will get about the same-at 10,000 Baht or... a little more...However, in some places the boss was thrifty, we will get less. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

Similarly, non-commissioned officers working in the prevention and suppression, the traffic control, and the investigation lines receive more than those in the administration and the interrogation lines--about 3,000 Baht. In some areas, they receive up to 5,000 Baht or more, but it is still at the lower rate compared to other positions in the hierarchy.

In the line of interrogation, the deputy inspector of the interrogation line receives the pool money at a lower rate when compared to the head of the work line. In some areas, the interrogation Inspector and the deputy will not receive any share at all.

No, in my police station interrogation officers do not receive any (pool money)Only those in the prevention, the investigation and the traffic control line all get the money....We receive money only from interrogation...No extra.....

It is not strange because we do not earn any income for the station, unlike the other lines of work. (an opinion of Police Lieutenant Colonel B., Deputy Inspector in The Interrogation line)

In this police station, the interrogation officers get some money from the pool, too, but not much.... For example, the deputy inspector gets about 2,000 Baht each. The inspector gets a little more, and the deputy superintendents will get a bit more ...as pocket money.... but the amount cannot be compared with that in other lines of work. (an opinion of Police Captain G., Deputy Supervisor in The Interrogation line)

However, in some areas the inspector whose work supports the other lines of work can get some share of money or extra pay at the same amount as that in the interrogation line, about 10,000 Baht only, depending on the area and the superior.

In fact, the important factor that affects the rate of share of the pool money is the superior himself. In all hierarchical levels, the chief of the police station is the key person that determines the amount of the share. If the superior sets a high target for himself, the share of the subordinates will be less. In contrast, if the superior cares about the subordinates, their shares will be big.

My superintendent (concealed name) is generous. He does not demand a lot of money because he cares for his subordinates.....When he first came here, he adjusted the system. Before he came, the inspector received only 2000-3000 Baht or little more.... When he was here, he gave almost 10,000 Baht to each..... His subordinates love him very much because everyone receives a handsome amount of money. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

Some [superiors] take a lot...They do not care the world... One of them set the target and said, "I do not care how much money you all can get but each

month I must get this much”....In some months we did not earn the money as targeted because of his policy or his strict control....he did not care...He took the same amount as before... His subordinates took the rest, so they had to reduce the share in hierarchical order. (an opinion of Police Senior Sergeant Major Shor., Squad Leader in the prevention and suppression)

5.1.3.2 Extra money earned by using authority by individual police officers. Individual officers may gain extra benefits from abuse of their authority, apart from their normal pay specified in the regulation and the pool money allocated by their line of work.

Normally, police officers who earn extra money in this way are at the operational level, such as non-commissioned police officers, deputy supervisors or supervisors, rather than those in the administration or management level. This is partly because they regularly meet people or are the ones who stop crimes or enforce the laws. They arrest offenders in the area under their responsibility, so they have more opportunity to use their authority.

The amount of money that an individual officer receives varies due to several factors and conditions. However, the level or value of the benefits depends on the position and the rank of that officer, including his intention or decision to use his authority and the amount of money he demands. Some officers said an the inspector in a police station earned extra money of about 100,000 Baht per month from his line of work. But if that officer uses his authority in various ways to get benefits for himself, he will earn up to 400,000 Baht per month.

Regarding extra earning, there is no ceiling or fixed rateIt depends on who will do it or not....But by just estimation.....the inspector in the investigation line at my station....will get over 100,000 Baht and this is a monthly extra income.....

He is a devourer and earn about 400,000-500,000 Baht a month. He does not fear anyone, not even his boss. (an opinion of Police Lieutenant Colonel R., Deputy Superintendent in the traffics control line)

The cases of rent-seeking by non-commissioned officers in each line of work indicate that the value or level of benefits or how much money they get depends on the individual. Some non-commissioned officers individually receive 10,000-100,000 Baht per month.

One police officer I know (concealed name) is a detective. He wears no uniform.... We all know that he is the one who has rent-seeking behavior He seeks rent in every way. Once we got together and drank. He told me everything. He said he earned about 40,000-50,000 Baht a month. In some months he made about 100,000 Baht.... He is a real devourer.....

He demands benefits from arrested offenders.....in drug trafficking.....in gambling or prostitution cases....He demand money from them all. (an opinion of Police Lieutenant Colonel F., Inspector in the investigation line)

The money that officers earn by abusing their authority can be divided into two categories: 1) extra pay sought by the line of work or the work unit and 2) extra money earned by an individual who exercises his authority illegally as shown above. In all the police stations the pool money are shared among the officers in each line of work at a different rate. The payment date of the pool money is scheduled: monthly or half a month at a time. The rate will be fixed or will vary, depending on several factors or conditions, which the researcher will present later.

The level or value of benefits sought by an individual who abuses his authority cannot be exactly stated. It depends on an individual officer: what level he uses his authority and how much money he demands. Most officers give importance to group earnings rather than earning by an individual because they do not

want to take a risk of getting caught. Earning extra money by the group seems to be a conventional practice. It is called “Kin Tam Nam”. All will receive a share of such money. Although the amounts are different depending on the position and the line of work, they all feel “good” and are willing to accept it; therefore, they put more emphasis on the earning of this type.

5.2 Factors Affecting the Rent Seeking Behavior

In this research, the researcher reviewed the meaning of “causal factors” that affect the rent seeking behavior and formulated a framework of the study which included the factors and conditions likely to affect the rent seeking behavior of police officers.

The data were collected from police officers at police stations based on the framework of the study to indicate factors affecting the rent seeking behavior.

5.2.1 Police Officers as a Factor

The rent seeking behavior means the police's using authority in getting extra benefits besides the normal earning specified in the regulation. There are both legal and illegal behaviors. The illegal behavior is a type of corruption. An individual officer is an important factor leading to corruption of authority. In other words, it is an individual officer who makes a decision alone whether to abuse or not to abuse his authority to seek rent.

I might say that it mainly depends on an individual.... If he is a good person, he will not do so.... Even if there is a pile of a million Baht in front of him, he will not take it. He will refuse to get a bribe..... Even if there is no risk, he will not take it. (an opinion of Police Captain J., Deputy Inspector in the prevention and suppression line)

Everything depends on the person.... --his salary, remuneration, authority, and so onIf he is strong-minded enough, he can choose to refuse....not taking it ... Never do that. (an opinion of Lady Police Captain Kor., Deputy Inspector in the Interrogation line)

It is up to individual persons.... I can say. I can swear that I do not accept it... I dare not do something like that....I am ashamed and feel sorry for the people....But if asked whether someone does it, I will frankly say, “Yes and a lot too”....(an opinion of Police Lieutenant Chor., Deputy Inspector in the Prevention and Suppression line)

Extravagant people spend lots of money.... They spend a lot and for this reason they have to earn a lot too.... What they have is not enough.... They want to get more...For example a police officer has a wife and a child. He also has two European cars and a detached house. This is extravagant, right? Only the police salary is not enough..... This person will take a bribe if he cannot earn enough legally. (an opinion of Police Major P., Inspector in the investigation line)

An individual police officer makes a decision to do the lawful or unlawful thing. Rent seeking behavior is often found in the level of individuals. Most officers do not refuse the existence of rent seeking behavior of a group or a unit.

I must confess that...I’ve got extra money. It is pool money....I do not “Tee-Kai”, carrying off or fleece anyone.....But we all get pool money and we just follow the tradition. (an opinion of Police Lieutenant Thor., Deputy Inspector in the traffics control line)

5.2.2 Level of Authority and Position as a Factor

The level of the rent depends on the level of authority and position held by an individual officer and the line of work in the police station. The higher the position,

the more rent an officer can earn, both by his own rent-seeking behavior and by allocation from the group.

The amount of rent depends on the authority a police officer has. That is why there is a relationship between authority and monopoly of the position. The higher the position, the more the opportunity to seek rent.

Why do people want to be police officers? Partly because we can carry guns, wear uniforms, and enforce laws. These reflect authority, right? Because the police have power in doing good or harm to people, some use their authority in seeking benefits....

Why do they want to be in the patrol line...? Because the police in this line have more authority, right...Why not working in the administration line? They are all officer too.....Because they have less power than those in the patrol line. (an opinion of Police Captain J., Deputy Inspector in the prevention and suppression line)

To be transferred to that police station. I do not want it....I prefer this station Working in that station I get no extra money, nothing....To be a supervisor in that station....nothing. It is much better to be in this station.... It is not just because I will get a higher position....but I dare say.....it depends on whether I have any opportunity to exercise authority or what I can gain from my authority. (an opinion of Police Captain Y., Deputy Inspector in the Investigation line)

The information above has proved that the level of rent gained from holding authority depends on various factors and most police officers know that the level of authority is related to their line of work and positions. Some intentionally do more rent seeking after they are promoted to a higher position.

5.2.3 Duty, Assignment, and Responsibility of Positions as a Factor

The job description for each position specifies the duty, authority, assignment, and responsibility in each line of work at police stations. The duty of their position allows the police to abuse their authority. That is, if the officers have authority to enforce the laws, they will have more chance to abuse it than officers whose duty allows them less chance.

It is not strange that those in the prevention and suppression, Investigation and traffic control lines are often found to abuse their authority.... These officers had to do their work in the area and meet people in the society. They are the first to encounter offenders.... Especially those in the investigation line wear no uniform; their duty is to find news.... They have to mix with people, so they have more chance to be corrupt than others. (an opinion of Police Major N., Inspector in the Interrogation line)

5.2.4 Compensation as a Factor

Compensation that the Royal Thai Police provides for police officers as specified in the regulation is another factor affecting the rent-seeking behavior. The compensation includes salary, extra pay, position allowance, which are the base pay. In some lines of work there are rewards and bribes as incentives apart from the welfare and fringe benefits prescribed in the regulation and money specifically allocated by the work unit.

