

## **PERFORMANCE EFFICIENCY OF POLICE OFFICERS UNDER PROVINCIAL POLICE REGION 7 OF THAILAND**

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### **Abstract**

This research aimed to study the work performance efficiency of police officers under the jurisdiction of Provincial Police Region 7. It was conducted as a quantitative study using a sample of 400 police officers, selected through probability sampling methods. A questionnaire was employed as the research instrument, and the statistical tools used included frequency, percentage, mean, and standard deviation. The results showed that the overall work performance efficiency of police officers under Provincial Police Region 7 was at the highest level, with an average score of 4.30. Specifically, the highest average scores were found in work quality (4.37), timeliness (4.32), quantity of work (4.27), and cost of operations (4.25), all of which were rated at the highest level.

**Keywords:** Work Performance Efficiency, Police, Provincial Police Region 7 of Thailand

### **Introduction**

The Royal Thai Police is the primary agency responsible for directing and supporting national security efforts. This includes directing and supporting the operations of police officers in accordance with the Criminal Procedure Code and other related laws concerning criminal offenses, maintaining public order and safety, ensuring the kingdom's security, supporting national development tasks as assigned, and cooperating with or supporting the operations of other relevant or assigned agencies. To effectively manage an organization and achieve optimal results, all personnel play a crucial role in driving the organization's development and positive changes. Police personnel are valuable and essential resources for ensuring that the organization meets its goals effectively and efficiently. Therefore, it is essential that the Royal Thai Police cares for and takes responsibility for all personnel. One of the key ways to ensure personnel can perform effectively is through development, enhancing their knowledge and skills to perform assigned duties for the maximum benefit of the organization. Personnel development is essential for all organizations to achieve their objectives and goals. (Amnat Onrit, 2020)

Police officers are public servants who face challenges in their work-life quality due to the high risks associated with their duties. Currently, it is observed that the workload exceeds

the available personnel, and the need to perform duties for long hours in various environments impacts both their well-being and job performance. Additionally, the salary is insufficient to meet the cost of living, as living expenses continue to rise. These factors all affect the work-life quality of police officers. When work-life quality becomes problematic, it results in reduced job performance, making the work inefficient and ineffective. Therefore, supervisors should pay attention to the value of work-life quality and manage the organization in a way that fosters mutual cooperation. If supervisors implement policies to promote and improve work-life quality, it will lead to positive attitudes towards the organization. Personnel will be happier and more motivated, leading to greater work efficiency. However, when work-life quality deteriorates, individuals will feel exhausted and lack the motivation to perform at their best, resulting in a decline in work efficiency, absenteeism, and ultimately resignations. (Sarawut Waraditwong, 2020)

One of the key factors in driving policies to successful implementation at police stations is the strategic leadership of police officers. If police officers lack enthusiasm and leadership in mobilizing the resources of their colleagues at the station, achieving success becomes challenging. Even though the station commander has leadership authority as a superior with the power to issue orders, commanding and giving directives require both knowledge and skill. If all subordinates share a sense of collective responsibility, their dedication to the work will naturally emerge, leading to more success and effectiveness than strict control. (Suthichot Samkhuan, 2020). Motivation is also a crucial force that drives employees to perform their duties effectively and contributes to the success of the organization. An organization must create trust and stability in the workplace, ensure flexibility, and provide incentives so that employees can work more efficiently. While some personnel in the organization may have high capabilities, lacking proper motivation can negatively affect their performance. Therefore, if management increases motivation among employees, it will positively impact their work performance, improving efficiency and helping to conserve resources in the process.

## Objectives

To study the work performance of police officers under the Provincial Police Region 7 of Thailand.

## Methodology

### 1. Population and Sample Group

The population used in this research consists of police officers under the Provincial Police Region 7, totaling 10,495 people.

The sample group used in this study consists of 400 police officers under the Provincial Police Region 7. The sample size was calculated using the Taro Yamane (1973) formula as follows:

$$\text{Formula: } n = \frac{N}{1+N(e)^2}$$

- n represents the sample size
- N represents the population size
- e represents the margin of error allowed (0.05).

Substituting the values into the formula:  $n = \frac{10,495}{1+10,495 (0.05)^2}$

$$n = \frac{10,495}{1+10,495(0.0025)}$$

$$n = \frac{10,495}{26.24}$$

$$n = 399.9 \sim n = 400$$

Based on the sample size calculation, the researcher obtained a sample of 400 individuals, selected using a probability sampling method with a multi-stage sampling technique.

## 2. Research Instrument

The research instrument used in this study was a questionnaire, which was divided into two parts as follows:

**Part 1:** Personal factors of the respondents, consisting of 7 items.

- Gender
- Age
- Educational level
- Monthly income
- Nature of assigned duties
- Length of service
- Rank level

**Part 2:** Work performance of police officers, consisting of 12 items.

### Quality of work

1) How confident are you that the work you perform meets the established quality standards?

2) To what extent do you verify the accuracy and thoroughness of your work before delivery?

3) To what extent do you feel that your work is well-organized and meets the needs of clients or supervisors?

### Quantity of work

4) To what extent are you able to complete the assigned workload within the specified timeframe?

5) To what extent do you feel that you can handle an increased workload without compromising the quality of your work?

6) To what extent are you able to handle an increased workload without feeling pressured?

### Timeliness

7) To what extent are you able to complete the tasks within the set timeframe without requiring an extension?

8) To what extent do you have effective time management strategies in place to ensure tasks are completed on time?

9) To what extent are you able to prioritize tasks effectively to ensure they are completed on time?

### **Cost-effectiveness in work performance**

10) To what extent are you able to perform tasks without using resources beyond what is necessary?

