



**JOB SATISFACTION OF POLICE OFFICERS IN  
METROPOLITAN POLICE STATION UNDER THE NINTH  
METROPOLITAN POLICE DIVISION**

**POL.CAPT.UTANE TANGPITAKSAMER**

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**With compliments  
of**

**บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล**

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UTANE TANGPITAKSAMER : JOB SATISFACTION OF POLICE OFFICERS IN METROPOLITAN POLICE STATION UNDER THE NINTH METROPOLITAN POLICE DIVISION : THESIS ADVISORS: SOMBOON SIRISUNHIRUN, M.A., SIRIRAT CHOONHAKLAI, Ph.D. , JIRAPORN SAWANGNETR , PhD. 83 P. ISBN 974-0-2347-7

This study is a survey research which is aimed at studying the level of job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division. The population of this study was 1,640 police officers in the metropolitan police station under the Ninth Metropolitan Police Division. There were 330 samples, and the instrument for the study was a questionnaire constructed by the researcher using the Likert's scale. The SPSS program was utilized to analyze the data and the statistics employed were percentage, mean, standard deviation and Chi-Square.

The results of the study revealed that only gender and rank do not relate to the job satisfaction of the police officers. When dividing the job satisfaction into 3 levels: low, moderate and high, it was found that most of the samples were at the moderate level of job satisfaction, followed by those at the high level and then those at the low level .

Some suggestions from the study are that the Office of Royal Thai Police should compensate for the effort of the police officers with the opportunity for promotion or advancement or by transferring them to an appropriate position. A moral system should be employed for consideration. Another suggestion is that the structure of the Office of Royal Thai Police should be changed from a ranking system to a horizontal system and decentralization should take place. The police officers could then be more advanced and they could work in their own hometowns so that the human resource management of the Office of Royal Thai police could be efficient.

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อุเทน ตั้งพิทักษ์เสมอ : ความพึงพอใจในการปฏิบัติงานของตำรวจประจำสถานีตำรวจนครบาลในกองบังคับการตำรวจนครบาล 9 (JOB SATISFACTION OF POLICE OFFICERS IN METROPOLITAN POLICE STATION UNDER THE NINTH METROPOLITAN POLICE DIVISION) คณะกรรมการควบคุมวิทยานิพนธ์ : สมบูรณ์ ศิริสรธริรัญ ร.ม.(บริหารรัฐกิจ) , ศิริรัตน์ ชูณหคล้าย Ph.D.(Public Administration), จิราภรณ์ สว่างเนตร พบ.ค.(บริหารพัฒนา) , 67 หน้า . ISBN 974-0-2347-7

การศึกษาวิจัยครั้งนี้เป็นการวิจัยเชิงสำรวจ มีวัตถุประสงค์เพื่อศึกษาระดับความพึงพอใจในการปฏิบัติงานของตำรวจประจำสถานีตำรวจนครบาลในกองบังคับการตำรวจนครบาล 9 วิธีการวิจัยเป็นการศึกษาเชิงสำรวจ โดยประชากรกลุ่มตัวอย่างที่ศึกษาคือ เจ้าหน้าที่ตำรวจประจำสถานีตำรวจนครบาลในกองบังคับการตำรวจนครบาล 9 ซึ่งมีจำนวนทั้งสิ้น 1,640 คน ใช้กลุ่มตัวอย่างจำนวน 330 คน เครื่องมือที่ใช้ในการเก็บรวบรวมข้อมูลคือแบบสอบถามที่ผู้วิจัยสร้างขึ้น โดยใช้มาตรวัดแบบลิเคิร์ต การวิเคราะห์ข้อมูลใช้โปรแกรม SPSS โดยสถิติที่ใช้ในการวิเคราะห์ข้อมูล คือ ร้อยละ ค่าเฉลี่ย ค่าเบี่ยงเบนมาตรฐาน และค่าไคสแควร์

ผลการศึกษาพบว่าในการวิเคราะห์ความสัมพันธ์ระหว่างความพึงพอใจในการปฏิบัติงานของตำรวจกับลักษณะประชากร คือ เพศ , อายุ , ระดับการศึกษา , ชั้นยศ , เงินเดือน , เวลาในการปฏิบัติราชการ , เวลาปฏิบัติราชการประจำสถานีตำรวจในกองบังคับการตำรวจนครบาล 9 , ระยะเวลาทำงานในแต่ละวันและปริมาณงานที่ได้รับ ปรากฏว่ามีเพียงเพศและชั้นยศเท่านั้นที่ไม่มีความสัมพันธ์กับความพึงพอใจในการปฏิบัติงานของตำรวจประจำสถานีตำรวจนครบาลในกองบังคับการตำรวจนครบาล 9 เมื่อมีการจัดแบ่งระดับความพึงพอใจออกเป็น 3 ระดับ คือ ความพึงพอใจน้อย , ปานกลาง และมาก พบว่า กลุ่มตัวอย่างส่วนใหญ่มีระดับความพึงพอใจในการปฏิบัติงานปานกลาง รองลงมาคือความพึงพอใจในการปฏิบัติงานมาก และสุดท้ายคือระดับความพึงพอใจในการปฏิบัติงานน้อย

ข้อเสนอแนะในการบริหาร สำนักงานตำรวจแห่งชาติต้องตอบสนองความวิริยะอุตสาหะของข้าราชการตำรวจด้วยการให้โอกาสที่จะได้รับการเลื่อนขั้น เลื่อนตำแหน่ง การแต่งตั้งโยกย้ายให้อยู่ในตำแหน่งที่เหมาะสม มีการนำระบบคุณธรรมใช้ในการพิจารณา และข้อเสนอแนะอีกประการหนึ่งคือการปรับปรุงโครงสร้างของสำนักงานตำรวจแห่งชาติจากระบบการบังคับบัญชาตามลำดับชั้นมาเป็นแบบแนวราบและให้มีการกระจายอำนาจจากส่วนกลางไปสู่ส่วนภูมิภาค ซึ่งจะทำให้ข้าราชการตำรวจมีโอกาสได้รับความก้าวหน้าได้ง่ายขึ้นและสามารถปฏิบัติงานในถิ่นภูมิถิ่นฐานบ้านเกิดของตนเองได้ซึ่งจะส่งผลให้ระบบการบริหารงานทรัพยากรมนุษย์ของสำนักงานตำรวจให้เป็นไปอย่างมีประสิทธิภาพ