However, the money mentioned above is not enough for their living or does not match their work load. Then some officers use their authority in seeking rent or earning extra money.

Some police officers feel that their salary and fringe benefits are not enough...They compare their income with that of government officials at the same level. Police officers have more work, tougher jobs, more risk and

tiredness.....If any thinks like this, then he will want to get an extra pay. (an opinion of Police Lieutenant Colonel P., Deputy Inspector in the Prevention and suppression line)

You should observe the work the police do and compare it with the salary. I am serious.... Police officers have a lot of authority, especially in the area. We have more power than people in general...We are like deities using our power to help people....and to get rid of evils that hurt them also...The coin has two sides. When you toss, one side will turn up.

Does anyone know that the pay is not enough for what we have contributed to the society?...We do not ask for just money but there must be other things in return for the workload that we bear. (an opinion of Police Lieutenant Colonel B., Deputy Inspector in the Interrogation line)

Regarding the management of compensation for police officers, the Royal Thai Police considers the work done by police officers as one type of government work, so the pay scale or remuneration is similar to other types of civil services. But with authority and duties, police officers especially those at the police station, feel that the pay does not match their workload.

5.2.5 Lack of Budget as a Factor

The budget allocated to support police officers' work in all lines of work at the level of police station is insufficient. For example, in the interrogation line, there is not enough equipment e.g., computers, printers. In some police stations, there is insufficient paper to record the cases. The police in the line of prevention and suppression have to go out and check the area for crime prevention. They also do not have enough budget for gasoline to patrol, etc. Almost all lines of work must set up checkpoints to implement the policy of the superior. Or in case of emergency, they

need lots of manpower to assist officers, such as traffic volunteers or household police. They do not have enough budget to support their work.

It is a long story....Every line of work lacks a budget....We are always working in spite of the inadequate budget....Although the government does not provide us with money to buy gasoline, we still patrol....Where does the money come from? It is out of our own pockets....

For example, at the check points, there are many police officers, volunteers.... Have anyone ever asked if we need water and food? Do we have enough money to buy things? Is there any guerdon for us? Gasoline. Our officers do not complain because it is our job. But what about the volunteers whom we request to help us?...Should we pay them?...We want to but we do not have enough money. (an opinion of Police Lieutenant Colonel P., Inspector in the prevention and suppression line)

Even police uniforms, guns, or socks-- we all have to pay out of our own pockets....Do not mention the money to support our duty.....Not at all.....If there is, it is allocated only once in a while.....

The gas bills [money for vehicles]...for example, we get only 200 baht a month to buy gasoline. How far can you go? Especially the traffic jams in Bangkok we can send offenders to the prison for two rounds only before we run out of gasoline. (an opinion of Police Senior Sergeant Major K., Squad Leader in the Interrogation line)

A horrible joke told by an Interrogation officer concerned car 30 [vehicle for patrol officers to check the scene of the event] Almost the same in all police stations. The gauge of gasoline is never over the E point or may be a little bit over....

No money to fill up the gasoline tank...When something happens.... we fill itand everyone uses this car. So whoever uses it he must fill it just enough for his use only. It is always at the 'E' point...

In short, sometimes we use our own cars with our own money to buy gasoline. (an opinion of Police Major N., Inspector in the Interrogation line)

The lack of budget affects the work of police officers in various ways as mentioned above. This is also one of the causes that make police officers feel it necessary to use part of their authority in seeking extra money in order to use it for their work.

The police accept money from illegal business operators to control illegal businesses...Money from Grandma buy Grandma's sweets.... What can we do?.....Machines need electricity to function, cars need gasoline. Our work need money to support. (an opinion of Police Lieutenant Colonel F., Inspector in the Investigation line)

Police is the best of all careers.... Order us and we will do all....The boss has never asked us, "Can you do it?" "Do you have money?" He just commands and commands. We only answer, "Yes, sir" and keep working....No money but we manage to do it. This is Thai police. (an opinion of Police Captain T., Deputy Inspector in the traffic control line)

5.2.6 Superior as a Factor

The term "superiors" in this research refer to the police and at the level of the Royal Thai Police. the level of squad leader, head of the line of work, chief of the police station up to the higher-level police officers in hierarchy at the headquarters and The superiors at all levels have different degrees of influence and partly cause the rent seeking behavior, which can be elaborated as follows:

Policy of the superior or his order to police officers on duty. The policy of the superior can lead to the rent seeking behavior or earning extra benefits. The superior does know about the rent seeking behavior of every type at the police station, especially the overall rent seeking behavior of the line of work and of the whole

station. The policy set by the superior can lead the officers to that direction. Suppose the superior orders the officers not to demand any money. If he finds such a behavior, the police officer who demands money from any party in any case will encounter disciplinary penalty. If the superior is “honest” or very strict in enforcing the laws, then the police officers under him will not be able to abuse their authority to get benefits or may be do so less often.

On the other hand, if the superior has a policy to allow them to abuse authority they have, he will send a signal for them to go ahead “in full steam.” Then the police officers will exercise the rent seeking practice at the maximum level.

It is up to the boss.... Have you ever heard the statement, ‘If the head does not move, the tail will not move, either’....If the boss allows us to seek rent, we will do it to the full extent.....If he says “no”...then we will stop or do so less often.... (an opinion of Police Major P., Inspector in the Investigation line)

The policy set by the superior also refers to the agreement or the demand of the superior for his share on extra money in the line of work or the work unit.

The former superintendent (concealed name) was very greedy. He took everything He was very scrupulous, so the amount of his share had to be the same.... He also knew in which way we could earn money. He asked to see the accounts of all the lines of work and told us how much was in this or that account.....We had to give his share as agreed....and had to earn more. (an opinion of Police Lieutenant Colonel Por., Inspector in the prevention and suppression line)

This does not mean that if the superior has a policy or demand a small share from the pool money, the officers’ rent seeking behavior will be reduced. Although the superior is willing to have a small share, other officers still receive their shares. Only

when the superior orders them not to seek rent will the rent seeking behavior be decreased.

Strictness and leadership of the superior. The superior's duty is to control the behavior of police officers in the lines of work. If the superior follows up the subordinates' performance or is interested in their work, this can reduce their rent seeking behavior. On the other hand, if the superior does not control their subordinates, their rent seeking behavior will increase. Mostly, the rent-seeking is done individually.

If we have a strict boss, who follows our work closely, bad officers will find it difficult to seek rent....Our superior here is quite strict and works efficiently. When we set up a check point, he will control it himself if he is free ...He will observe his subordinate's work, watching while they are working.... Officers who look for a chance for "Tee Kai", dare not do it. (an opinion of Police Captain T., Deputy Inspector in the traffic control line)

We also have a green superior. He has just got the position. Since he does not know much, he has been deceived by his subordinates ...His subordinates demand money, collect bribes, cut down the amount of his share of the pool money....He is unable to catch up with his subordinates.....If any superior has charisma, then the subordinates will not offend him. If he uses both position power and personal power in work, his subordinates will not get off the right track.(an opinion of Police Lieutenant Colonel P., Deputy Superintendent in the prevention and suppression line)

5.2.7 Inspection as a Factor

The boss's inspection is one of the factors that can help reduce the rent seeking behavior of police officers. Inspection and control of the officers' behavior at check points can reduce their rent seeking behavior as follows:

Punishing the officers who have abused their authority for extra benefits. If an individual officer is found to abuse his authority to earn benefits for himself, he must be investigated. The official process starts with setting up a committee to investigate the facts to see whether it is true or not. The committee consists of police officers in the same police station or from a nearby station. The police officer who has abused his authority will be inspected by the Office of Inspector General. That is why some police officers do fear punishment. Of course, in some cases, the offended police officer is assisted so as not to get disciplinary punishment or to get a less punishment.

I experienced it myself.....My subordinate did a “Tee-Kai”. He demanded 1,000 Baht from a truck driver who transported workers....The driver came into the station and made a complaint.....My boss set up a committee to investigate my subordinate....I was mad at my subordinate who behaved badly. But the committee had already been set up, so let it be....

About two weeks later the case ended. The committee summarized the case that there was not enough evidence.....I learnt later that my boss helped him. The police will not kill the police.....Then this guy went back to work and no long feared punishment. He did it again....but this time he was cleverer so there would be no complaint against him. (an opinion of Police Lieutenant Tor., Deputy Inspector in the traffic control line)

Regarding offering or giving things to the superior in exchange for help to get a position or “to purchase a position”, there are rarely any complaints except for complaints of the losers only. This may be because the Criminal Code stipulates that both the giver and the receiver are guilty. Therefore, the officers involved will not reveal any information because both are guilty.

I heard of one case.....The front desk of the boss demanded 300,000 Baht from one officer....He claimed that the money was for the boss to help that officer to transfer....That officer paid him the money....

When the list of transfers was announced, that officer was not transferred to the position as agreed....He could not do anything....He was afraid to make a complaint because he was guilty too....He only got hurt and *angry*. (an opinion of Police Lieutenant Colonel T., Inspector in the Interrogation line)

Mechanism in checking the performance of police officers. Performance of police officers will be checked by the superior or the work unit, other units, or the people. The inspection by the supervisor had already been described earlier. In the inspection by other police units, such as the Inspector-General, etc., some officers from other units will be sent to check the work of each line of work at the police station.

