

Developing the Police's Performance Efficiency of the Provincial Police Region 4

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ABSTRACT

This research is blended research which has research objectives to (1) explore the police's performance efficiency of the Provincial Police Region 4. (2) analyze the factors affecting the police's performance efficiency of the Provincial Police Region 4 (3) establish the development model of the police's performance efficiency of the Provincial Police Region 4. (4) to confirm the development model of the police's performance efficiency of the Provincial Police Region 4. The sample groups and key informants used in the research were divided into 3 groups, namely 420 police officers under the Provincial Police Region 4. The sample size was determined using a criterion of not less than 20 times the variable. 15 people who played a key role and were involved in the formation of the police's performance efficiency of the Provincial Police Region 4. Five experts on the verification of the appropriateness of the police's performance efficiency of the Provincial Police Region 4 development model, using a specific sampling. The research instrument was a quantitative questionnaire with a confidence value of 0.988. Interview recording form and questionnaire confirming the appropriateness of the development model of the police's performance efficiency of the Provincial Police Region 4.

The results of the research found that (1) the police's performance efficiency of the Provincial Police Region 4 overall is at a high level ($\bar{X} = 3.60$). (2) Factors affecting the police's performance efficiency of the Provincial Police Region 4 statistically significant at the .05 level were: Quality of work-life factor, work motivation factor, and organizational commitment factor, which are all three factors. Together, these variables account for the variation of the police's performance efficiency of the Provincial Police Region 4 with 75.00 percent accuracy ($R^2 = 0.750$). The model is consistent with the empirical data to a great extent ($\chi^2 = 168.263$, $df = 101$, $\chi^2/df = 1.666$, CFI = 0.986, TLI = 0.982, RMSEA = 0.040, SRMR = 0.031). (3) The development Model of performance efficiency of the Provincial Police Region 4 consists of quality of work-life factor, work motivation factor, and organizational commitment factor. (4) Confirmation of the suitability of the police's performance efficiency development model of the Provincial Police Region 4 was found to be at the highest level and with an interquartile of less than 1.5 across all approaches. Therefore, it was shown that it is consistent at a high level, in addition to that, some recommendations should be studied for other variables in addition to the variables that the researcher has studied in this study.

Keywords: effectiveness, the performance of police officers, Region 4

INTRODUCTION

Thailand's justice system is made up of major organizations: the police, prosecutors, courts, and corrections. The police, the first body of the justice system, are responsible for investigating and arresting suspects. The prosecutor has to prosecute or not prosecute the accused. Courts are responsible for trials, adjudication, and convictions. The correctional

section has to bring illegal offenders to sentence according to the judgment of the court or the decision of the legal authority of the country. From the Code of Police Region 1, the Police Regulations on the case (volume 1), it has been determined that the police have a duty to maintain order for the benefit of the people, uphold the law relating to criminal offenses, treatment of suffering, and to maintain the happiness of the people and to maintain the interests of the public. Therefore, maintaining the peace and order of the society is the main mission of the police, which focuses on the security of people's lives and property (SongwutChueapalakij, 2007).

National Police Act 2004, Section 6 states the status of the agency, mission, mission, and legal authority of police officers as follows; The Royal Thai Police is a government agency with juristic status under the command of the Prime Minister and has the following powers: (1) Security for the monarch, queen, heir, regent, royal family, representatives, and guests. (2) to supervise, control and supervise the operations of police officials operating under the Criminal Procedure Code. (3) preventing and suppressing criminal acts. (4) Maintain public order, public safety, and the security of the Kingdom. (5) to perform any other acts as prescribed by law to be the powers and duties of police officials or the Royal Thai Police. (6) Assisting the development of the country as assigned by the Prime Minister. (7) to perform any other actions to promote and support the efficient operation of the powers and duties under (1) (2) (3) (4) or (5).