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## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background of the Study**

In the principles of management both in the government and private section, there are 4 main factors (4M): man, money, materials and management. These factors directly bring about the success or failure of the organization. Among them, man or personnel is considered the most important or valuable one. An organization in which the personnel are qualitative, full of knowledge, responsible and attentive to work will be successful in the operation. On the other hand, the operation of the organization can be late, or the resources may be consumed uselessly if the personnel of the organization are not responsible or attentive although they are full of knowledge. The consideration on the outcome in the administration of an organization may be done with the consideration from the efficiency and effectiveness in the operation of the personnel, which depend on a lot of elements: proficient personnel, qualitative materials, operational environment, etc. Another vital element is the attitudes of the personnel in the organization. Newstrom and Davis (1993 : 194) state that the attitudes of the personnel in the organization are essential because they affect their behaviors. It can be said that the attitudes relating to the job satisfaction and the commitment to the organization are the main respects in studying the behaviors of the personnel in the organization and the operational methods in the human resource management. The job satisfaction focuses on the attitudes of personnel towards their own job, and the commitment to the organization emphasizes on their attitudes

towards the whole organization. If the organization comprises of a lot of satisfied personnel, it indicates its good administration.

The Office of Royal Thai Police is the main organization in maintaining the peaceful living in the society. Its main responsibility is to protect the security in the lives and properties of the people. The police officers are then the protectors of the laws, the controllers of the whole societal behaviors to conform the social rules and regulations and the officials who service the people. Their essential responsibilities can be summarized as follows.

1. It is to prevent the crimes both in the country and outside. In some missions, the police officers have to prevent the crimes from the foreign countries, which is called the international crime prevention. If the work is successful, the direct effect is that the number of crimes decreases. In case there is a crime, the criminal must be arrested in order to punish them as the laws appoint.

2. It is the fundamental step of the justice process. The interrogation is to gather the evidences and to do the other duties as the laws appoint in order to understand the truth about the crimes and prove them so that the criminals are punished.

3. It is the direct service to the people such as the traffic control. Sometimes, the police officers have to help people, which doesn't seem their direct responsibility. For example, they have to help the people in case that the wild animals are in the people's house, the people are lost or in case of the beggars or the crazy people.

4. It is to protect the national security. For example, the police have to prevent the other countries' people who try to get in the country illegally.

5. The other special duties are such as to protect the very important people of the country such as the Royal family or the other important people either inside or outside the country.

It can be seen that the police's responsibilities deal with all levels of people. They affect the rights and freedom of the people, and they also deal with the social peace.

The Metropolitan Police Headquarters is responsible for taking care of Bangkok, which is the national center. It is also considered the most civilized area of the country; however, it is the most problematic area. The Ninth Metropolitan Police Division is a department in the Metropolitan Police Headquarters. It is responsible for the diverse area as some parts are adjacent to the other provinces. The area is then both civilized and remote. There are 10 police stations under the Ninth Metropolitan Police Division as follows.

1. Thakham Metropolitan Police Station
2. Tientalae Metropolitan Police Station
3. Samaedam Metropolitan Police Station
4. Bangbon Metropolitan Police Station
5. Lucksong Metropolitan Police Station
6. Petchakasem Metropolitan Police Station
7. Bangkhunthien Metropolitan Police Station
8. Pasicharoen Metropolitan Police Station
9. Nongkhaem Metropolitan Police Station
10. Nongkhangplu Metropolitan Police Station

It can be assumed that the police's responsibilities are essential as the police department is the main organization in solving the problems and maintaining the peaceful living of the society. Its main duty is to protect the security in life and properties of the people; therefore, the researcher is interested in studying the job satisfaction of the police officers in the Ninth Metropolitan Police Division. If the police officers encounter some problems, this will affect their operation and cause the problems about the social peace. In contrast, if the problems of the police officers are solved, that will bring about the efficiency and effectiveness in the operation, and it will affect the society directly.

## **1.2 Objectives of the Study**

1. It is to study the level of job satisfaction of the police officers in the Ninth Metropolitan Police Division.
2. It is to study the factors relating to the job satisfaction of the police officers in the Ninth Metropolitan Police Division.

## **1.3 Scope of the Study**

This is a survey research in which the population comprises of the police officers from ten police stations in the Ninth Metropolitan Police Division.

The job satisfaction composes of 10 elements as follows: characteristics of work, supervision, job security, colleagues and internal operation, operational environment, sufficiency of income, operational advancement, social characteristics, communication and operational compensation.

#### **1.4 Definitions of the Study**

The job satisfaction is the attitudes and feelings of the police officers towards the following 10 elements: characteristics of work, supervision, job security, colleagues and internal operation, operational environment, sufficiency of income, operational advancement, social characteristics, communication and operational compensation.

Salary reveals to the amount of money that the police officers receive each month.

Daily operational duration means the duration that the police officers work each day.

Amount of work reveals to the amount of work whether or not it is a crime that the police officers receive for the daily operation.

Characteristics of work is the important characteristics or the attraction of work pertaining to the skills, aptitudes, operational ability, opportunity for learning new things, difficulty of work and opportunity to work successfully.

Supervision means the consultation and supervision in the operation.

Job security is the status that the police officers can work with their full potentials and the justice from their superiors.

Colleagues and internal operation means the satisfaction towards the colleagues, the knowledge and ability of the colleagues, the assistance to one another and the friendliness.