This is a cycle of inspection by Inspector-General Many officers are sent to check all documents and all the work to see whether we have followed the regulations or not and whether there is any irregularity. (an opinion of Police Lieutenant Colonel B., Deputy Inspector in the Interrogation line)

Interesting, some gave an opinion that inspection by the Inspector-General was not useful, partly because when the inspection team came, they just talked with the head of each line of work or the chief of the station. The latter usually take care of them or “entertain” them. The checking team is given benefits in this way. This practice can be considered as one type of rent seeking behaviors.

When they came they seem to be very rigid at first for inspection, “Where is this or that document? This part is missing.... One of them told us to bring all pieces of evidence and all documents to check. When we could not find some, he said that he would deduct our points....After a while the Deputy Superintendent who knew the checking team invited one of them to have a talk with him....

When he came back, his attitude changed “Never mind this, it is a small thing...Do not be serious.”.....We passed all the inspection. Later on I learnt that the Deputy had given him an envelope for leniency. (an opinion of Police Lieutenant Colonel Por., Deputy Superintendent the Prevention and Suppression line)

Checking by the people or the public found that every police station has The Police Audit and Monitoring Board that committees was selected from people who live in the area of the station, to monitor and check the performance of the police. Interestingly, most informants provide information that most Police Audit and Monitoring Board are business owner or entrepreneur in area, and has much power of influence so, there are some benefits exchanges between police and the board such as, sometimes police solicit for financial support or any kind of help from the board and the board will asking police for help in business also.

The board also call ‘ATM’, when police need something or financial support, we can be asking from the board at first! ... They will give us. If you think the board will give us for kindness, I will have said ‘No’ (an opinion of Police Lieutenant Colonel Por., Deputy Superintendent the Prevention and Suppression line)

Checking or monitoring that will reduce the police’s rent-seeking behavior is checked by the public or the client who received service from the police. It makes police feel frighten to abuse his authority and if people have knowledge or recognize what police do in his job, it can reduce these behaviors.

In interrogation line, when people accuse or complaint about something, we make a report in the normal way we do. But some, they bring lawyer with them or they knew about law or criminal justice procedure, it makes we feel

little bit nervous and pay more attention. (an opinion of Police Major Nor., Inspector of the Interrogation line)

5.2.8 Police Culture as Factor

From the meaning of culture that is social behavior and norm the everyone in the organization has the same and transmitted through social learning Police culture that found in this study is 'patronage system', providing assistance the group of people who are part of their own, and 'caring for superior' in exchange for getting help and support in workplace or career, so it makes most police show the rent-seeking behavior in both investing to gain the monopoly of power and using their authority to gain extra benefits, or the rent seeking behavior.

Interestingly, the data from this research shown that rent-seeking behavior in the overall rent gained by the line of work or the whole work unit refers to all benefits is functioning that the most informants agree that it is 'the way of living' or 'norm' if they choose to refuse or neglect to receive that that will get sanction from the work company. So, the police culture that based on patronage or spoil system in Thai social effect on rent-seeking behavior.

CHAPTER 6

CONCLUSION DISCUSSION AND RECOMENDATION

This research on the rent-seeking behaviors employed police officers at police stations under the Metropolitan Police Bureau of the Royal Thai Police as the simple. The purpose of this research was to examine the forms and behaviors of the rent-seeking activities of police officers on duty, including the level or the value of the rent derived from the abuse of authority of their positions. This research focused on rent-seeking behavior of Thai police officers.

The secondary data related to the remuneration of police officers under the Royal Thai Police were related laws, regulations, and orders to find out the allocation of the money to police officers at present. Also, job descriptions or the work standards of police officers at the police station were reviewed, including the organizational structure of each police station. In order to have enough data the sample of police officers at the police stations under the Metropolitan Police Bureau and people or representatives of the business sector who had experienced the rent seeking behavior of police officers were in-depth interviewed. The snowball sampling technique was used to select the samples, including operational police officers, primary-level administrators or heads of the work lines in all line of works, and people in general and Business people who encountered the police's rent seeking behaviors.

In the research had shown the results of accessing the authority source and using authority in rent seeking. However, the results of this study did not imply the behavior of all police officers and the informants are not representative of all police officers in the Royal Thai Police. Although studies show some limitations, such as collaboration of informants towards research that some of informants do not cooperate because the content of the information that about corruption's behavior may affect the informants that researcher told before. But the researcher used to be police

officer and had experience at the police stations under the Metropolitan Police. So, the researcher understands the context in which the information is provided, and had trust between informants, make them willing to provide information and facts in the research.

However, the researcher realized that this research, may affect the image of the Royal Thai Police. But also, this research is an academic study; impartial, unbiased hoped the results will be beneficial to the development of the management approach, improvement of the remuneration management system of the Royal Thai Police, and academic knowledge in corruption behavior. The conclusion and discussion of the study and recommendations are summarized as follows

6.1 Compensation System and Standard Job Description for Police Officers

Based on all secondary data sources concerning compensation, such as laws, regulations, orders, job descriptions or standards of positions, the organization structure of police stations under the Royal Thai Police, the work of police stations under the Metropolitan Police Bureau can be categorized into 5 kinds: 1) administrative work, 2) prevention and suppression work, 3) traffic control work, 4) investigation work, and 5) interrogation work. The highest-level administrator, or the chief of the police station, will receive remuneration, i.e., salary, additional pay, position allowance, and others, such as bribes and rewards. The additional money is considered as an incentive apart from normal welfare and fringe benefits prescribed by law and those allocated by the Royal Thai Police as shown in Table 4.9.

Table 6.1 Remuneration for Police Officers Working at the Police Station Classified by Work Line

Position	Rank	Work line	Salary	Compensation (Baht)			Notes
				Additional Pay	Position allowance	Others	
Superintendent	Police Colonel	Head of station	Level S4	-	11,200	-	-
Deputy Superintendent	Police Lieutenant Colonel	Prevention and Suppression		4,700	-	-	-
		Traffic Control		4,700	-	10,000	-
		Investigation	Level S3	4,700	-	-	-
		Interrogation		17,300	-	Pay for investigation	-
		Administration		-	-	Overtime pay	-
Inspector	Police Captain to Police Lieutenant Colonel	Prevention and Suppression		4,000	-	-	-
		Traffic Control		4,000	-	10,000	-
		Investigation	Level S1-S3	4,000	-	-	-
		Interrogation		14,400	-	Pay for investigation	-

Table 6.1 (Continued)

Position	Rank	Work line	Salary	Compensation (Baht)			Notes
				Additional Pay	Position allowance	Others	
Deputy Inspector	Police Sub-Lieutenant to Police Captain	Administration		-	-	Overtime pay	-
		Prevention and Suppression		3,500	-	-	-
		Traffic Control	Level	3,500	-	10,000	-
		Investigation	S1	3,500	-	-	-
		Interrogation		12,000	-	Pay for Interrogation	-
Squad leader	Police Lance Corporal to Police Senior Sergeant Major	Administration		-	-	Overtime pay	-
		Prevention and Suppression	Level	3,000	-	-	-
		Traffic Control	Por 1-	3,000	-	10,000	-
		Investigation	Por 3	3,000	-	-	-
		Interrogation		-	-	-	-

Table 6.2 Details of Duties and Responsibilities of each Work Line at the Police Station

Type of work	Duty and responsibility of the position	Compensation besides salary
Administration	General affairs and documents, Human resource development, academic work, training/study tours, publicizing information, welfare, organizational development, budgeting, procurement, weaponry, communication and technology, reward payment, registration, issuance of permits, public relations, following up/evaluation, control and inspection, suggestions, etc.	Overtime pay
Prevention and Suppression	News/map/criminal data; control of the suspect; radio control, setting up notification points, check points, block points; imposing crime prevention measures, patrol to control vice dens; suppressing criminal activities; woman and children protection; suppression of gambling/influential person; enshrine the Criminal Procedure Code; community relation work; the Royal protection; keeping peace and order, etc.	Special pay for suppression
Traffic	Traffic arrangement and control, study and collection of statistical traffic data, watching, checking, suggesting motorists to obey the laws, warning/issuing tickets/arresting offenders, the Royal protection, coordination with others in special cases, searching and arrest, etc.	Special pay for traffic duty and bribery and rewards

Table 6.2 (Continued)

Type of work	Duty and responsibility of the position	Compensation besides salary
Traffic	Traffic arrangement and control, study and collection of statistical traffic data, watching, checking, suggesting motorists to obey the laws, warning/issuing tickets/arresting offenders, the Royal protection, coordination with others in special cases, searching and arrest, etc.	Special pay for traffic duty and bribery and rewards
Investigation	Investigation planning, study/collect information related to investigation; finding news/facts useful for peace keeping from news sources; finding truth/evidence, including details of offenses, investigation after knowing the offender; following and arresting the offender, urging people to get involved in the investigation; the Royal protection; coordination with others in special cases, searching and arrest, etc.	Special pay for investigation
Interrogation	Being on interrogation officer under the Criminal Procedure Code and other related laws; being an officer on duty; being responsible for investigation of all criminal cases except cases beyond the scope of the responsibility; coordinating with others by the order of the supervisor; finding facts/evidence of the case in charge in order to know the details of the case, etc..	Extra pay for only Interrogation Inspectors (with the degree) and for interrogation work

Compensation to the police includes monthly salary, position allowance and additional money that the Royal Thai Police uses as a base pay. The position allowance given to the chief of the police station in the rank of Superintendent is 5,600 Baht and another 5,600 Baht is added to the position allowance as announced, so the total monthly allowance is 11,200 Baht. Regarding extra money, the allowance for interrogation officers in the position of inspector who perform their duty under the Criminal Procedure Code will receive 12,000 -17,300 Baht, depending on the position and the rank. The amount of money is higher than that for other work lines: prevention and suppression, traffic control, and investigation. Police officers at the non-commissioned level to the Deputy Superintendent in these lines receive an allowance of the same rate, at 3,000 – 4,700 Baht. Like non-commissioned police officers, those in the administration line support the work of other lines, so they do not get any allowance.