11) To what extent do you feel that you can manage work expenses efficiently and cost-effectively within the allocated budget?

12) To what extent do you make improvements in work processes to reduce unnecessary expenses?

The questionnaire utilized a 5-point Likert scale as follows:

5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

### **3. Research Procedure**

3.1 The researcher developed the questionnaire by reviewing relevant literature and had experts evaluate the items using the Item-Objective Congruence (IOC) method. The questionnaire was then pilot-tested with 30 individuals similar to the sample group, after which the items were revised for appropriateness.

3.2 The researcher proceeded to collect data from 400 police officers under the Provincial Police Region 7. An official request was submitted to the Regional Police Bureau for permission, after which the questionnaires were distributed to the officers.

3.3 Once the data collection was complete, the researcher input the fully completed questionnaires into a computer program.

3.4 The data was then processed using statistical software.

### **4. Data Analysis Method**

This research employed statistical methods for data analysis as follows: To describe the personal factors of the respondents, descriptive statistics were used, including frequency, percentage, mean, and standard deviation.

## **Results**

The sample group in this research consisted primarily of male officers, accounting for 92.5% of the total, followed by female officers at 7.5%. The majority were aged 21–30 years, representing 33.3%, followed by those aged 31–40 years at 27.0%. In terms of education, most held a bachelor's degree (54.3%), followed by those with less than a bachelor's degree (38.8%). Regarding monthly income, the highest proportion earned 30,001 baht or more (37.8%), followed closely by those earning 15,001–20,000 baht (36.8%). The most common assigned duty was administrative work (53.5%), followed by patrol duty (22.0%). In terms of length of service, most had served for 15 years or more (38.0%), followed by those with 1–5 years of service (34.0%). The majority held non-commissioned ranks (67.8%), while commissioned officers made up 32.3% of the sample. The research findings are as follows:

To Study the Work Performance of Police Officers under the Provincial Police Region

Table 1: Work Performance of Police Officers under the Provincial Police Region 7

<b>Work Performance Aspect</b>	$\bar{x}$	<b>S.D.</b>	<b>Interpretation</b>
Quality of work	4.37	0.621	Highest
Quantity of work	4.27	0.734	Highest
Timeliness	4.32	0.649	Highest
Cost-effectiveness in work performance	4.25	0.722	Highest
<b>Overall</b>	<b>4.30</b>	<b>0.636</b>	<b>Highest</b>

Based on Table 1, the overall work performance of police officers under the Provincial Police Region 7 was found to be at the highest level, with a mean score of 4.30. When examining each specific aspect: Quality of work ranked highest, with a mean score of 4.37. Followed by timeliness, with a mean score of 4.32. Quantity of work came next, with a mean score of 4.27. And finally, cost-effectiveness in work performance also reached the highest level, with a mean score of 4.25.

## Discussion

The study of work performance among police officers under the Provincial Police Region 7 revealed that their overall performance was at the highest level. When considering specific aspects, the sample group scored highest in quality of work, followed by timeliness, both rated at the highest level. This may be attributed to the fact that most officers possess strong knowledge and skills, a solid educational foundation, and demonstrate clear thinking, vision, and competence that distinguish them from others. Their behaviors and ideas are accepted by their peers, their organization, and society, enabling them to lead the organization toward its goals. These findings are consistent with the research conducted by Weerawat Chasaen (2023), who studied strategic leadership and work motivation influencing the performance of personnel in local administrative organizations in Nakae District, Nakhon Phanom Province. His results showed that: The strategic leadership of local executives was rated at a high level overall. The work motivation of personnel in local administrative organizations was also at a high level. The overall performance of local government officials was at a high level as well. The variables with the greatest influence included: Revolutionary thinking, Vision-setting, and the ability to incorporate various inputs into strategic formulation. Regarding motivational factors, the most influential variables were: Opportunities for advancement, Work success, Professional development, and the nature of the work itself. Additionally, policy and administration, occupational status, supervision, relationships with colleagues, and salary and benefits were also found to have a high level of influence on performance.

## Recommendations

### 1. Policy Recommendations

#### 1.1 Policy on Strategic Leadership

Enhance the ability to define organizational strategies by developing a Police Data Analytics System to allow executives to access real-time data on crime, human resources, and budget. This will assist in decision-making and support the long-term strategic roadmap, focusing on personnel development and technology utilization.

### 1.2 Policy on Motivation

Improve the compensation and welfare system by adding special allowances for police officers working in high-risk areas such as border regions or areas with high crime rates. Expand the Police Welfare Fund project to support educational and healthcare expenses for police officers' families.

### 1.3 Developing Police Officers into "Modern Police"

Update training curricula to align with the changing technology and criminal behavior patterns. Promote digital literacy (Digital Literacy) for police officers, enabling them to use technology in investigations and administration. Encourage public participation in safety measures by developing a Police Volunteer Network and supporting the creation of an online crime reporting platform that allows citizens to report incidents through mobile applications directly.

## 2. Suggestions for Future Research

### 2.1 Expand the Sample Scope

The sample scope should be expanded to include police officers from various units, studying leaders at all levels, including senior officers and lower-ranking officers. Additionally, it would be valuable to gather perspectives from the public and those directly affected by law enforcement actions to obtain more diverse and comprehensive data.

### 2.2 Comparison with Other Areas

It is recommended to conduct further research comparing the strategic leadership of police officers in other provincial police regions to gain insights into the strategic leadership practices across different regions.

### 2.3 Study the Challenges Faced by Police Officers

A future study should focus on investigating the challenges and obstacles faced by police officers in the Provincial Police Region 7 to better understand the issues that hinder effective work performance.

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