Operational environment reveals to the light, sound, air, office, cafeteria, toilet and restroom, office area, work hour and appropriate equipment.

Sufficiency of income reveals to the money or something that the police officers can use to compensate their own needs, which the police officers receive from the operation.

Operational advancement is the status of being promoted with justice and the criteria of the operation.

Social characteristics mean the needs of being accepted in the society or being considered a part of the society.

Communication is the transference of the orders for the operation and the communication either within or outside the organization.

Operational compensation is the pension, the medical fees, the fringe benefits, the food, the residence, the holidays and the vacation, etc.

### **1.5 Variables of the Study**

1. The independent variables are the age, gender, workplace, rank, bureaucratic duration, education, salary, daily operational duration and amount of work.
2. The dependent variables are the job satisfaction of the police officers in the Ninth Metropolitan Police Division, comprising of 10 elements: characteristics of work, supervision, job security, colleagues and internal operation, operational environment, sufficiency of income, operational advancement, social characteristics, communication and operational compensation.

### Conceptual Framework

This study is aimed to elicit the factors relating to the job satisfaction of the police officers in the Ninth Metropolitan Police Division.

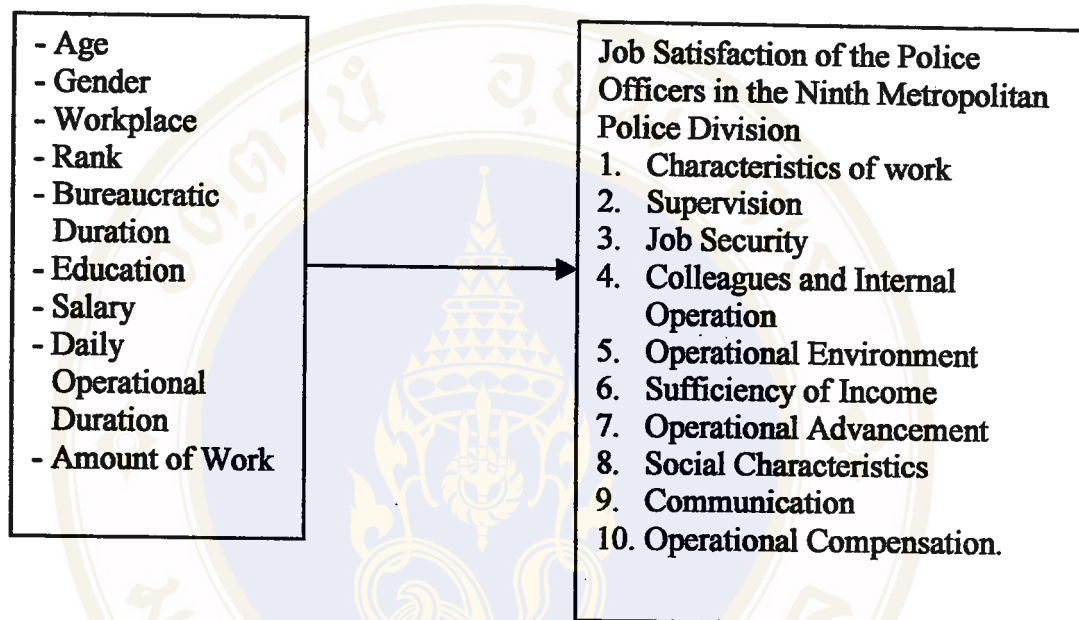


Diagram 1 indicates the relationships of the variables in the study.

## 1.6 Variables and Levels of Measurement

Type of Variables	Level of Measurement
1. Independent variables	
Age	Interval
Gender	Nominal
Workplace	Nominal
Rank	Nominal
Bureaucratic Duration	Interval
Education	Nominal
Salary	Interval
Daily Operational Duration	Interval
Amount of Work	Interval
2. Dependent variables	
Job Satisfaction of the Police Officers in the Ninth Metropolitan Police Division	Interval

## 1.7 Benefits of the Study

1. It can make us know the level of job satisfaction of the police officers in the Ninth Metropolitan Police Division.
2. It can make us know the factors affecting the job satisfaction of the police officers in the Ninth Metropolitan Police Division.
3. It can make us know the problems and the solutions to them in the operation of the police officers in the Ninth Metropolitan Police Division.

## **CHAPTER II**

### **LITERATURE REVIEW**

In the study on “job satisfaction of police officers in the metropolitan police station under the ninth metropolitan police division”, the researcher has studied and gathered the approaches, theories and related literature in the following contents.

1. Approaches and theories about job satisfaction
2. History and responsibilities of police officers
3. Structure of the ninth metropolitan police division
4. Related researches

#### **2.1 Approaches and Theories about Job Satisfaction**

##### **Definitions of “Job Satisfaction”**

Job satisfaction is defined by a lot of academicians, and most of the definitions are similar.

Smith (1965 : 114-135) states that job satisfaction indicates the level of satisfaction of a person towards the job whether it can respond their needs. In other words, it is the feeling of a person towards the job in the physical, mental and environmental circumstances.

Applewhite (1956 : 6) defines job satisfaction as the happiness the people receive from the physical environment in the job, the ones they receive from their colleagues, the good attitudes to work and the satisfaction in the income.

Mayuree Rangrisombatsiri (1987 : 41) concludes that job satisfaction is the good attitude of a person towards each element such as good work allocation, work incentives. Moreover, the status that a person's physical and mental needs are responded satisfies him and helps achieve the goal of the organization.

Pongjan Wanwijit (1991 : 17) describes that job satisfaction is the attitude of a person towards the work he does and the other circumstances about work. The attitude will make the person's physical and mental needs responded. Then the person will be satisfied with work and can work to achieve the goal of the organization.

