

Relationships between Work Environment and Personal Performance in Government Agency: A Case of Royal Thai Police Technology Crime Suppression Division (TCSD)

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ABSTRACT

This research aim to study the relationships between work environment, attitude and personal performance of the government officers, case study of the Royal Thai Police's Technology Crime Suppression Division (TCSD). The methodology in this research is Descriptive statistics were employed to describe demographic profiles of the respondents and One-way ANOVA was used to analyze the relationships of variables and test hypotheses.

Research result showed that there are significant relationship between working environment factors and police officers attitude, job satisfaction also to between officers' attitudes and personal performance. The findings showed that relationship with coworker, sympathize and care between supervisor and officer are major

factors for positive attitude improvement. From the findings found that factors could be used to build indirect positive attitude improvement of working environment including working hours, quantity of work, pay rate and promotion opportunity. Concluded that care from coworker and supervisor is a major source of the officers' personal performance improvement.

Keywords: Personal performance, Royal Thai Police, Work environment

Introduction

Employee attitudes and job satisfaction represent one of the most complex areas facing today's managers when they come to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction in term of the motivation of workers, while the level of motivation has an impact on productivity,

and hence also on performance of business organizations (Aziri, 2011). Three major gaps between human resource practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes (Saari, 2004). Moreover, Gallup (2013) demonstrates the pivotal factors ensuring employee engagement and influencing the willingness of employees include (i) recognition and reward system; (ii) effective performance feedback; (iii) shared values and guiding principles; (vi) demonstrated respect, trust, and emotional intelligence; and (v) positive relationship with coworkers. Government agencies can be account as organizations work under the central government's rules and regulations. However, in the past years, the governments tried to relax and allowed some authority for their agencies to perform administration. This study tries to investigate whether how is the relationship between work environment and officers' attitude, and between the attitude and personal performance.

Today Thai police officers' attitude and satisfaction are dropping due to political situation and social conflict. Parkpoom Musika (2011)

revealed that generally, the transfer of the officers was influenced by the patronage system, or by politics, more than any moral system, especially the commissioned officers. The Technology Crime Suppression Division (TCSD), Bangkok, Thailand, is the governmental organization belonging to the Central Investigation Bureau, Royal Thai Police Headquarters. Its vision is to be the organization responsible for law enforcement focusing on technology crime suppression, and is to facilitate justice as well as provide services Thai people with profession and international standard. Corporate value includes competency, overall fairness, people oriented, and service mind. The organizational structure is divided into four divisions including an Administrative Division and the three Divisions of Directing (Divisions 1-3), and a Technology Crime Support Section.

TCSD, today, is as a primary tool of the Thai government to suppress the protester. The internet identity, by nature, is hard to prove and people in the internet can be anyone and can say anything. With a little knowledge in information technology, it is very hard for investigator to find the true identity of the suspect. Since TCSD was established in 2009, this division has been the main unit in investigation and capture the activist and underground protester. Also, TCSD is the police division with the capability to find out the suspect. As a result, the police officer (or

employee) of TCSD always get transferred or relocated after the change to political power. The internet is the last resort for underground protester today. TCSD is heavily forced as a tool to solve the problem for government. This drops the morale and attitude of the police officer. Fear of punishment when change of political power and feeling to be used as a tool to amplify the social conflict in Thailand make the hard work in TCSD harder like never before.

This research focused on the management and leadership roles on what and how to relief the situation, build TCSD employee attitude, increase officer morale and boost job satisfaction and performance. The study objectives were to 1) identify the working environment factors affecting TCSD employee attitudes; 2) determine the relationship between TCSD employee attitudes and job satisfaction; and 3) analyze the factors on how TCSD employee attitudes influence personal performance.

Methodology

This study is quantitative research design using survey questionnaire to collect primary data from police officers at TCSD. The study employed descriptive statistics to analyze the personal profiles of the respondents and inferential statistics to analyze the relationships between variables and to test hypothesis.

Questionnaire Design

The questions in the questionnaire composed of 3 parts including

- 1) Questions about general profile of the respondents.
- 2) Questions about working environment factors influencing job satisfaction.
- 3) Questions about attitude toward job satisfaction and personal performance of the respondents.

Population and samples

There were 150 TCSD police officers in this division and we used all 150 officers as sample group.

Data collection

The authors asked for the permission from TCSD for the distribution of survey questionnaires to 150 officers in TCSD in August 2015.

Data analysis

There were 50 questionnaires were completed and returned (return rate 33.33 percent). Thus, the findings from this study were based on 50 respondents. The data obtained from the survey questionnaires were decoded and analyzed using descriptive statistics and One-Way ANOVA to analyze relationships of variables and to test hypothesis.