The Royal Thai Police is an agency under the Royal Thai Police to supervise and manage the officers on duty. The Provincial Police is a law enforcement agency that people trust, trust, believe, have a duty to serve the people. Whose main mission is to ensure the safety of the King and the royal family, provide good service by taking people as the center and community as a base, preventing and controlling crime by allowing people to participate, providing justice based on the rule of law, maintaining public order and security through good governance, encouraging community and local participation in solving crimes.

However, to perform the Provincial Police To be effective, it requires cooperation from all parties to act as coherent support until the results of the work are finally achieved. Therefore, from the researcher's point of view, seeing the situation in the organization mentioned above, he realizes the importance of improving the effectiveness of the performance of police officers under the Royal Thai Police, no matter what the working officers are in, improving operational effectiveness is extremely important to an organization. This is because it is very important to the effectiveness of the personnel in the organization. If any organization's personnel have always developed a high level, it will work with diligence, enthusiasm, and dedication of time, physical and mental energy, intelligence, and sense of responsibility along with helping to create energy in Working to achieve the goals that can be set. On the other hand, if an organization's operators don't improve their work, their performance will be sluggish and their effectiveness will eventually deteriorate.

Therefore, for the provincial police, which is an effective agency and following the missions and duties as stipulated in the provisions of Section 6 of the National Police Act 2004, It also leads to peace and stability of the people and the nation is important. Hence, the researcher is interested in studying the issue of factors affecting the operational effectiveness of police officers under the Provincial Police and the model for improving the effectiveness of police officers under the Provincial Police.

OBJECTIVES

1.To study the level and factors affecting the effectiveness of the police officers of the Provincial Police Region 4.

2.To create a model for developing the police's performance efficiency of the Provincial Police Region 4.

3.To confirm the development model of the police's performance efficiency of the Provincial Police Region 4.

METHODOLOGY

Phase 1 research studied the level and factors affecting the effectiveness of the police officers of the Provincial Police Region 4.

1. Population And Sample

1.1 The populations used in the study were police officers under the Provincial Police Region 4, Khon Kaen Province, Maha Sarakham, Roi Et, Kalasin, Mukdahan, Nakhon Phanom, Sakon Nakhon, BuengKan, NongKhai, UdonThani, Nong Bua Laphu, and Loei provinces totaling 21,787 people. (Provincial Police Forces Region 4 as of June 15, 2019)

1.2 The sample group used in the study was the sample group used in the study, namely 420 police officers under the Provincial Police Region 4, obtained by determining the sample size by using a criterion of not less than 20 times the variable (Hair, et al., 2006:112).

In the sampling procedure, the researcher designed 2-Stage Sampling as a method in which each unit of the population is equally likely to be randomly assigned to the sample to distribute the sample and cover each province. The researcher used the Stratified Random Sampling method by determining the proportion and using the simple random sampling method as in Table 1.

Table 1:Proportion of population and sample

Province	Population	Sample
Kalasin	2,228	43
Khon Kaen	3,685	71
Maha Sarakham	2,158	42
Roi Et	2,741	53
Mukdahan	1,062	20
Nakhon Phanom	1,294	25
Sakon Nakhon	1,987	38
Bueng Kan	865	17
Nong Khai	1,180	23
Udon Thani	2,414	46
Nong Bua Lamphu	837	16
Loei	1,336	26
Total	21,787	420

2. The Variables Used In This Research Are

2.1 The primary variables, which are causal factors, were quality of work-life and work motivation.

2.2 Interstitial variable which is the cause-and-effect factor is the commitment to the organization.

2.3 The dependent variable, which is the resultant factor, is the police's performance efficiency of the Provincial Police Region 4

3. Research Instrument

The quantitative research tool was a questionnaire that divided the questionnaire content structure into 6 parts, each part with details as follows. Part 1 The general information questionnaire of the respondents, namely gender, age, education level, and position, was a checklist questionnaire. Part 2 - Part 5 is a questionnaire on quality of work-life, work motivation, organizational commitment, and the police's performance efficiency of the Provincial Police Region 4 as a Rating Scale. It is defined in 5 levels, namely, the most, the most, the medium, the least, according to the Likert method. Part 6, an open-ended questionnaire on the development of the police's performance efficiency of the Provincial Police Region 4.