Aree Petchpud (1987 : 49-50) explains that job satisfaction deals much with the attitudes of the workers towards their employers. It is the happiness from their own working experiences. This happiness derives from the status that their physical and mental needs are responded. The differences in work that the employers order can bring about the satisfaction or dissatisfaction in work.

From the definitions above, it can be summarized that job satisfaction is the feeling or attitudes of a person towards the work he does together with the other elements pertaining to work such as operational environment, commandment, characteristics of work, appropriateness of work, salary and wages, security and advancement and relationships in work, etc. If the feeling or attitudes are responded in accord with his needs, the person will be satisfied with work and willing to work to achieve the goal of the organization.

### **Elements of Job Satisfaction**

Work itself is not the only factor which makes the person satisfied. Whether or not a person is satisfied with work depends on a lot of factors or elements. If these

elements can respond his physical and mental needs, the person will be satisfied with work. Furthermore, each person may be different or similar about his satisfaction with the elements.

Gilmer (1966 : 280-283) summarizes the 10 elements affecting the job satisfaction as follows.

1. Characteristics of work relates to the knowledge and ability of the person. If he is assigned the work of his aptitude, he will be satisfied.

2. Supervision is essential to make a person satisfied or dissatisfied with the work. The bad supervision can be the first cause of absence to work and resign. He finds that the female workers are more sensitive to this affair than the male ones.

3. Job security is the status that the person is secured with their work, that he can work with his full potential and that he receives justice from his superiors. The person with the low level of knowledge undoubtedly considers the job security very vital for him. Meanwhile, the one with the high level of knowledge does not. Finally, the old person wants more security in work.

4. Colleagues and internal management are such as the satisfaction towards the colleagues, the recognition of the organization and the internal management of the organization. It is found that the old person is of the higher level of this need than the younger one.

5. Operational environment is such as light, sound, air, office, cafeteria, toilet and work hour. There are a lot of researches indicating that the operational environment is more important for women than men. In contrast, the work hour is more important for men. Among women especially the married ones, besides, the work hour is really essential.

6. Wages tend to cause dissatisfaction rather than satisfaction. Males consider it more important than women do. Moreover, the workers in the factories consider it more important than the governmental officials do.

7. Advancement is such as being promoted to the higher position or being compensated from his own working ability. A lot of researches summarize that the non-advancement brings about the dissatisfaction in work, and males are more likely to need it than females. However, when one gets older, the need decreases.

8. Social characteristics relate to the need of being a part in the society or being accepted by the society. This can bring about the satisfaction or dissatisfaction. If a person can work with the others happily, he will be satisfied with work. Moreover, it relates to age and level of work, so females consider it more important than males do.

9. Communication is such as transference of the information and orders and the communication within and outside the organization. This factor is really essential for the workers with the high level of education.

10. Compensation is such as pension, medical fee, fringe benefit, residence, food, holidays and vacation.

Locke (cited in Aree, 1987 : 56-58) summarizes the basic elements bringing about the job satisfaction as follows.

1. Work itself is the first element that can make a person satisfied or dissatisfied, which means whether or not the person likes the job. If he likes and is interested in it, he will be satisfied with it. Moreover, the characteristics of work are diverse. If it is challenging and makes him learn a lot of new things, he will also be satisfied. The level of work must be appropriate as well as the amount of work. The

person will be satisfied, furthermore, if the work supports him to succeed, and he can control the process and his working statistics and can improve them.

2. Wage is another element because the worker can use it to respond his own needs. The appropriate wage will satisfy the worker. Moreover, the wage must be fair and equal for the same type of workers with the same qualifications. The paying method is another thing which can satisfy or dissatisfy the workers such as paying monthly, fortnightly, daily or paying as commission.

3. Advancement is another element because all the workers expect to be promoted from their superiors. Moreover, the promotion criteria must be fair and acceptable.

4. Acceptance from the superiors and the colleagues is another element causing satisfaction to the workers. When a person succeeds in work, he should be praised. He should also be credited, and the superiors should support the person to work successfully.

5. Compensation that the person receives from work or expects to earn from work is another element that can satisfy a person such as pension, medical fee, annual bonus and holidays.

6. Operational environment including the physical one such as temperature, light, sound and the office condition, the location of the organization or the factory is another element. The work hour and the break are also two kinds of the operational environment.

7. The superior is another element that can satisfy or dissatisfy a person. Each type of superior can influence the inferiors differently. For example, how good are the superior's administrative skills? How much does the superior know about

human relations? When there is a problem in work, how much can the superior advise his inferiors?

8. The colleague is another element that can support or suppress the job satisfaction of a person. If a person has the colleagues with the high qualifications who are helpful and friendly, he may be more satisfied than the others. In contrast, if a person has the colleagues with the low qualifications who are unhelpful and unfriendly, he may be unhappy to work.

9. Regarding the organization and the management, the policy or the administration within the organization is another essential element. The exact policy of the organization about wages, fringe benefits or promotion can satisfy or dissatisfy the workers.

Feldman and Arnold (1983 : 193) classify the essential elements of the job satisfaction into 6 following categories.

1. Regarding the wages in terms of amount, fairness, equality and paying method, the job satisfaction is caused by the wages rather than the other compensations. The wage indicates the job satisfaction in the following respects.

1.1 Money is the crucial element to respond the basic needs of a person. He can spend the money for food, residence, clothing and recreation.

1.2 Money is the symbol of success and acceptance. The workers are likely to feel that the wages reflect from the interest of their superiors.

2. For the command about the type of command, control, human relations and administrative skills, the leadership relates to the job satisfaction in two following respects.

2.1 The leaders who understand, support and pay attention to the inferiors will satisfy them.

2.2 The leaders who provide the opportunity for the inferiors to decide will increase the level of job satisfaction to them.

3. Characteristics of work mean the vital features and attractiveness of the work, which relate to the skills, aptitudes to the working ability, opportunity to learn the new things, difficulty of work, amount of work, chance to success, including the duplication of work and opportunity to control work thoroughly.