Findings and Discussion

Only 50 questionnaires were completed and returned, therefore, the results for this study was based on 33.33 percent return rate. The findings found that the majority of respondents were male, Buddhist, the ages were between 30 to 39 years old, held bachelor degrees, and were single. Most of the respondents were squad leaders, and had working experience 6 – 10 years, were general staffs belonging to the Sub3 Division, and claimed that the jobs at TCSD were their first jobs. The results also revealed no intention to move operation or job between divisions or to headquarters.

The findings also revealed about the working environment that the officers were happy the most with being part of the organization followed by always relax, think others pay attention to their work, and feel comfortable with co-workers respectively.

Regarding to job satisfaction of working in TCSD, the findings found the respondents were satisfied with duty and assignments the most, followed by freedom in working and making opinion, success working at the division, and career advancement respectively.

Finally, the findings found about personal performance of the respondents that they can accomplished task efficiency and effectively, completed the tasks as planned, completed the tasks according to the orders, and completed the tasks with assistance from co-workers respectively.

Hypotheses Testing

The authors employed One-way ANOVA to test hypothesis and the results presented below:

Hypothesis 1: Working environment factors have a significant relationship with attitudes of police at Technology Crime Suppression Division.

Table 1 Relationship between Working Environment Factors and Attitudes of Police at Technology Crime Suppression Division

Attitudes toward working at TCSD		Sum of Squares	df	Mean Square	F	Sig.
1. I'm a part of organization	Between groups	5.336	4	1.334	3.650*	0.012
	Within group	16.444	45	0.365		
	Total	21.780	49			
2. I'm paying attention to	Between groups	1.663	4	0.416	1.048	0.393

Attitudes toward working at TCSD		Sum of Squares	df	Mean Square	F	Sig.
surroundings	Within group	17.857	45	0.397		
	Total	19.520	49			
3. I'm getting stress easily.	Between groups	6.628	4	1.657	2.401	0.064
	Within group	31.052	45	0.690		
	Total	37.680	49			
	Between groups	1.863	4	0.466	1.005	0.415
4. I don't care about others.	Within group	20.857	45	0.463		
	Total	22.720	49			
5. I'm always getting attention from others.	Between groups	1.351	4	0.338	0.763	0.555
	Within group	19.929	45	0.443		
	Total	21.280	49			
	Between groups	1.295	4	0.324	0.611	0.657
6. I'm always relaxed.	Within group	23.825	45	0.529		
	Total	25.120	49			
7. I feel comfortable with coworker.	Between groups	1.178	4	.295	0.524	0.719
	Within group	25.302	45	.562		
	Total	26.480	49			
	Between groups	1.643	4	.411	0.980	0.428
8. I sympathize with others' feelings.	Within group	18.857	45	.419		
	Total	20.500	49			
9. I have to taking care of other people task.	Between groups	5.175	4	1.294	2.550	0.052
	Within group	22.825	45	.507		
	Total	28.000	49			
	Between groups	2.247	4	.562	0.806	0.528
10. I have to solve other people problem.	Within group	31.373	45	.697		
	Total	33.620	49			
11. I think others not pay attention to their work.	Between groups	2.971	4	.743	0.761	0.556
	Within group	43.909	45	.976		

Attitudes toward working at TCSD		Sum of Squares	df	Mean Square	F	Sig.
Total		46.880	49			
12. I think there is a patronage system.	Between groups	1.306	4	.326	0.318	0.865
	Within group	46.214	45	1.027		
	Total	47.520	49			

The results from H1 test found a significant relationship between working environment factors and attitudes of the police officers. The results, therefore, accept H1. The results from H1 test agreed with the findings from Wichathorn Pimkrom (2011) that working environment is a

significant determinant of increasing positive attitudes of government officers.

Hypothesis 2: There is a significant between Police officers' attitudes and job satisfaction of police at Technology Crime Suppression Division.

Table 2 Relationships between Attitudes of Police Officers at Technology Crime Suppression Division toward Leaders and Job Satisfaction

Job Satisfaction		Sum of Squares	df	Mean Square	F	Sig.
1. Satisfaction in success working at TCSD	Between groups	5.843	3	1.948	6.146*	.001
	Within group	14.577	46	.317		
	Total	20.420	49			
2. Satisfaction in acceptance in the workplace	Between groups	6.468	3	2.156	7.776*	.000
	Within group	12.752	46	.277		
	Total	19.220	49			
3. Satisfaction in freedom in working and making opinion	Between groups	9.683	3	3.228	6.401*	.001
	Within group	23.197	46	.504		
	Total	32.880	49			
4. Satisfaction in duty	Between groups	7.197	3	2.399	9.922*	.000

and assignments	Within group	11.123	46	.242		
	Total	18.320	49			
5. Satisfaction in career	Between groups	5.377	3	1.792	3.566*	.021
advancement	Within group	23.123	46	.503		
	Total	28.500	49			
6. Satisfaction in salary	Between groups	2.628	3	.876	1.941	.136
and welfare	Within group	20.752	46	.451		
	Total	23.380	49			

*Sig. < 0.05.