In some work lines, such as traffic control and interrogation, there are rewards or bribes for arrests. These police officers will receive extra money for performance as an incentive. All positions and ranks in the traffic control except Police Lieutenant Colonel each will receive a reward out of the traffic fines, but not more than 10,000 Baht per month. In the interrogation line, police officers will receive an allowance piece by piece – after each case is completed and the offender is arrested. This pay has no limit. The more diligent the police officer performs his duty, the more the amount of money he will receive.

However, only those in the traffic control and the interrogation lines will receive rewards or bribes for arrests. These rewards are given regularly. Other bribes or rewards from drug cases, for example, are calculated from the degree of purity and the number of seized drugs. It takes a long time before the reward or bribe is granted and the reward is not regularly given, so this research did not include such information.

Welfare and fringe benefits that police officers have received from the Royal Thai Police and from the Metropolitan Police Bureau in Bangkok are leave with pay, medical care etc., such standard types of welfare are given to government officials and employees in all government organizations, but some compensation and benefits are specially given by the Royal Thai Police under the Regulation of the Office of

Prime Minister on Compensation. There are many types of compensation for the police such as loans and recreations as mentioned above.

At any police station, there are 5 work lines: administration, prevention and suppression, traffic control, investigation, interrogation. The chief of the police station is the highest administrative officer responsible for directing the overall work of the police station. Prevention and suppression, traffic control, investigation and, interrogation lines mainly provide services and justice, enforce the laws and look after the wellbeing of the people in the area under the responsibility with the support of the administration line. All the work lines except the administrative line receive additional allowances.

The researcher has reviewed the remuneration system of the Royal Thai Police, including positions and job descriptions of police officers working at police stations in order to pinpoint the authority, and compensation, especially rewards or bribes. The use of authority to earn additional compensation will be explained more later.

6.2 Rent Seeking Behavior of Police Officers

The rent seeking behavior of police officers or groups of police officers (individual or group of police officer) have two types that are 1) investing to gain the monopoly of power 2) using their authority to gain extra benefits, or the rent seeking behavior.

6.2.1 Accessing the authority source or investing to gain the monopoly of power. Police officers have tried to get the position and authority. Such authority can be divided into different levels as follows:

6.2.1.1 Level of authority at the police station. Five lines of work at the police station are 1) administration 2) prevention and suppression 3) traffic control 4) interrogation and 5) investigation. The power level of the position varies depending on the following factors.

1) Authority and responsibility of each work line. The Royal Thai Police issued an Order RTP 537/2012 on Authority of Police Officers at Police Stations and an Order RTP 538/2012 on Work and Responsibility of Interrogation Officers. The job descriptions of each work line mentioned earlier can be seen in Table 6.2: found that the chief of the police station has the highest authority at the police station as prescribed in the Order of the Royal Thai Police because this position responsible for overseeing the overall work of the police station. Other line of works found prevention and suppression, traffic control, and investigation lines have higher authority than another because the former lines do the main work of the organization, i.e., law enforcement in the area of responsibility. This is different from the interrogation work, even though the latter is also the main job of the police station. Police officers in the prevention and suppression line have the duty to collect all evidence to prove the guilt and to find facts for the case. The work is the beginning of the mainstream of justice. On the other hand, interrogation is a kind of reactive work, waiting for notification of the injured person, the administration lines, which support the others, thus having the lowest authority.

2) Work positions at the police station. In the organizational structure of the metropolitan police stations, Police Superintendent in the rank of Police Colonel is the chief of the police station and Deputy Superintendent is the head of the line of work. The hierarchical command in each work line starts with Inspector, Deputy Inspector and Squad leader, respectively and each position has its own authority. The chief of police station has the highest authority due to the line of command. Therefore, the higher the position, the higher the level of authority in the chain of command.

3) Personnel in each line of work. The number of officers in each position and line of work are allocated to each station differently, depending on the workload of each area. The difference in the number of personnel affects the level of authority the number of personnel affects level of authority. Especially, the number of positions in command in each line of work is not equal. In most cases there are four inspectors in the prevention and suppression line and one inspector in traffic control, so the level of authority of the position is less.

4) Compensation legitimately that gained by each work line. According to the table 6.1, police officers in all lines of work at the police station shall receive compensation allocated by the Royal Thai Police. The amount of compensation differs depending on the work line and the position level as mentioned in Chapter 4. It has been found that police officers in the interrogation line earn extra money for the position at a rather higher rate than those other work lines. However, only commissioned officers in the interrogation line will receive the position allowance under the Criminal Procedure Code, while non-commissioned police officers do not receive such money. Commissioned and non-commissioned police officers in the prevention and suppression, the traffic control, and the investigation lines usually receive extra money, apart from their salaries and normal fringe benefits. Noticeably, both commissioned police and non-commissioned police officers working in the administration line or doing clerical work do not receive any extra pay for their positions, unlike those in other lines of work. However, they can make a request for the overtime pay or the so-called, "OT money".

5) Money illegally received in each line of work. In each line of work and each level of authority there is corruption of authority. Police officers in all positions at all police stations can exercise their authority to obtain extra money. To conclude, the data indicate that police officers in all the lines at the police station can abuse their authority to seek extra money.

6) Difference in the surrounding context of the responsible area. Like difference in responsibility of the position, difference in the surrounding context of the area under the responsibility is another important factor that affects the level of authority in performing the duty at the police station. This means that the environment of the area under the responsibility -- society, communities, population density, adjacent areas, business places, traffic routes, etc., -- affects the level of authority. The area has a relationship with money illegally earned by police officers in each work line. If there are various businesses in the area, the police will have more opportunity to gain extra money. It can be said that the value of rent is related to the level of authority of the position at the police station". All Police officers know that different positions in any line of work have different levels of authority, which can be used to earn extra money.

Five lines of work at the police station are 1) administration 2) prevention and suppression 3) traffic control 4) interrogation and 5) investigation. And the factors that affect the level of authority in the position as the research mentioned earlier showed that, level of authority in the position is ability to gain self-interest in all forms, both legal and illegal. So, positions with high levels of power, due to the function of each line surrounding context of the responsible area, or position level will affect the benefits received in different lines of work. Equal to the 'value' of the land, the more valuable the land is the land is located in a good location, such as in the community. The landlord will be able to charge the rent of the land is even higher value as well.

Can be summarized, level of authority in the position is ability to gain self-interest in all forms when holding the position leading to rent-seeking behavior in 2 types: are 1) investing to gain the monopoly of power 2) using their authority to gain extra benefits, or the rent seeking behavior, as shown in Figure 6.1

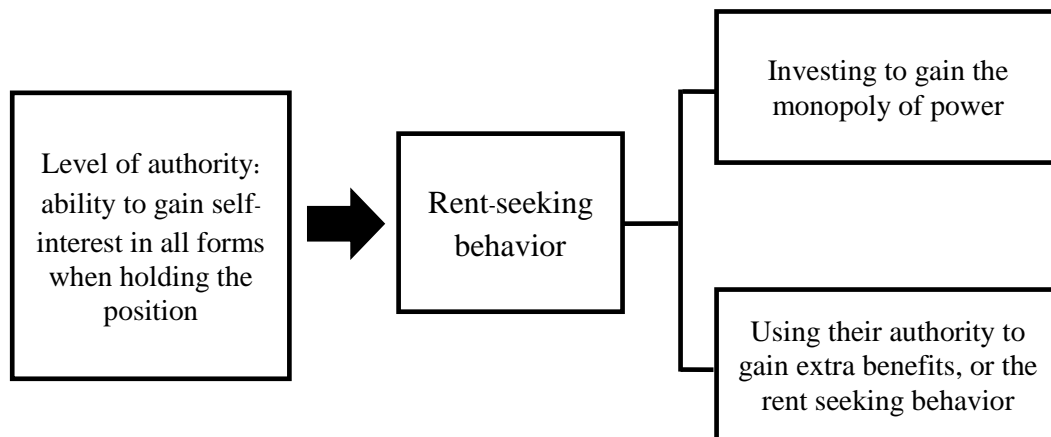


Figure 6.1 Level of Authority Affecting Rent-Seeking Behavior.

The level of authority in job position will affect the rent-seeking behavior. Especially the police officers must "invest" to gain authority in the position. As shown in the summary.

6.2.1.2 Behavior of approaching sources of authority by police officers at the police station. The behaviors approaching sources of authority to obtain the position they want occur during the season of promotion to a higher rank and transfer, for instance.

However, the researcher will briefly state some criteria for appointment and transfer of police officers as follows: 1) Promotion to a higher position. 2) Work rotation at the same position level. There are different ways to approach the authority sources as follows:

1) A close tie to an authority or a superior. There are two sources of power. (1) the authority or the superior who is a police officer and (2) influential people who are not police officers. The data shown. That is, most police officers must flatter their bosses or those with authority to help and support them in their work.

2) Offering benefits to authorities or superiors. Benefits offered to the authorities or superiors are of various types and the givers expect something in return, such as to be promoted to the position they want. They have built a close tie with the boss for this purpose as mentioned above. There are two kinds of benefits they give to the boss: valuable things or/and services.