4. Colleagues, knowledge of the colleagues, assistance to one another and friendliness are the factors relating to the job satisfaction. The work group is the source of satisfaction, which provides the opportunity for the members of the organization to relate to one another. The members who do not have any chances to talk to the colleagues will not be satisfied and tend to resign. Moreover, the work group is the source of satisfaction when the members are similar in terms of attitudes and tastes. The similar attitudes can reduce the conflicts that can happen daily. In addition, the feeling of being accepted from the group highly relates to the job satisfaction.

5. Advancement in terms of justice and accordance to the criteria generally brings about changes to the person in control, characteristics of work, colleagues and wages. Advancement expectation is the need to earn more, the need of social status, the need to be more responsible and the need for justice.

6. Operational environment positively relates to the job satisfaction; however, the relationship is at the quite low level. The environment such as work

hour, break time, temperature, air transference, light, sound and the appropriate equipment can affect the job satisfaction in the following aspects.

6.1 The workers are satisfied with the good operational environment because it can bring about good physical convenience. The bad operational environments that affect the physical health are such as the too hot weather, pollution and the bad air transference, etc.

6.2 The good operational environment facilitate the work to be efficient because there is no disturbance, and the appropriate equipment will help the work succeed.

### **Theories about Job Satisfaction**

A crucial responsibility of the superiors is about motivating their inferiors to work efficiently and enthusiastically and devote themselves for the organization as much as possible. The fact that human works arouses them to pay more attention to their own work. The right motivation attracts the feelings and thoughts of the people to coincide with the organization (Nangnoi Paepetch, 1976 : 242).

Therefore, the superiors must pay attention to the related theories so as to be a good way to foster the good operational atmosphere and to respond the needs of the workers, which are to build up the job satisfaction. The important theories relating to the job satisfaction can be summarized as follows.

#### **1. Hierarchy of Needs Theory**

Pittaya Bawornwattana (1998 : 81-83) mentions about Abraham H. Maslow, a theorist on human relations considerably influences the thoughts of the public administrator, that in 1954, he proposed the hierarchy of needs theory as follows.

1. All humans have a lot of needs that can be ordered with their importance as follows.

1.1 Physiological needs are such as the needs for food, sleeping, breath and the others that are necessary for survival. They are the lowest and first need of humans.

1.2 Safety and security needs come after the physiological needs are responded. For instance, humans need to be protected from danger and threaten such as physical danger and economic security (which is more and more essential), etc.

1.3 Social and love needs are the next ones to the safety and security needs. After the physiological needs and the safety and security needs are responded, humans will have the new needs that are the social needs. They are the needs to be mentally warm by participating in social groups such as family and friends, and feeling that they are the part of the group.

1.4 Esteem needs are the fourth needs of humans. The humans whose physiological needs, safety and security needs and social and love needs are responded will orient to the fourth needs. To motivate the humans with this kind of needs must employ the strategy to respond the fourth needs that are to be successful and to have knowledge and be self-confident. Meanwhile, to be praised means the needs to be at the high societal level and to be praised by the people in the society.

1.5 Self-actualization is the highest need of humans. It is the needs to utilize their full potential, so it is the opportunity for humans to respond their own needs as much as they can.

2. The principle of Maslow's hierarchy of needs theory is that humans always need endlessly, and these needs are in 5 orders. The physiological needs are the basic needs that are essential for living for all humans. If they are not responded, humans cannot exist in the world. If the needs are responded, they will have the next ones. Therefore, to motivate humans to work efficiently, the administrators must understand what the workers need and in which categories the needs are. Supposing the workers are satisfied with their physiological conditions for instance having food and good residence, the motivating method, according to Maslow, must respond the next need which is the safety and security ones. The fact that the administrators try to respond the third, fourth or fifth needs while the second ones are not responded is the wrong method that cannot bring about any increase of the products. The hierarchy of needs, consequently, affects the behaviors of human beings. The needs that are responded will not stimulate them any more. The administrators must find the methods and incentives to motivate or respond the different needs of the people in the organization so that they can be satisfied, then they can work for the organization forever.

## **2. Frederick Herzberg's Two-Factor Theory**

Herzberg's two-factor theory can be called variously such as motivation-maintenance theory, dual factor theory and motivation-hygiene theory (Somyot Naveekarn, 1978 : 98).

Herzberg et. al. (1959 : 113-119) try to study about the factors affecting the job satisfaction and dissatisfaction by interviewing 200 engineers and accountants from 9 companies in Pitzberg, Pennsylvania, in order to find out which kind of experience that make these people feel positively or negatively towards it. After that, Herzberg and the others analyze and order them by categorizing them into the experiences or events that cause good and bad attitudes. These are called “motivation factors” and “hygiene factors.”

The motivation factors relate mostly to the positive feelings towards the work. The people will be motivated to increase the products by these factors, comprising of work success, acceptance, characteristics of work, responsibility and advancement. Herzberg believes that these factors motivate human to work more and bring about the feelings of the people towards the work. The people will be satisfied with work if there are these factors. In contrast, they will be dissatisfied if there are not these factors.

The hygiene factors relate to the negative feelings towards the work and the operational environment. They comprise of policy and administration, control, occupational status, operational condition, personal living, salary, advancement, security in work, relationships with the superiors and the inferiors, and relationships with the colleagues. They bring about dissatisfaction if these factors do not exist. However, these factors may not bring about satisfaction as the people may think that there must be these factors anyway and these factors are the first assumptions to prevent the people from the job dissatisfaction.

Herzberg and the others summarize that the motivation factors are the ones bringing about the job satisfaction while the hygiene factors, although they prevent the

people from boredom or job dissatisfaction, cannot bring about the job dissatisfaction. From this point of view, the factors bringing about the job satisfaction and dissatisfaction are not opposite but just different.