The results from H2 test found significant relationships between working attitude and job satisfaction of the police officers. Factors influenced on working attitude included success working at the division, acceptance in workplace, freedom in working and making opinion, duty and assignment, and career advancement. The results from this study are similar to the findings from Bamnarn Bamrungros (1994) who reported factors influencing the morale of the police officers in Loei Province which the moderate level of morale was associated with work situation,

success, human relations, and opportunity of advancement, service, and social situation. Similarly, Chalosak Asa (1991) reported the actors influencing the morale of commissioned police officers belonging to the provincial police station division 6 included supervising styles, coworkers, police station setting, occupation dignity progressive opportunity, sufficient earnings, welfare, and justice.

Hypothesis 3: There is a significant relationship between police officers' attitudes and personal performance

Table 3 Relationships between Attitudes and Personal Performance of Police at Technology Crime Suppression Division

Personal Performance		Sum of Squares	df	Mean Square	F	Sig.
1. Accomplished task with good performance	Between groups	5.373	3	1.791	6.363*	.001
	Within group	12.947	46	.281		

and standard	Total	18.320	49			
2. Accomplished all	Between groups	5.704	3	1.901	7.112*	.001
assigned task according to	Within group	12.296	46	.267		
the order	Total	18.000	49			
3. Accomplished task as	Between groups	6.536	3	2.179	6.575*	.001
planned and scheduled	Within group	15.244	46	.331		
	Total	21.780	49			
4. Accomplished task	Between groups	9.508	3	3.169	9.280*	.000
with effectiveness and	Within group	15.712	46	.342		
measurability	Total	25.220	49			
5. Task has been	Between groups	10.946	3	3.649	12.046*	.000
reviewed, analyzed and	Within group	13.934	46	.303		
measured by supervisor	Total	24.880	49			
6. Accomplished task	Between groups	5.247	3	1.749	4.403*	.008
with cooperation of co-	Within group	18.273	46	.397		
worker	Total	23.520	49			

*Sig. < 0.05

The results from H_3 test found significant relationships between working attitude of the police officers and their personal performance. Factors including accomplished task with good performance and standard, accomplished all assigned task according to the order, accomplished task as planned and scheduled, accomplished task with effectiveness and measurability, task has been reviewed, analyzed and measured by supervisor, accomplished task with cooperation of co-worker influence on the performance of the officers at TCSD. The results agreed with Babin

and Boles (1996); Pettit (1997), and Judge (2001) who found that job satisfaction and personal performance were influenced by working environment.

Implication

The authors of this study tried to applied knowledge in management areas to test the government officials using police officers at TCSD as samples. The findings from this study reflex similar results from previous studies which have been done on similar topics but on the private

organizations which found working environment influenced on employees' attitudes while the attitude of employees further influence on personal performance. We could conclude that the results from this present study could be applied to all employees no matter he or she works for private organizations or police forces. Managers who are in charge of administration particularly for human resource management in organizations should make clear understanding that their employees, officers, or whatever call are human who have basic similar needs when they are working in organizations.

For the policy makers, the results from this study found that regulation and rules established by the government, Royal Thai Police, or police divisions have direct influence on working environment of the officers. Rules issued by the administrators should be reasonable, up-to-date, and to cope with the changes in the socioeconomic situation of Thailand. The rules at every level should be suitable for the balance of work and living of the officers, so that it could support the police officers to work hard and be happy at the same time. The knowledge of human management should be applied when consider to issue or update rules and regulations since the goal of the RTP are to have high performance for the organization while officers are happy with their jobs.

For the administrators, the results from this study represented good working environment when the officers stated "I am part of this organization". However, if we test other police divisions, the results may be different. Thus, the TCSD could be used as an example for other divisions on how to make high performance with happiness of the officers.

For human resource managers, there are difference names to call human resource management teams in the government agencies. However, all names go for the same goal of "how to make officers (employees) happy during working". Since the findings from this study found that good working environment is the source of personal performance, the human resource managers and line managers should find out the right way to manage his or her officers. First and easy way to manage his or her subordinates is to know more about the different of the subordinates.

For general people who are interesting in knowledge of organization management, the results from this study provide them the confirmation message that employees no matter what type of organizations (private, public, and non-profit) have similar needs.

Recommendations for Further Research

The results obtained from this study may differ from different settings when focus on other police division or other public organizations in Thailand. Although this study may highlight the topical interest of this issue, it also calls for further and more in-depth research the relationships between working environment, job satisfaction and personal performance. Consequently, recommendations for further research are proposed as follows:

1) A study to explore more factors that affect the relationship between job satisfaction and personal performance in a larger scale.

2) A comprehensive study of multi-factors influencing employee satisfaction, and personal performance.

3) A study of longitudinal designs that study changes in employee satisfaction, personal performance, engagement, the causes of such changes, and the resulting usefulness to the performance of organizations.

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