4. Creation And Quality Of Research Tools

Creation and quality determination of instrumentation in this phase of research, the investigator determined a method to determine the quality of the measuring instrument, using a questionnaire to experiment with 52 non-sample samples to determine confidence. of the questionnaire with Cronbach's alpha coefficient. (SombatTayraukham,2008) To find confidence, Cronbach's Alpha Coefficient at the confidence level of the entire questionnaire was 0.988.

5. Data Collection

Collecting empirical data by requesting a letter permitting the researcher to collect research data from the Faculty of Political Science and Public Administration, Maha Sarakham Rajabhat University, requesting permission from the Provincial Police Station under the Provincial Police Region 4 to inform the civil servants who are the sample group and asked for assistance in answering the questionnaire by visiting the area for collecting data and explaining how to answer the questionnaire

6. Data Analysis

Analysis of the level data and factors affecting the police's performance efficiency of the Provincial Police Region 4 The statistics used were:mean ($\bar{X}$), standard deviation (S.D.), and statistical (Multiple Regression Analysis) by analyzing the influence path using the Structural Equation Modeling (SEM) technique.

Phase 2: Creating a model to develop the police's performance efficiency of the Provincial Police Region 4

Determine a target sample of informants and commentators who are experts in the police's performance efficiency of the Provincial Police Region 4. By synthesizing research results, analyzing relevant literature reviews, studying relevant contexts. How to select a target sample using Purposive Sampling. The research tool was a Structure In-Depth Interview.

The selection of experts is a sample group of people who have knowledge, experience, and expertise. In addition, only specialists who are willing to sacrifice time must be able to answer the questionnaire until the completion of the process and can be contacted easily. The investigators assigned a sample of 15 experts using a purposive sampling method. Which experts consist of (1) 5 representatives of supervisors, (2) 5 representatives of subordinates, (3) 5 experts on the effectiveness of the duty of the Provincial Police Region 4 by analyzing the relevant literature and applying the results of the first phase of research as an issue in creating a model (Eisner, 1976:135 - 150).

Phase 3: confirms the police's performance efficiency of the Provincial Police Region 4 development model.

1.A target sample of respondents and commentators was identified as experts in the police's performance efficiency of the Provincial Police Region 4 and by Purposive Sampling, a target sample of 5 people was selected.

2.The results of Phase 2 were taken as an issue in creating a questionnaire to confirm the model for improving the police's performance efficiency of the Provincial Police Region 4.

3.The research tools It is a 5-level Rating Scale questionnaire to confirm the development model of the police's performance efficiency of the Provincial Police Region 4.

4. Data analysis is the data analysis of this round of questionnaires to find base values, median values, Interquartile Range (IR). After obtaining unified expert answers from the questionnaire based on Mode, Median, Inter - Quartile Range values. To summarize the data analysis and report the findings in statistically modeling the improvement of the police's performance efficiency of the Provincial Police Region 4.

RESULTS

1.Results of Analysis of Phase 1 Research Data

The police's performance efficiency of the Provincial Police Region 4 overall is at a high level. ($\bar{X} = 3.60$). When classified by area, it was found that the police's performance efficiency of the Provincial Police Region 4 was at a high level in all aspects, namely the supervision and supervision of police officers operating following the Criminal Procedure Code. ($\bar{X} = 3.62$) Prevention and suppression of criminal offenses under the laws of the country ($\bar{X} = 3.60$). Maintaining domestic order, the safety of the people, and the security of the nation ($\bar{X} = 3.62$). Other operations as required by law ($\bar{X} = 3.62$). Assistance in the development of the country as assigned by the Prime Minister ($\bar{X} = 3.54$). Any other operational aspects to promote and support the performance of duties ($\bar{X} = 3.59$).