Sermasak Wisalaporn (1982 : 99-102) concludes that the hygiene factors respond the avoidance needs while the motivation factors respond the approach needs. It can be summarized that the motivation factors relate to the work humans do, and the hygiene factors deal with the operational environment or the office. The factors that cause the job dissatisfaction then relate to the environment rather than the job itself. Therefore, they are only the small incentives to the majority group of people. In the meantime, the factors that bring about the job satisfaction relate to the job directly, so they are the essential supporters. However, we can't ignore the dissatisfaction factors because they can cause the satisfaction easily. These factors are called "hygiene factors" because they help prevent the trouble in the operation. The salary, supervision, facilities, compensation, recognition and the good relationships among the people are the hygiene factors that are necessary to prevent the working level. These factors, however, do not help increase the working level. In addition, the satisfaction factors such as the success, the praise and the others are the hygiene factors for the members. The superiors must realize that they do not stimulate their working level; however, there can be trouble if there are not these factors. The people who lack of the motivation still work as usual, but they will find their happiness outside the organization such as from the family, hobby or sports, etc. The people who focus on the hygiene factors usually consider their occupation as the supporting one or the tool for the other things.

According to Herzberg, although the elements causing the job satisfaction and dissatisfaction derive from the different sources, the two elements cannot be separated from each other absolutely. They still have some overlapping parts.

### **3. Douglas McGregor's Theory X and Y**

How much the motivation of inferiors or the workers are responded depends on the superiors essentially. Consequently, it is worthy to know the hypotheses about the people in the superiors' points of view. This is because how much they provide the opportunity for the workers to be responded in terms of their motivation depends on their managerial assumptions on the employees.

McGregor (cited in Thongchai, 1980 : 364-367) summarizes the hypotheses about humans in "The Human Side of Enterprise." Both assumptions – Theory X and Theory Y – compare the characteristics of human in two different points of view as follows.

#### **Theory X**

McGregor sets up the hypotheses about humans as follows.

1. Generally, human do not like working. They try to shirk whenever it is possible.
2. As humans do not like working, the organization needs to control, force, supervise or threaten by various punishment methods in order that the goal of the organization can be achieved.
3. Normally, humans like these methods, so they want the force or control from the superiors only in order to shirk from the responsibilities. Humans in general are not enthusiastic or ambitious, but they have only the security needs.

### Theory Y

After the science about human behaviors are studied and researched widely, there are new assumptions about humans. McGregor has summarized them in his Theory Y as follows.

1. While humans are working in his responsibility, they may consider it fun and enjoyable. Therefore, the people in general do not always shirk from the responsibility. Whether or not the work is good or bad for them depends on the control condition. In contrast, if the work is by force or punishment, they will not like it.
2. As a result, the various punishment methods of control or threaten cannot bring about the achievement on the goal of the organization. Actually, humans should be provided the opportunity for self-direction and self-control while they are working in order that the goal of the organization can be achieved.
3. From the above reasons, the status that humans are willing to commit themselves to the responsibility makes the responsibility relate and motivate them to work successfully to achieve the goal of the organization. Then their needs can be responded as well.
4. The reason that humans try to shirk from the responsibility is that they lack of enthusiasm. They emphasize on respond their security needs only because of their learning process and experience. In fact, the characteristics of humans are not as mentioned. If the work is managed appropriately, the workers will accept the work and want to be responsible for the success of the work.

5. If humans are approached appropriately, they will have the excellent qualifications: good thoughts, intellect and creativity to solve the problems of the organization.

6. It can be concluded that within the current industrial system, the fact that the genuine characteristics of humans are not approached makes the consumption of human resources inefficient.

Both assumptions are about humans, which can be advantageous for the superiors to understand and do in order to motivate the inferiors so that the products can increase. Moreover, it helps the superiors realize the fact that the human administration method must be correct.

From the study on the relating theory about the job satisfaction, we can understand the human needs, which can be very advantageous for the superiors to apply in order to build up the job satisfaction for the personnel in the organization accordingly.

## **2.2 History and Responsibilities of Police Officers**

### **History of Thai Police**

Pongpat Chayapan (1994 : 17-43) states that from the oldest historical evidence, police had been a group of governmental officials working about the royal palaces since the countries in this area were in 2 big groups: Khmer (Cambodia at present and Suwannapum). The word "Suwannapum" meant the countries from Raman to Western Siam or sometimes to Vietnam at present. During the 14<sup>th</sup> Bhudda century, King Chaiwaraman III built up the Royal Stone Castle (Nakornthom Castle),

and the evidence on the gate of the castle was the woe of the police officers, especially there were the names of the police officers and the cities that they were in charge of.

When Sukhothai was the capital during the 17<sup>th</sup> Bhudda century, each king governed Sukhothai by hanging up a bell at the door. If the citizens had got any trouble, they would ring the bell to ask for the king's assistance. This can be assumed that the workers might be the police officers who were close to the king.

In the Ayuddhaya period during the late 18<sup>th</sup> Bhudda century, there was a construction of the law to maintain the peaceful living, called "Bhra Aiyakarnlakpa." During the reign of King Trilokkanat in the Ayuddhaya period, Thai laws were collected, and the king built up the regulations to govern the country and the ranks. In 1454, in the prosecutor law, the police officers held the prestige such as the Department of Local Police. Six departments of the police officers depended on the king such as the Department of the Right Interior Royal Police, the Department of the Left Interior Royal Police, etc. The ranks were in order such as the director of the department, the assistant of the department, the commander and the police officers. In the era, the police were in charge of preventing the danger that might happen to the country's security and the king such as the rebellion or the news about the enemies at the boundaries. After that more Peguans immigrated into the country, so the king appointed them to be the police officers responsible for finding out the news about the enemies. Therefore, the duties of the Department of the Local Police were confusing. In spite of the main duties of the 6 departments of Royal Police that was to protect the king either in the palace or in the war, the laws and evidences in the Ayuddhaya period summarized the duties of the police officers as follows.