3) Request for transfer in accordance with the Regulation. Under the Regulation of the Board of Police Commissioners, any police officer who wants to be transferred to another place can apply for the transfer by submitting the request to his superiors in hierarchy. However, it is often found that these practices do not usually respond to supervisors

4) Use of GPA and behavior score for consideration. Education level (GPA) and behavior score will be considered to be assigned to the post only when they start their career. All eligible persons will be put in order based on their education and behavior score. Those with the highest grade will have a chance to

choose which police station he wants to work for. The ability and behavior of an individual will be considered only once in the career.

The above information shows that the behavior patterns in 'investing' in order to accessing the authority source. It can be classified into two types. Formal practice: It is request for transfer in accordance with the Regulation., use of GPA and behavior score for consideration Education level (GPA) and behavior score will be considered to be assigned to the post only when they start their career. But, in fact, research found that these ways did not get response from the superior. In addition, the use of GPA and behavior score for consideration Education level (GPA) will only be the first choice in the police career.

Informal practice: a close tie to an authority or a superior and offering benefits to authorities or superiors. It can be seen that these two practices have similar goals, close tie to superior to assist or encourage to access to their desired position that based on patronage system. It shown that the administration of human resources system or administrative of personal of the Royal Thai Police is still in the type of patronage system which rely on the relationship or close tie among supervisor and politician or various influential whom would have intervened or use their power to appoint a higher position or transfer to position or area that they wanted. (Apirat Salakorn-borriruk, 1996; Thawatchai Narkruth, 1997; Pornpiya Chumsri, 1999; Thanutboon Suwannarat, 2000; Norasak Muangsri, 2001; Somchart Sagiempakdee, 2001; Paliyakorn Pohthong,m 2003; Srisombat Chockprajuksuty, 2011).The higher the position or the more the benefit from the position, the higher the amount of payment (Phongpaichit and Piriyarangsan, 1994, pp. 99-129, APM Group, 2012; Tussayan Waharak, 2012). And be another form of corruption behavior. (Barker, Hunter and Rush, 1994)

Investing to gain the monopoly of power behavior, according to Myint (2000) that put rent-seeking into his corruption equation (Klitgaard, 1988; 1998), based on principle agent theory and propose a new one that corruption behavior or rent-seeking behavior is the sum of rent and discretion minus accountability. The research shown that rent factor according to Myint (2000) the level of power in the position where the person should exercise that power in pursuit of benefits. In order to have more power in the position. Part of it is that they have a monopoly position. It is

in the same way that the researcher found that if any position held the officer in a lesser position. The higher the power, the higher the position. So, Myint (2000) concept of corruption equation is based on the power of position. Rent factor It extends the scope of the investigation to better understand the corruption behavior.

6.2.2 Behavior of using authority in seeking rent or using their authority to gain extra benefits, or the rent seeking behavior. Police use their authority in seeking rent or benefits, which is corruption of authority. Behaviors of using authority in rent seeking by the police in all lines of work are described below.

1) Demand for benefits from wrong-doers in exchange for not arresting them. Police officers in the prevention and suppression line, traffic control line, investigation line, and interrogation line often demand some benefits from wrong-doers. This goes against the Criminal Code with people as victims and other criminal laws concerning gambling, possession of weapons, selling drugs, etc. The offender may offer things or money in exchange for being released or the police officers may demand money or other things from the offender.

2) Demanding benefits from business operators. This behavior is abusing authority because the police receive things or money from business operators in exchange for not arresting them, or the so called “bribe”. This practice can be found in the overall organization or all lines of work. The money received from businessmen will put into the “Pool”, and it will be divided among all police officers or be used to take care of their superiors in hierarchy. Police officers in all the lines of work must follow this practice because it is an organizational culture that has been practiced for a long period of time. This behavior is known as corruption in disguise.

3) Demanding benefits to provide convenience on special occasions. Unlike the abuse of authority as earlier mentioned, this is a normal behavior of police officers in conformity with the law. Such behavior is using authority they have to receive benefits or extra money. This is done both individually and by the overall line of work.

4) Using authority to increase the amount of reward or bribe. There are patrol officers in the line of traffic control who, under the Regulation, can receive

monetary rewards or bribes for arrests at the rate of not more than 10,000 Baht. However, some still find some abusive way to increase the amount of the reward or bribe by, for instance, “increasing the number of traffic officers” That is, police officers from other lines of work would be assigned as traffic officers in order to have the right to receive the rewards of 10,000 Baht each, but they had to return some money to the traffic control line. For example, the return money might be 8,000 baht and they could keep 2,000 Baht in exchange of using their names and positions, etc.

5) Demand for money or benefits in exchange for help in the criminal case This is the behavior of interrogation officers who have authority to gather evidence and do other things in accordance with the Criminal Procedure Code. They must find facts or prove the guilt and bring the alleged person to justice. With such authority, the officers use their authority in exchange for a benefit and an extra pay.

The behavior of police officers in exercising their respective authority in pursuit of rent seeking. As shown by the researcher summarized above. One can conclude that the behavior of the police officers in using the power to seek rent varies. Depends on the responsibility of each line, according to (Supoj Junanuntadham et. al. 2004. And there is a pattern of behavior both using the power of the individual. Police officers use their own powers to seek benefits in various forms, such as bribery, etc., and the power of the whole of the workforce. Or the benefit derived from the allocation of benefits derived from the use of power in the overall work, according to Kasemsarn Chotshakornpun et. al. (2001) But the nature of the use of power is also found in this study. It can be classified into two types. Use of legal authority and abuse of authority.

Use of legal authority the manner in which police officers express their behavior by exercising their powers according to their duties, duties and responsibilities under the law. It is in the nature of giving or giving assistance to other people. It may also receive other benefits such as assistance in the investigation. To facilitate the licensing of police officers, directors, etc., such behaviors. Barker, Hunter and Hunter (1994) viewed that behavior is not corrupt behavior. It is considered a behavior that is based on the authority they have.

However, if considers the meaning of corruption at one point that “performing or refraining from performing the duty or making others believe that they have

authority while in fact they do not in order to seek benefits for themselves or others”. (The Anti-Corruption Act of the 1999, Section 4) It can be said that such behavior is one type of corrupt behavior. Or may be called ‘speed money’. Misuse of power is consistent with the definitions of corruption.

The researcher analyzes the results of the study. It can be concluded that the behavior of the officers in the rent seeking behavior is detailed in Figure 6.2

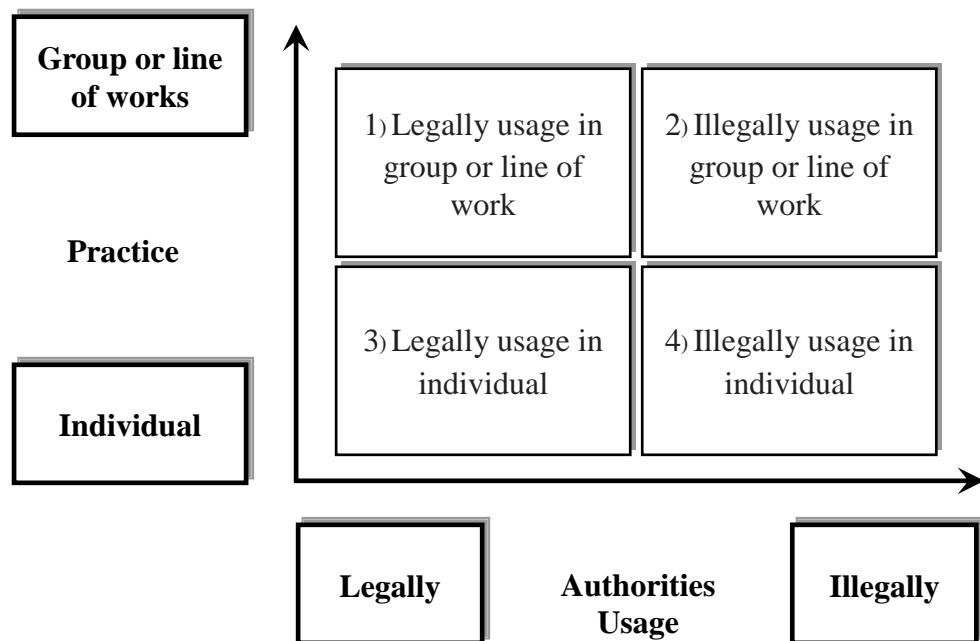


Figure 6.2 Police Using their Authority to Gain Extra Benefit or the Rent Seeking Behavior.

The figure shows the behavior of police officers in 4 characteristics: 1) Legally usage in group or line of work 2) Illegally usage in group or line of work 3) Legally usage in individual 4) Illegally usage in individual. Authority usage in group or line of work legally or illegally, police officers are often regarded as traditions or practices of the work or agency. Police officers who work in the work line or workplace are most likely to adhere to each other, and often no one refuses to follow the custom or practice. If it is not followed, it will be excluded from society or be seen as a barrier to

performance. It can be considered as one of the corporate culture. Although the act is contrary to law or order.

Illegally usage in individual, some police officers can be found to decide to express such behavior because of the risk of being detected. So, most police officers choose to behave in a more general way (usage in group or line of work) than to use the authority to gain personal advantage. Unless conditions or other supporting factors that support the expression of such behavior.