Forecast coefficient analysis results (R^2) It was found that the external latent variables were Quality of work-life factor (QUAL), motivating factor for work (MOTI), and the intrinsic variable is the Organizational Engagement Factor (COMM). The three latent variables together accurately describe the variation of the police's performance efficiency of the Provincial Police Region 4 (EFFE) by 75.00% ($R^2 = 0.750$).

The Path Analysis of the structural equation model (SEM), factors affecting the police's performance efficiency of the Provincial Police Region 4 (EFFE), found that the variables that had a statistically significant positive direct effect on the police's performance efficiency of the Provincial Police Region 4 (EFFE) at the .01 level consisted of Quality of Work Life Factor Variables (QUAL), motivation factor variable (MOTI), and the Organizational Engagement Factor (COMM) variable. These three latent variables can be combined to describe the variation of the police's performance efficiency of the Provincial Police Region 4 (EFFE). Sort variables with Total Effect (TE) from highest to lowest as follows:

1) Work motivation factor variables (MOTI) were the variable with the highest overall influence magnitude (TE) on the police's performance efficiency of the Provincial Police Region 4 (EFFE) at a statistically significant level of 0.01, overall influence. The direct influence (TE) was 0.541, the direct influence (DE) was 0.331, and the indirect influence through the organizational commitment factor (COMM) variable (IE) was 0.210. The work motivation factor variable (MOTI) had a direct influence on the organizational commitment factor (COMM) (DE) variable at 0.542 with statistical significance at the 0.01 level as well.

2)The quality of work-life factor (QUAL) variable had a statistically significant scale of overall influence (TE) on the police's performance efficiency of the Provincial Police Region 4 (EFFE) at 0.01, with overall influence. The direct influence (TE) was 0.390, the direct

influence (DE) was 0.263, and the indirect influence through the organizational commitment factor (COMM) (IE) variable was 0.127. The quality of working life factor (QUAL) variable had a direct influence on the organizational commitment factor (COMM) (DE) variable of 0.326. statistically significant at the 0.01 level as well.

3)The organizational commitment factor (COMM) variable was an internal latent variable with a statistically significant scale of direct influence (TE) on the police's performance efficiency of the Provincial Police Region 4 (EFFE) at 0.01, with the direct influence magnitude (DE) was 0.388 as shown in Table 2 and Figure 1.

Table 2.The results of the path analysis of the structural factor equation model affecting the police's performance efficiency of the Provincial Police Region 4 (after adjusting the model with the model index: MI).

Result variable	COMM			EFFE			R ²
Factors affecting	DE	IE	TE	DE	IE	TE	
QUAL	.326	-	.326	.263	.127	.390	
MOTI	.542	-	.542	.331	.210	.541	.750
COMM	-	-	-	.388	-	.388	

Goodness of Fit Indices
 $\chi^2 = 168.263, df = 101, \chi^2/df = 1.666, CFI = 0.986, TLI = 0.982, RMSEA = 0.040, SRMR = 0.031$

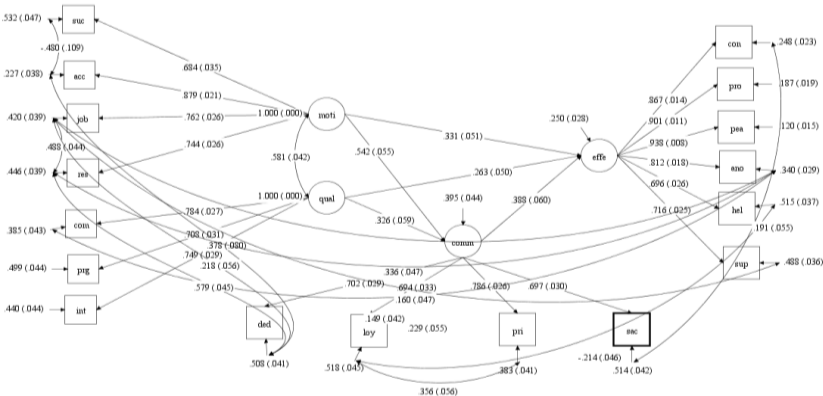


Figure 1:The structural equation model of factors affecting the police's performance efficiency of the Provincial Police Region 4 after modification with the model index (After Modification)