- They must do as the king appointed. If the king appointed to execute anybody, they had to take him to the Department of Interiors.

- They were the officers to inform the king about the news that he wanted to know urgently.

- They must take the criminals from the palace.

- They must take the criminals to the king.

- They must take care of the travel of the guests, and they must inform the king about the travel.

- They must follow the king when he went out of the palace. If the king wanted them to hurry the people or the elephant, they had to do it.

- They must act as the king appointed to invite the boxers when the king went out for pleasure.

- They must suppress anybody from disturbing the king.

Meanwhile, the reconnoiter section and the prevention of the criminals in the remote area were the duties of the village leaders to assign the villagers to work, according to the law in 1752.

In the Thonburi and early Rattanakosin periods, the police officers had the same duties as those in the Ayudhdhaya era. They had to protect the king either in the palace or outside. The custody method was that they would put the shades around the palace. When they heard the sound, they would throw some rocks there. The police officers would take place in maintaining the peaceful living only if the king appointed them sometimes such as when the Burmese captives caused trouble in 1794 or when there were a lot of criminals in 1837. In the early Rattanakosin era, the duty to

reconnoiter in the communities was of the village leaders to assign the villagers as well.

It can be summarized that from Sukhothai to early Rattanakosin eras, the Thai police had the main duties to protect the king and follow him closely. The duty to reconnoiter in the communities was of the villagers. There was no special system in order to bring about the peace in the society genuinely, probably because there were not many crimes.

Later on 24<sup>th</sup> June 1932, the revolution group had occupied the authorities. An idea of the group was to maintain the peace in the country in order to reduce the crimes. However, they did not pay much emphasis on the police. The police were only the tool to force the citizens as the group ordered. After Bawarndesh captive event in 1933, the department of Royal police was considered important as the political authority. Major General Aduldeshjarat, who was a soldier, was appointed the deputy director of the Department of the Royal Police, and some soldiers were transferred to be the police. After that Thailand had got a lot of coup detat. Consequently, the operation of the police focused on the laws, and there was corruption to facilitate the powerful people for the political benefits of the leaders and their own benefits. The direction of the Royal Police then depended on the leader in each period to assign in accordance with his policy.

### **Responsibilities of the Police**

#### **Duties and Responsibilities in Brief**

Thanongsak Thanakarn (1990 : 21-23) states that the duties and responsibilities of the police in the society are so broad that some people say the police can control almost everything in the society. However, it is generally accepted that the main responsibilities of the police are to utilize the laws and to protect the people's lives and properties. The police then have a lot of continuous duties directly concerning the utilization of the laws such as the interrogation, the area investigation and the traffic control, etc. These can be considered the duties to maintain the peace in the society, so the police can deal with several events which can bring about the societal trouble such as the protection for the people in the special occasions, which is to prevent the trouble. Additionally, the police have to service people in general as it is the office that has to work all the time. When people have got trouble, they will consult with the police, and the police officers have to advise or judge in order to help or facilitate them. Actually, the current responsibilities are operated continuously, and they are called the traditional responsibilities. For the clarity in the traditional responsibilities, a lot of academicians have stated about them as follows.

O.W. Wilson and Melaro Roy Clinton state that the responsibilities of the police are as follows.

1. to prevent crimes
2. to stop crimes
3. to arrest the criminals, to find the lost properties and to gather the evidences and witnesses to punish the criminals
4. to foster the other rules and regulations such as the traffic laws and to service people in the other fields

George D. Eastman mentions about the responsibilities of the police as follows.

1. to prevent crimes
2. to stop crimes
3. to arrest the criminals
4. to find the lost properties
5. to maintain the social rules despite the crimes
6. to do the other services

Bernard I. Garmire, a director of the police in 4 big cities of the USA, who has done this job for 30 years and been recognized generally among the police administrators, has stated about the duties or responsibilities to the society of the police in 2 broad groups as follows.

1. The police have the duty to service the community such as suppressing the trouble in the society, being responsible for the drugs affairs, taking care of the ignored children and helping or doing the first aids in case of emergency. Moreover, they have to act as a part of the social welfare, especially after the work hour or on the weekends, such as helping the old, the poor or people living in the crowded areas.

2. The police have the law enforcement role. This duty is about fighting with the crimes and arresting the criminals. The responsibilities are such as interrogating to find the criminals, gathering the evidence, interrogating the defendants, arresting the criminals, protecting the people and suppressing the wrongdoers. Their general duty is to prevent anybody from doing wrong.

Kuykendall and Unsinger propose the idea about the responsibilities and roles of the police in accordance with the democratic system as follows.

1. They have to behave to the people in the society democratically by doing fair and showing of strength, sympathy and endurance.
2. They have to maintain the laws strictly.
3. They have to interrogate about the crimes and arrest the defendants.
4. They have to teach the people about self-defending and property defending.
5. They have to try to eliminate the conflicts among people or groups with the gentle method.
6. They have to work with the other communities or organizations in the justice process in order to solve the crime problems effectively.

#### **Duties Appointed by Laws**

1. The responsibilities of the police, appointed by the regulations of the Ministry of Interiors, are in 4 following respects.

1.1 The police have to maintain the peace within and outside the country. The aim of this duty is for the people's benefits. Peace is the desire of people, so it must be protected for happiness. The suppression of the criminals, the investigation to prevent the crimes, the arrest of the wrongdoers for punishment, the fight with the enemies outside the country and the control the area the soldiers have seized are a part of peace maintenance that the police have to conduct.

1.2 The police have to utilize the laws about the crimes. The laws are constructed to control the people's behaviors in the country, so there need the officials to maintain it and prevent anybody from infringing. If somebody infringes it, the police have to arrest him.

1.3 The police have to maintain the peaceful living of the people as they are considered the people's good friend. They have to take care of and protect the people well. Consequently, the good police officers must have good ethics and kindness. They have to take care of the people fairly whenever it is possible and legal.