In summary, if the behavior patterns of police officers and the characteristics of using personal power are in the wrong way; both the police and the public are perceived as corrupt and it needs to be taken seriously or “black corruption” (Heidenhcimer, 2007: pp. 137-154) However, if the use of power are personal and legal or use the wrong power in a collective manner, the society will see it as necessity corruption. But it is different from the viewpoint of the police who see that the use of power in the wrong way in a collective way is a common culture. Even though it is seen as an improper act, most police officers do not obstruct it. And carry on. Maybe considered institutional corruption. (Robinson, 1998: 89-90) But the use of police powers alone. Always look at it as inappropriate. More than that, it is seen as corruption. In some cases, this may be called an 'asset' or a reward from the operation. Both of these characteristics can be said to be gray corruption (Heidenhcimer, 2007: pp. 137-154)

The above study shows that the behavior patterns of police officers are different from each other according to their roles and responsibilities different in the individual level or the overall level of the line. It can also be classified as the same behavior. It is useful to apply to correct and reduce corrupt behavior. In addition, this study focuses on the economic rents or excess compensation. The pattern can be classified as behavior: 1) investing to gain the monopoly of power 2) using their authority to gain extra benefits, or the rent seeking behavior. But the study also found that, the level of authority in the position. It is related to the use of discretionary power. That is, if the police officer can decide what to do or don't do anything or can be done in any form, etc., it will result in more corruption corrupt behavior, according to corruption equation that researcher use to be a framework of study. For example, police officers in traffic control line have the authority to enforce traffic laws. Arrest

of traffic law wrongdoer and related, but the law gives the discretion to decide whether to arrest or do not arrest by just doing warnings. Some traffic police officers use such discretion to bargain for benefits in exchange for not being arrested but turning to warnings.

6.2.3 Level or value of rent gained from exercising authority, exclusive of the standard compensation, is figured out from the information derived from the police officers in different lines of work.

1) The overall rent gained by the line of work or the whole work unit refers to all benefits each line of work receives and puts into the central fund or pool before being shared among officers in the line. Police officers will receive a share of money from the central fund or “pool money” based on their ranks and duties at the station. how much they can earn depends on the location of the area. The more the number of businesses in the area, the more extra money the police gets. If there are a few businesses in the area, they will get less money. the important factor that affects the rate of share of the pool money is the superior himself. In all hierarchical levels, the chief of the police station is the key person that determines the amount of the share. If the superior sets a high target for himself, the share of the subordinates will be less. In contrast, if the superior cares about the subordinates, their shares will be big.

2) Extra money earned by using authority by individual police officers. Individual officers may gain extra benefits from abuse of their authority, apart from their normal pay specified in the regulation and the pool money allocated by their line of work. The amount of money that an individual officer receives varies due to several factors and conditions. However, the level or value of the benefits depends on the position and the rank of that officer, including his intention or decision to use his authority and the amount of money he demands.

The level or value of benefits sought by an individual who abuses his authority cannot be exactly stated. It depends on an individual officer: what level he uses his authority and how much money he demands. Most officers give importance to group earnings rather than earning by an individual because they do not want to

take a risk of getting caught. Although the amounts are different depending on the position and the line of work, they all feel “good” and are willing to accept it; therefore, they put more emphasis on the earning of this type.

6.3 Factors Affecting the Rent Seeking Behavior.

The research based on the framework of study to indicate factors affecting the rent seeking behavior.

6.3.1 Police Officers as a Factor

The rent seeking behavior means the police’s using authority in getting extra benefits besides the normal earning specified in the regulation. There are both legal and illegal behaviors. The illegal behavior is a type of corruption. An individual officer is an important factor leading to corruption of authority. In other words, it is an individual officer who makes a decision alone whether to abuse or not to abuse his authority to seek rent.

6.3.2 Level of Authority and Position as a Factor

The level of the rent depends on the level of authority and position held by an individual officer and the line of work in the police station. The higher the position, the more rent an officer can earn, both by his own rent-seeking behavior and by allocation from the group.

6.3.3 Duty, Assignment, and Responsibility of Positions as a Factor

The job description for each position specifies the duty, authority, assignment, and responsibility in each line of work at police stations. The duty of their position allows the police to abuse their authority.

6.3.4 Compensation as a Factor

Compensation that the Royal Thai Police provides for police officers as specified in the regulation is another factor affecting the rent-seeking behavior. The compensation includes salary, extra pay, position allowance, which are the base pay.

In some lines of work there are rewards and bribes as incentives apart from the welfare and fringe benefits prescribed in the regulation and money specifically allocated by the work unit. However, the money is not enough for their living or does not match their work load.

6.3.5 Lack of Budget as a Factor

The budget allocated to support police officers' work in all lines of work at the level of police station is insufficient. The lack of budget affects the work of police officers in various ways. This is also one of the causes that make police officers feel it necessary to use part of their authority in seeking extra money in order to use it for their work

6.3.6 Superior as a Factor

The superiors at all levels have different degrees of influence and partly cause the rent seeking behavior, which can be elaborated as follows: Policy of the superior or his order to police officers on duty and Strictness and leadership of the superior.

6.3.7 Inspection as a Factor

The boss's inspection is one of the factors that can help reduce the rent seeking behavior of police officers. Inspection and control of the officers' behavior at check points can reduce their rent seeking behavior including: Punishing the officers who have abused their authority for extra benefits and Mechanism in checking the performance of police officers

6.3.8 Police Culture as a Factor

Police culture that found in this study is 'patronage system', providing assistance the group of people who are part of their own, and 'caring for superior' in exchange for getting help and support in workplace or career, so it makes most police show the rent-seeking behavior in both investing to gain the monopoly of power and using their authority to gain extra benefits, or the rent seeking behavior.

Factors affecting the rent-seeking behavior. The police will decide to use their power in the quest for compensation. It can be classified into two types: Done by necessity (need based) (Pilapitiya, 2004) Due to the cause of motivation and payment, budget that support their performances and the human resources system, including a chance to corrupt (Supoj Junanuntadham et. al., 2004; Kasemsarn Chotshakornpun et. al., 2001), and Do it for greed (greed based) (Wraith and Simpkins, 1963) Even if you have enough compensation to live. But there is also the need to get benefits or assets to meet their own needs, so no matter how much they increase their compensation or budget. But it will still behave in the power to seek compensation as before.

Police culture that belief in close tie in patronage system is lead to nepotism. This patronage system most police officers knew and accepted that this system had been done in the past and continue up to now. Most polices still think that this system had affected their moral in performance and it is vital that the Royal Thai Police should have seen the important to reduce this system (Apirat Salakorn-borriruk, 1996; Thawatchai Narkruth, 1997; Pornpiya Chumsri, 1999; Thanutboon Suwannarat, 2000; Norasak Muangsri, 2001; Somchart Sagiempakdee, 2001; Paliyakorn Pohthong, 2003; Srisombat Chockprajuksuty, 2011). And affecting to rent-seeking behavior, especially, investing to gain the monopoly of power in job position.

Inspection factor that found in this research, performance of police officers will be checked by the superior or the work unit, other units, or the people that key factor to reduce the rent-seeking behavior comply with corruption equation that accountability is negative factor to corruption behavior. (Klitgarrd, 1988; 1998; Myint, 2000) that also, related to superior factor, the superior's duty is to control the behavior of police officers in the lines of work. If the superior follows up the subordinates' performance or is interested in their work, this can reduce their rent seeking behavior. On the other hand, if the superior does not control their subordinates, their rent seeking behavior will increase.

6.4 Research Findings

This research on the rent-seeking behaviors employed police officers at police stations under the Metropolitan Police Bureau of the Royal Thai Police as the simple. The purpose of this research is to examine the forms and behaviors of the rent-seeking activities of police officers on duty, including the level or the value of the rent derived from the abuse of authority in their positions. The conceptual of framework shown the results that appear above. Rent seeking behavior of individual or groups of police officers have two types that are 1) investing to gain the monopoly of power 2) using their authority to gain extra benefits, or the rent seeking behavior

However, the finding of this research shown that the rent-seeking behavior based on two types of motivation include: do it for necessity (Pilapitiya, 2004) and do it for greed (Pilapitiya, 2004) that according to ideas and theories that use for setting up compensation, compensation should enough for living (Henderson, 2006)) Due to the cause of motivation and payment, budget that support their performances and the human resources system, including a chance to corrupt (Supoj Junanuntadham et. al., 2004; Kasemsarn Chotshakornpun et.al.,2001) that government officers in the developing countries earn very low salary which affected to their motivation to corruption behaviors. (Van Rijckeghem and Weder, 2001; Abbink, 2009) Especially, police officer who has the law enforcement duty that related the peoples' right, so the government should offer fair compensation to reduce corruption behavior and motivated government officers to be honest to perform in their units in which the wages should be higher than the labor market. (Bond, 2006) Thus, the determination rate or the level of remuneration appropriate to the authority and duties. Furthermore, the level of authority in the position that affecting rent-seeking behavior in Different should be considering as well.

The results of study this and other research in the past will recognize the importance of compensation factors. The budgetary factors that support the work to reduce the need to decide to use authority to seek more benefit illegally. However, increasing compensation to police officers does not confirm that the behavior can be completely corrected because some police officers decided to do their behavior on greed indifferent, so the government must give all management mechanism of human

resources at every system to reduce opportunity of corruption along with the important of accountabilities mechanism and punishment of wrong doing of government officers (Schargrotsky et al., as site in Di Tella and Savedoff, 2001; Di Tella and Schargrotsky, 2003), according to corruption equation. (Klitgarrd, 1988; 1998; Myint, 2000)

An attempt to correct the corrupt behavior of the police will be separate in two ways. 1) Increasing the compensation for police officers in appropriate to the level of authority and responsibility. 2) Improving the monitoring system and disciplinary action to make them fear for doing wrong. The process of adjusting attitudes and good faith in the performance of duties should be including as well.