2.The results of the analysis of research data in Phase 2

Qualitative research by developing the police's performance efficiency of the Provincial Police Region 4 by a Structure in - Depth Interview model. A target group of 15 key informants, provided information on the development model of the police's performance efficiency of the Provincial Police Region 4, which has a sequence of steps for presenting research results, as follows:

Part 1 Analysis of the police's performance efficiency development model of the Provincial Police Region 4 on the quality of work-life factor. For example, there should be good welfare and compensation that is suitable for the position of responsibility. There should be opportunities to be trained and developed for higher positions in the workplace. It should make you feel stable in your position of work. There should be clear career growth and appropriate promotion or promotion based on performance. The supervisor should give

sincere advice when there is a problem and the supervisor should give equal importance to all subordinates.

Part 2 Analysis of the police's performance efficiency development model of the Provincial Police Region 4 on the work motivation factor. For example, it should be recognized by the supervisor in the work. There should be freedom of thought and method of doing the job for the job to be successful. The supervisor should provide opportunities to independently perform the tasks assigned to him. Should have the opportunity to use the knowledge and ability to perform the job successfully. It should be respected by colleagues and subordinates, and tasks should be assigned that are appropriate for the position and expertise.

Part 3 Analysis of the development model of the police's performance efficiency of the Provincial Police Region 4 on organizational engagement factors. For example, work should be done full-time and if the assignment is not completed, it should be completed even if the work time has expired. There should be a feeling that organizational problems are like their own problems. Therefore, be ready to cooperate in solving problems without neglect. They should be willing and willing to work to the best of their ability to get the job done promptly, even without any compensation. It should be thought that working is part of the organization's development to create a good image and be accepted by the general public. When the supervisor has assigned tasks other than the one is responsible for, he is willing to do so without neglecting the task, and when another person accuses the agency of a bad way, he must try to clarify and explain to that person in a way that corrects and adjust the attitude towards the organization.

The development Model of performance efficiency of the Provincial Police Region 4 was then researched into a quantitative questionnaire to propose to a target group of 5 police's performance efficiency of the Provincial Police Region 4 informants for review. Confirm the appropriateness of the model to develop the police's performance efficiency of the Provincial Police Region 4 in Phase 3 research.

3.Results of Analysis of Phase 3 Research Data

This is quantitative research confirming the appropriateness of the competency development model of provincial land office administrators and branches in the central northeastern region obtained from Phase 2 research by using an expert-based group seminar. (Connoisseurship), which is a target group of 5 key informants. The median statistical analysis (Med) and the interquartile range (IQR) were used to present the results of the data analysis on the suitability of the competency development model of provincial land office administrators and branches. in the North-Central region as follows

Part 1 The results of the analysis of the appropriateness of the model for improving the effectiveness of the duty of the Provincial Police Region 4 In terms of quality of work-life, it was found that the key informant's target group's opinions on the police's performance efficiency of the Provincial Police Region 4 development model in terms of overall working quality of life were at the highest level of agreement (Med = 4.60), and the opinions of the key informant target groups were very consistent with each other (IQR = 0.50). This shows that the key informant's target groups thought that the police's performance efficiency of the Provincial Police Region 4 was developed in terms of quality of work-life overall, it is suitable for further development of the police's performance efficiency of the Provincial Police Region 4 in terms of quality of work life.

Part 2 The results of the analysis of the appropriateness of the model for improving the effectiveness of the duty of the Provincial Police Region 4 in terms of motivation for work. The key informant's target group's opinion on the police's performance efficiency of the

Provincial Police Region 4's overall work motivation factor was the highest in agreement (Med = 4.55), and the opinions of the key informant target groups were very consistent with each other (IQR = 0.50). This shows that the key informant's target groups think that the police's performance efficiency of the Provincial Police Region 4 development model is in the motivation factor as overall, it is suitable for further development of the police's performance efficiency of the Provincial Police Region 4.

