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## Factors affecting the effectiveness of police performance in Metropolitan Police Bureau

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### ABSTRACT

The purpose of this research was to study the factors relative to the work effectiveness of police officers in the Thai Metropolitan Police Bureau. The methodology in the research was the implementation of both quantitative and qualitative research using questionnaires and in-depth interviews as research tools. In the quantitative research methodology, the overall samples based on both cluster and simple random samplings included 405 police officers from different police stations under the control of the Thai Metropolitan Police Division, whereas the 25 samples in the qualitative research were selected using purposive sampling. Statistics used for data analysis were the frequency, percentage, mean, standard deviation, and Pearson correlation. We found that motivator factors and hygiene factors had positive relationships with the effectiveness of work performance. The Metropolitan Police officers in all divisions felt strongly that enough equipment was a factor facilitating an increase in work performance, whereas the imbalance of manpower and scarcity of modern equipment were factors which were obstacles to work performance.

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### Introduction

Work effectiveness is the key to successful operation in an organization. Organizations with appropriate procedures supporting and increasing the work effectiveness of their employees tend to receive a good return on that investment and achieve rapid, effective, and sustainable development. In contrast, a lack of appropriate procedures supporting and increasing the work effectiveness of internal employees results in employees being ineffective, apathetic and unable to achieve the desired work performance (Santiwong, 1984). Inevitably, these poor situations were directly influenced by the employees being unable to apply all their competencies to address tasks, while at the

same time, they had a negative effect on the improvement of work systems within the organization which resulted in very slow organizational development. Moreover, the return on investment in such businesses was quite low and eventually, led to being disadvantaged in business competition (Kananurak, 2011). For these reasons, the most important thing that the executive of an organization can address to successfully improve the organization is to not overlook increasing the work effectiveness of employees as this is crucial to rapid improvement in a positive and prompt manner.

Police officers are one of various careers that are significant to the growth of national economic and social development because they have a key function and authority with regard to keeping the peace, maintaining public security and safety, and preserving common property for citizens in the community and society which are

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basic, physical needs in human society (Chokprachakchat, 2011). In any society, living in an unsafe and disruptive environment holds back the diverse advancement of a country. In addition, the roles and duties of police officers are highly influential in the improvement of infrastructure in a nation (Royal Thai Government Gazette, 2004). Therefore, the government should focus on the Royal Thai Police, especially the work effectiveness of police officials. It is a fact that police officers are central in setting the directions of the Royal Thai Police. If police officers have high effectiveness, awareness, and alertness in their work performance, it would positively affect the Royal Thai Police and the development of the economic system and society in the country. Conversely, the ineffective work performance of police officers would have negative impacts on the Royal Thai Police and their reliability concerning the challenges associated with safely maintaining life and property from the citizens' viewpoint. Inevitably, such a poor situation would result in national decline.

Bangkok is a significant strategic point in Thailand because it is the capital and the center of the administrative, political, and economic systems of Royal Thai Government agencies (Yiampisan & Srivanit, 2010). Consequently, it is essential for police officials to show good work performance, especially the police officers in the Metropolitan Police Bureau, a government sector handling the main responsibilities of keeping peace and law enforcement in Bangkok. Ineffective work performance by police officials could negatively influence people's confidence in being safe and secure in the city, and foreign business and investors' confidence in business entities could suffer, which would degrade Thailand's economic system and inevitably lead to social problems (Hongto, 1996).

Even though Bangkok is Thailand's capital city, which houses the important central workplaces of politics, government, economy, and many executive government officials and politicians, many zones in Bangkok are the most dangerous and risky with regard to the occurrence of crime in Thailand. The latest countrywide statistical survey of criminal information, from the Statistical Forecasting Bureau of the National Statistical Office in B.E. 2555, reported that Bangkok had the highest number of criminal cases in Thailand. Furthermore, for Bangkok, only 6,693 out of 22,173 criminal cases (30%) involved arrests by police officers. The criminal arrest data for the whole country showed that only 44,398 out of 108,003 criminal cases (41%) were by police officers (Bureau National Statistical Office, 2012).

#### *Aims and Objectives of the Study*

The preceding discussion raises interesting questions about the work performance of the Metropolitan Police Bureau. For example, what factors influence the work performance of police officers in the Bureau and why? Hence, the main purpose of this study was to investigate the factors that impact on the work performance of police officers in the Metropolitan Police Bureau so that solutions and measures to improve their work performance could be identified to change their behavior and increase their work effectiveness.

#### *Content Theory*

Herzberg's Two-Factor theory was implemented in this research. This theory focuses on the inner needs and their expressions in work behavior. The theory consists of two main categories—motivators and hygiene factors. Motivators lead to positive job attitudes because they satisfy the need for self-actualization. Motivators cover achievement, recognition, work itself, responsibility, promotion, and growth. Conversely, hygiene factors surround the doing of the job. Hygiene factors include company policy, supervision, work conditions, salary, security, relationship with the boss, and relationships with peers. The satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but only the satisfaction of the factors of motivation will bring the type of improvement in productivity sought by companies (Herzberg, 1993).

#### *Hypothesis*

Motivators and hygiene factors have positive relationships with the work performance of Thai Metropolitan Police officers.

#### **Methodology**

This research implemented both quantitative and qualitative methodologies. In the quantitative methodology, multi-stage sampling was required. For the first step, cluster sampling was needed to select some Metropolitan Police Bureaus from the nine divisions as the sample used in this study. Next, a simple random sample was implemented to draw by lots the three police stations in each division of the Metropolitan Police Bureau to choose the overall 27 police stations. In the second step, accidental sampling was used to choose 15 police officers per police station during the period of the survey to achieve a sample total of 405. After completing the survey, it was found that all 405 samples (100%) were completed successfully and 25 samples for the qualitative methodology was used to choose five police officers per division in the five divisions of the Metropolitan Police Bureau, consisting of Investigation, Inquiry, Crime Prevention and Suppression, General Staff, and Traffic.

The quantitative research dealt with information analysis using the percentage, mean, and standard deviation. In addition, Pearson Product Moment Correlation analysis at the .05 level of significance was applied. For the qualitative research, the data collected case by case were analyzed in detail to explain the outcomes of the quantitative study.

The independent variables in this research came from Herzberg's Two-Factor theory involving the following details.

1. Motivator factors (achievement, recognition, work itself, responsibility, and promotion)
2. Hygiene factors (company policy, relationship with boss, work conditions, salary, relationship with peers, relationship with citizens, security and balance of work and life)

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