The researcher found that, the behavior of police officers in uses of power appears in 4 categories: 1) Legally usage in group or line of work 2) Illegally usage in group or line of work 3) Legally usage in individual 4) Illegally usage in individual. Each of the characteristics affects the point of views and beliefs of the police and societies. The results of this study explain the perceptions of police officers' behavior in various ways for designing an appropriate correcting behavior mechanisms or guidelines.

6.5 Recommendations

6.5.1 Police Remuneration System

The study found that, the police compensation isn't suitable and not enough. Improvement of compensation will reduce misbehavior possibility, especially the behavior that occurs because of the "necessity". The researcher suggests that the police remuneration system should be improved. The types of compensation can be classified as follows:

1) Based pay (salary): Currently, the salary of the police is in accordance with the National Police Act. The salary of police officers has been improved to be more appropriate and fair. From the review of salaries compared to the salaries of other government officials. It is considered appropriate and consistent with other government officials and in line with the spirit of the government. However, improvements to the salary scale should clearly define the circle of

deliberation so that the improvement is clear and appropriate for the economic and social conditions as well as the competitive advantage. One major drawback: the ability to pay. There are a lot of police officers. Therefore, to improve the salary, it must consider the budget can be allocated. In addition, the salary is related to the salary of other officials, if the lack of clarification, understanding, it may feel unequal in the salary received. The results of the salary increase claim in other government officials.

2) Position allowance: The study found that only the Head of the police station. (Police Colonel) get paid for Position allowance. But in the overview of the National Police. There are 6 types of police station structure, classified by workload and area. There is a chief inspector and inspector acting in the head of the police station, but I do not receive any Position allowance. The importance of the head of the police station in the overall planning administration of the police station. There should be an adjustment to the police officer who is the head of the police station receiving the position allowance. It may be added to the amount of work, position, and rank of the head of the police station.

3) Additional Pay: found that, police officers working in the police station have additional pay in the four lines of work, except the administration line. However, the researcher found that the administration line was a task that required specialized knowledge, such as the management of personnel, materials, documents, finance and budgeting that requires skillful and skilled staff, so additional pay is needed for the administration line to ensure equal work.

There should be an adjustment of the Additional Pay rate for traffic control line, crime and suppression line and investigation line. Considering the nature of the work the corporation is exercising in the exercise of statutory authority in the provision of public services, as well as law enforcement in order to be appropriate in line with its responsibilities as law enforcement officers.

The researcher should consider adding Additional Pay for the special position in the position of assistant to the interrogation officer or non-commissioner in the interrogation team. At present, there are no Additional Pay, even if they are police officers working in the same station as the traffic control police or investigators.

Adjustment of the Additional Pay. The researcher found that it was possible to do some practical work in the field of extra money. Consideration should be given to police officers who are required to perform work in the area and are exposed to operational risks. Considering the Additional Pay, it is possible, in principle and rationale, to set additional funds in accordance with regulations and affect the budget less than the overall salary adjustment. It is important to focus only on the police officers to perform only.

4) Reward: Reward for police officers who are currently in traffic control have been allocated to the traffic police officers to receive a share of the fine in the traffic case in which they were arrested. The researcher found that such remuneration, paid to motivate the work, but the data showed that the police have used the behavior that deviated from the standard, whether to change the charge of guilt or focus on arrest for money. Therefore, it should be re-examined for the appropriateness of the reward, whether it is to cancel or to set appropriate rules of conduct to control the performance of the staff.

5) Compensation for criminal interrogation: The compensation for the investigation of criminal cases is allocated to the inquiry officer in return for the investigation and prompting the inquiry officer to complete the investigation. The researcher found that it was necessary to improve the disbursement process to be more convenient and faster than presently found to have delays in disbursement.

6) Fringe benefits: The researcher considers only the welfare and welfare benefits that the agencies provide or the regulations in the Office of the Prime Minister on welfare within the government. Police agencies should provide education and welfare services that meet the needs of police officers, such as loan programs or cheap computer programs for use in the operation or supply of cheap firearms, as well as uniforms. And what is needed to perform the task.

The agency may consider setting the funds from the welfare fund as a reserve for the operation of the police. In many cases, the performance of police officers is lacking in the budget. There are no statements of action and adjustments may be made to the welfare of such funds for use in the performance of duties of the police.

6.5.2 Criteria and Appointment of Police Transmigration

There should be a study to improve the criteria and procedures for appointment. Or migrate police to be appropriate and reduce the opportunity to exercise discretionary power in consideration. Whether it is to determine the criteria for performance review.

6.5.3 Police Performance Monitoring System

Reducing the illegally rent-seeking behavior. Should be a systematic improvement in the police monitoring system and disciplinary action. To make police office be afraid to do wrong cause they worry being detected and punished. The researcher believes that the RTP should do the following.

1) There should be a system for monitoring the operation of the police. Maybe by using a technology system such as CCTV system that Installed in the patrol car, or police box to increase the risk of being exposed.

2) Adding channels to public service recipients can generally monitor the work of the police. May via the information technology network, mobile devices etc. It also improves corporate image.

3) Improve disciplinary action against police officers who abuse their authority. It must be taken seriously, swiftly, and decisively and report the results to another police officer, and the society to acknowledge for suppression to demonstrate the seriousness of the action.

4) Should encourage people to participate in the operation of the police such as volunteer watch etc. By doing this together, the workload of police officers will be reduced. It also has a role in monitoring the police operations with another case.

6.5.4 Individual Behavior

The knowledge and attitude of police officers should be improved. To reduce the abuse of authority, especially the behavior on greed in different. These can be classified as follows.

- 1) Training or mental purification. With appropriate methods for immunity and refusal skills to police officers
- 2) Educate about how the work to be done. Improve police's skills to prevent misconduct with negligence, or with ignorance, do not specialize in the work that needs to be done.

6.6 Limitations

Limitation of the study was that the informants might be afraid and worried that what they said could affect their carrier, so it was likely that some police officers might not give detailed information in order to avoid such a problem. Researcher used in-depth interview to collect data and snowball technique to sampling the informant that was chosen because this research study was about the rent seeking behaviors or corruption behaviors, a sensitive issue. The informants' career and their safety might be negatively affected. Collecting the data by other ways might not be suitable and the informants might not be ready and willing to reveal the information, or they might not speak the truth due to their fear of the result after that.

6.7 Recommendation for Future Research

These research, aim to reveal phenomena that is police officer's rent-seeking behaviors. Since this research concerned corruption behaviors or the misconducts of police officers one limitation of the study was that the informants might be afraid and worried that what they said could affect their carrier, so it was likely that some police officers might not give detailed information in order to avoid such a problem, and informants access limitation, so researcher considered to use qualitative research technique to find the cause of behaviors. In academic future research, there should be an in-depth study on each aspect of the rent-seeking behaviors and factors that affect the behaviors. Also, considers the use of other data collection methods such as observation or lesson learned from the case that confirmed the results of this study and expand understanding of rent-seeking behavior.

BIBLIOGRAPHY

BIBLIOGRAPHY

- Abbink, K. 2002. *Fair salaries and the moral costs of corruption*. United Kingdom: The University of Nottingham.
- Appelbaum, E., Bailey, T., Berg, P. & Kalleberg A. 2000. *Manufacturing advantage. why high-performance work system pay off*. Itacha: Cornell University Press.
- Alvesson, M., & Sandberg, J. 2011. Generating research questions through problematization. *Academy of Management Review*, 36(2), 247-271.
- Barker, T., Hunter, R., & Rush, J. 1994. *Police systems and practices: An introduction*. New Jersey: Prentice Hall.
- Ballot, G., & Taymaz, E. 2001. Fire human capital: A study on French and Swedish fires. *Labor Economics*, 8(3), 443-462.
- Barney, J. 1991. Firm resource and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bezhanayan, A. 2009. *Citizens' ownership over the state and its role in the principal-agent model of corruption* (Unpublished doctoral dissertation). University of Wyoming.
- Boatright, J.R. 2009. Rent seeking in a market with morality: Solving a puzzle about corporate social responsibility. *Journal of Business Ethics*, 88, 541-552.
- Bond, P. 2006. Persistent out corruption. *Economic Journal*, 118, 1333-1353.
- Buchanan J.M. 1980. Rent seeking and profit seeking In *Toward a theory of rent-seeking society*. College Station: Texas A&M University Press.
- Chowdhury, L. 2008 Economic approaches in corruption studies In *Fiscal frontiers*. college station: Texas A&M University Press.
- Daneshfard K., & Alipour, K. 2010. The effect of in-service training on improving teaching skills of faculty members. *Tadbir Journal*, 5(3), 24-31.
- Dessler, G. 2011. *Human resource management*. 12th ed. New York: Prentice-Hall.
- Di Tella, R & Savedoff, W.D. 2011. *Diagnosis corruption: Fraud in Latin America's public hospitals*. Inter American Development Bank: Washington DC.