Part 3 The results of the analysis of the appropriateness of the model for improving the police's performance efficiency of the Provincial 4 in terms of organizational commitment, key informant groups have their opinions on the model for developing the police's performance efficiency of the Provincial. Police Region 4 in the overall corporate engagement factor was at the highest level of agreement (Med = 4.53), and the opinions of the key informant groups were at a high level (IQR = 0.50). This shows that the development model of the police's performance efficiency of the Provincial Police Region 4 in organizational commitment factor Overall, it is appropriate to create a model for developing the police's performance efficiency of the Provincial Police Region 4 in terms of organizational commitment.

The results of the analysis of the appropriateness of the development model of the police's performance efficiency of the Provincial Police Region 4, it can lead to the creation of the development model of the police's performance efficiency of the Provincial Police Region 4.

CONCLUSION

The effectiveness of the duties of the Provincial Police Region 4 Overall, it's at a high level ($\bar{X}$ = 3.60). Factors affecting the police's performance efficiency of the Provincial Police Region 4 statistically significant at the .05 level were: the quality of work-life factor, the work motivation factor, and the organizational engagement factor. These three latent variables can together accurately describe the variation of the police's performance efficiency of the Provincial Police Region 4 with 75.00 percent (R^2 = 0.750). The suitability of the police's performance efficiency of the Provincial Police Region 4 in terms of quality of work-life, work motivation, and overall organizational commitment is appropriate to create a development model. police's performance efficiency of the Provincial Police Region 4 next.

DISCUSSION

1. The police's performance efficiency of the Provincial Police Region 4 overall is at a high level ($\bar{X}$ = 3.60). Factors affecting the police's performance efficiency of the Provincial Police Region 4, in which the forecast coefficient analysis results (R^2) It was found that external latent variables were quality of work-life factor, work motivation factor, and internal latent variables were organizational commitment factors, all three of which could jointly explain the variation of the police's performance efficiency of the Provincial Police. Region 4 for 75.00% (R^2 = 0.75). The results of this research are consistent with the research results of Likita Chalermpolyothin (2010) A study was conducted on factors influencing the effectiveness of hotel staff in Pattaya, and the findings are consistent with the research results of Thanapon Sangchan (2013) studied the influence of quality of life affecting work efficiency through the organizational engagement of insurance company employees, and the results of such research are consistent with the research results of Apichaya Saksripayak (2015) A study was conducted on factors related to the effectiveness of Thai employees in the hospitality industry working in Singapore.

2. Results confirming the appropriateness of the development model of the police's performance efficiency of the Provincial Police Region 4. The results confirming the appropriateness of the development model of the police's performance efficiency of the Provincial Police Region 4 found that the key informant's target group had their opinions on

the police's performance efficiency model of the Provincial Police Region 4 on quality of work-life factors, work motivation factors, and overall organizational engagement factors. at the highly agreeable scale and the interquartile correspondence of less than 1.5 in all approaches. This showed that the police's performance efficiency of the Provincial Police Region 4 model was developed in terms of quality of work-life, work motivation factor, and organizational commitment factor. It is appropriate to develop the police's performance efficiency of the Provincial Police Region 4 according to the research hypothesis.

RECOMMENDATIONS

Research on the development model of the police's performance efficiency of the Provincial Police Region 4, the researcher has suggestions received from the research results as follows

1.Applying the research results Recommendations:Intensive training should be provided to train skills and develop the police's performance efficiency of the Provincial Police Region 4. There should be an examination of all qualified persons to be listed and to appoint police officers in strict order of accounting. Support funds should be provided for further studies at the bachelor, master, and doctoral levels, which be it as a scholarship or a loan fund to study at a higher level to develop skills and knowledge.

2.Further research Recommendations:Other variables should be studied in addition to the variables that the researcher studied this time. An in-depth study of each provincial police station should be conducted to obtain information and guidelines for further development of the police's performance efficiency of the Provincial Police Region 4 that is appropriate for each police station.

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