- Di Tella, R., & Schargrotsky, E. 2003. The role of wages and auditing during a crackdown on corruption in the city of Buenos Aires. *Journal of Law & Economics*, 46, 269-292.
- Fiscal Policy Research Institute Foundation. 2012. *A study of salary and compensation system of police officers*. Research Project. Royal Thai Police. (In Thai)
- Friedman, M. 1966. The Methodology of Positive Economics In *Essays in positive Economics*. Chicago: University of Chicago. Pp. 3-16, 30-43.
- Gilley, J. W., & Egglan, S. A. 1989. *Principles of Development Human Resource*. New York: Addison-Wesley.
- Godard, J. 2001. High performance and the transformation of work? The implications of alternative work practices for the experience and outcomes of work. *Industrial and Labor Relations Review*, 54(4), 776-805.
- Gomez, L.R., Balkin, D.B. & Cardy, R.L. 1995. *Managing human resource*. London: Prentice Hall International.
- Gong, T., & Wu, A.M. 2012. Does increased civil service pay deter corruption? evidence from China. *Review of Public Personnel Administration*, 32(2), 192-204.
- Guest, D.E. 1997. Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 8(3), 192-204.
- Harris, R. 2003. *Political Corruption in and beyond the Nation State*. New Fetter Lane: London.
- Heidenheimer, A. J., & Johnston, M. 2007. *Political corruption concepts & contexts*. 3rd ed. Transaction Publishers: New Jersey.
- Henderson, R.I. 2006. *Compensation management in a knowledge-based world*. 10th ed. New Jersey: Pearson.
- Jutarat EaeAmnuae et. al. (2008). *Possibility of transferring the mission of royal Thai police. research report*. Subcommittee on law improvement and development. committee on police system development. (In Thai)
- Karroubi M., Matani, M. 2009. Empowering human resource through in-device training. In *French Journal of Management*, 3(9), 7-30.

- Kasamesarn Chotchakornpant et.al., 2011. *Study of preventive approaches to improve the use of power over the boundaries Case Study: police officer using the abuse of authority*. Bangkok: Office of the National Anti-Corruption Commission. (In Thai)
- Kehoe, R. R., & Collins, C.J. 2008. Explanation and exploitation Business strategies and the contingent fit of Alternative HR Systems. *Research in Personnel and Human Resource Management*, 27, 149-176.
- Khanmohammadi, A. 2010. The investigation of effect of in-device training on organizational performance based on individual, group, and organizational goals of staff. *Management Journal*, 4(7), 56-60.
- Klitgaard, R. 1998. International Corporation Against Corruption. *Finance & Development*, 3, 291-303.
- Klitgaard, R. & Light, P. C. 2005. *High performance government structure, leadership, incentives*. RAND: Clifornia.
- Kulayanee Khunmee. 2011. *Strategic compensation management*. National Institute of Development Administration. (In Thai)
- Lapak, D. P., Liao, H., Chung, Y., & Harden, E.E. 2006. *Conceptual Review of Human Resource Management Systems in Strategic Human Resource Management Research*. Research in Personnel and Human Resource Management. 2, Pp. 217-271.
- Lambooy, T., Lasthuizen, K., & Huberts, L.W. J. C. 2008. How to encourage ethical behavior: the impact of police leadership on police officers taking gratuities. *IEthics and integrity of governance*. Massachusetts: Edward Elgar.
- Lawler, E.F. 1986. High-involvement: *Participative strategies for improving organization performance*. San Francisco: Jossey Bass.
- Laffont, J. & Martimort, D. 2001. *The Theory of Incentives the Principal-Agent Model*, Retrieved from <https://gnunet.org/sites/default/files/Laffont%20%26%20Martimort%20-%20The%20Theory%20of%20Incentives.pdf>
- Leff, N. H. 1964. Economic development through bureaucratic corruption. *American Behavioral Scientist*, 8, 8-14.

- Lindner, S. 2013. *Salary top-ups and their impact on corruption*. Retrieved from https://www.transparency.org/whatwedo/answer/salary_top_ups_and_their_impact_on_corruption
- Mahmood, M. 2005. Corruption in civil administration: Causes and cures. *Humanomics*, 21 (3/4), 62-84.
- Mathis, R. L.& Jackson, J. H. 1999. *Human resource management*. 9th ed. Australia: South-Western College.
- McMullan, M. 1961. A Theory of corruption. *The Sociological Review*, July 9(2), 181-201.
- Milkovich, I.G. and Newman, J.M. 2005. *Compensation*. 8th ed. New York: Irwin, Mcgraw-Hill.
- Mondy, W.R. and Noe, R.M 2005. *Human resource management*. 9th ed. New Jersey: Prentice Hall.
- Myint, U. 2000. Corruption: Causes, Consequences and Cures. *Asia-Pacific Development Journal*, 7(2), 33-58.
- National Institute of Development Administration. 2012. *Public Opinion on Corruption Problem*. NIDA Poll. Bangkok. (In Thai)
- Naim, M. 1995. The corruption eruption. *Brown Journal of World Affairs*. 2(2): 245-261.
- Norasak Muangsri. 2011. *The attitude of the police commissioner on the politicians' Role in Promoting and Appointing Police Officers Case Study: Metropolitan Police Division 8* (Unpublished master's thesis),. Tammasat University, Bangkok (In Thai).
- Nye, J. S. 1967. Corruption and political development: A cost-benefit analysis. *The American Political Science Review*, 61(2), 417-427.
- Panutboon Suwanarat. 2000. *Politice and Police Administration* (Unpublished master's thesis). Tammasat University. (In Thai)
- Pariyakorn Pohthong. 2003. *Promotion and Appointment in Thai Police: virtue or patronage* (Unpublished master's thesis). Kasetsart University. (In Thai)
- Pilapitiya, T. 2004. *The Impact of Corruption on the Human Right Based Approach to Development*.

- Phongpaichit Phasuk and Sangsit Piriyarangsan. 1994. *Corruption and Democracy in Thailand*. Bangkok: Chulalongkorn University.
- Pope, J. 2000. *Confronting corruption: The elements of a national integrity system*. Berlin: TI.
- Pornpiya Chunsri. 1999. *Non-governmental relations: Schemes and modifications of the informal relationship plan in the police department* (Unpublished doctoral dissertation). (In Thai)
- Pornsak Pongpawe et. al. 2000. *Thailand corruption index. research*. Bangkok: Office of the National Anti-Corruption Commission. (In Thai)
- Ramsey, H., Scholarios, D., & Harley, B. 2000. Employees and high performance work Systems: Testing inside the black box. *British Journal of Industrial Relations*, 38 (December), 501-531.
- Rose-Ackerman, S. 1975. The Economics of corruption. *Journal of Political Economy*, 4(2), 187-203.
- Royal Thai Police Act (No.3) B.E. 2015. Royal Thai Government Gazette. 132,43A (21 May 2016), 10-12.
- Royal Thai Police. 2015. *The entry-level salary rate of the royal Thai Police*. Bangkok: Office of human resources, Royal Thai Police.
- Ruaengwit Kasesuwan. 2005. *Political Science Principles*. Bangkok: School of Law and Political Science (Unpublished master's thesis), Ubon Ratchathani University. (In Thai)
- Sangsit Piriyarangsan. 2006. *Corruption theory*. Bangkok: Pim-Dee Publishing. (In Thai)
- Savedoff, W. D. 2008. *Pay for honesty? Lessons on wages and corruption from public hospital*. In U4 Anti-Corruption Resource Centre.
- Scott, J. C. 1969. The analysis of corruption in developing nations. *Comparative Studies in Society and History Journal*, 11, 315-341.
- Somchai Sagiampakdee. 2001. *Patronage system in Thai society case study: Appointment of police commissioner* (Unpublished master's thesis). Ramkhamhaeng University. (In Thai)
- Srisombat Chockpracjukshut. 2011. *Personnel Management of Royal Thai Police*. Research Report. The Secretariat of the Senate. (In Thai)

- Stacey, R.D. 2001. *Complex responsive process in organizations*. New York: Routledge.
- Supachai Yavaprabhas et.al. 2007. *The concept of police station restructuring for the people*. Report. Committee on Police System Development. Ministry of Justice. (In Thai)
- Supoj Jun-anun-ta-dham et. al. 2004. *Corruption and misconduct in Thai government agencies case study: royal Thai police (Metropolitan Bureau)*. Institute for Social and Economic studies. (Unpublished master's thesis). Dhurakij Pundit University. (In Thai)
- Tanzi, V. 1998. *Corruption around the world: cause, consequences, scope, and cures*. International Monetary Fund.
- The APM Group Solution Company Limited. 2012. *A study of the development of Royal Thai Police human resource management system*. Research Project. Royal Thai Police. (In Thai)
- Treisman, D. 2007. What have we learned about the causes of corruption from ten years of cross-national empirical research? *Annual Review of Political Science*, 19, 211-244.
- Tullock, G. 1989. *The Economics of special privilege and rent seeking*. Boston: Kluwer Academic.
- United Nations Development Programme. 1999. *Fighting Corruption to Improve Governance*.
- Warioba, J. 1997. Corruption and the state. *Soundings*, 7, 198-208.
- Werner, S. B. 1983. The development of political corruption: A case study of Israel. *Political Studies*, 31, 620-639.
- Williams, R. 2000. *Explaining Corruption*. Northampton. Massachusetts: Edwards Elgar Publishing:
- Wright, P. M., Dunford, B. B. & Snell, S. A. 2001. *Human Resources and the Resource Based View of the Firm*. 2nd ed. London: SAGE.
- Van Rijckeghem, C., Weder, B. 2001. Bureaucratic corruption and the rate of temptation: Do wages in the civil Salary top-ups and their impact on corruption service affect corruption, and by how much? *Journal of Development Economics*, 65, 307-331.

BIOGRAPHY

NAME	Pol. Lt. Col. Suebsakul Khemtong
ACADEMIC BACKGROUND	Bachelor's Degree with a major in Public Administration (Police Science) from Royal Thai Police Academy (RPCA), Sampram, Nakhon Pathom Province, Thailand in 2005 and a Master's Degree in Public Administration (Human Capital Management) with honor from National Institute Development Administration (NIDA), Bangkok, Thailand in 2009
PRESENT POSITION	Inspector, Internal Security Operations Command Office of Human Resource, Royal Thai Police.
EXPERIENCES	Special instructor at Burapha University for teaching human resource management course in 2012 - 2016 and Srinakharinwirot University for teaching academic writing skills and human resource management since 2016.