1.4 The police have to maintain and look after the public benefits. The public utilities that people can use together such as the waterway, the roads, the parks, the telephone lines, the antiques and the properties under the ground, etc. must be in the responsibility of the police if there are not any other responsible people.

2. The laws on the crime judgement effective since 1<sup>st</sup> October 1935, is an essential law appointing the following responsibilities of the police.

2.1 As the police are the officials who must maintain the peaceful living, they can interrogate the crimes all over the country.

2.2 As the interrogation officers, the police have the authorities to interrogate the crimes in their own areas, appointed in the announcement of the Ministry of Interiors on the sections, responsible areas and governing area of the Office of Royal Thai Police.

2.3 They have the rights to arrest the criminals, either with or without the warrant of arrest, including investigating a person in public.

2.4 The police have the rights to control the criminals.

2.5 The police have the right to investigate the residences or offices of the people under the condition stated in the laws.

When considering the authorities of the police in accordance with the laws on the crime judgement that are the interrogation, investigation and arrest, we can notice the responsibilities of the police to maintain the peaceful living of the society

obviously. Besides, considering the announcement of the Ministry of Interiors on the sections, there is a sentence stating that the police “have the rights to be responsible the area in accordance with the law on the crime judgement and the other laws on crimes.” This can guarantee that the police officers are the ones who maintain all the laws about the crimes. If there is a crime, it is the responsibility of the police to conduct in accordance with the law in order to arrest the criminals for suing and conducting as the law appoints.

### **Responsibilities Appointed by the Special Laws**

Atsadang Panikkabutra (1981 : 94) states that despite the law on crime judgement, there are a lot of acts about the crimes. The constitution constructs them in order to prevent the crimes. These laws are often called the prevention laws. They are such as the act on the pistols, the act on the foreigners, the act on the immigrants, the acts on the liquor, the act on gambling, the act on prostitute prevention, the act on the prawn shops, the act on the hotels, the act on publishing, the act on student control, the act on transport, the act on films, the act on keeping the fuel, the act on the recreational shops, etc.

The police officers have the special responsibilities to maintain these laws because these properties or enterprises are the important factors that can cause the crimes. Some of them are dangerous for the security and morality of the people. This indicate that the police officers, despite the duties in arresting the criminals and suppressing the crimes, have the roles in protecting the social security in the other aspects as well. Perhaps, they have to be the social welfare official such as sending

the beggars to the Department of Social Welfare or conducting other duties about the children and the youth, etc.

### **Current Responsibilities of the Police**

Bantoeng Kampanatsaenyakorn (1984 : 64-65) states that the current responsibilities of the police are as follows.

1. The police have the responsibility to maintain the laws, especially the laws about crimes with the punishment when someone disobeys. Therefore, the responsibility of the police is to protect the society from the danger or the crime by controlling and preventing them. If there is a crime, the criminal must be arrested for punishment further.

2. The police have the responsibility to maintain the peaceful living as they have to investigate in order that nothing dangerous can destroy the people's peaceful living. If there is, they have to suppress or solve and help the people.

3. The police have the responsibility to protect the people's lives and properties. They have to prevent the people from all dangers under their responsibilities and the others such as protecting them from the natural disasters or the wild animals, etc.

4. The police have the responsibility to interrogate and investigate both before and after the crimes take place. This is to reduce the damages taking place to the people such as arresting the criminals, finding the lost properties, etc.

5. The police have the responsibility to service the people in the other respects such as facilitating the people in the traffic, taking the patients to the



hospitals, suppressing the trouble from the animal's disturbance or the natural disasters, taking the lost child to his parents, etc.

From the above duties, it can be seen that the police have several diverse duties. Therefore, there are some problems in the operational, especially for the police officers in the police stations who have to do these duties directly. In spite of the fact that they have to do all the duties, they have to conduct some minor duties such as the general affairs, too. It is then difficult to make their performances as perfect as the ideal objectives state.

In sum, the mentioned responsibilities of the police can show us how they have to behave to the society and how to make the society democratic. It is really necessary for the police and the society to work together in maintaining the laws and the social regulations so that they people can live together happily. Although no societies can prevent the crimes completely, especially in terms of crimes, it is necessary for the society to find some measures to prevent the crimes so that the least crimes will occur.

### **2.3 Structure of the Ninth Metropolitan Police Division**

#### **Structure and Responsibilities of the Ninth Metropolitan Police Division**

The Ninth Metropolitan Police Division is constructed from the cancellation of North Bangkok Metropolitan Police Division, South Bangkok Metropolitan Police Division and Thonburi Metropolitan Police Division. It is according to the announcement of the Ministry of Interiors on the sections, responsible areas and the

governing areas of the departments in the Metropolitan Police Headquarters, the Office of Royal Thai Police on 25<sup>th</sup> April 1998 and the act on the section division of the Office of Royal Thai Police in 1997.

The metropolitan police stations separate their duties into 5 categories: the general affairs, the crime prevention, the interrogation, the investigation and the traffic. The responsible area depends on the responsibilities of each police station. There are 87 metropolitan police stations entirely.

The First to the Ninth Metropolitan Police Division each has 2 headquarters and the police stations as follows.

1. the supervision headquarters
2. the interrogation headquarters
3. the metropolitan police stations

The nine Metropolitan Police Divisions have the following responsibilities.

1. They have to maintain the peaceful living of the people in their responsibilities.
2. They have to function as the law on the crime judgement and the other laws about the crimes appoint in their own areas.
3. They have to control the interrogation of the crimes in their responsible areas.
4. They have to control and facilitate the traffic for the people in their responsible areas.
5. They have to co-operate with or support the other relevant organizations as appointed.

The names of the metropolitan police stations under the Ninth Metropolitan Police Division are as follows.

1. Thakham Metropolitan Police Station
2. Thienthalae Metropolitan Police Station
3. Samaedam Metropolitan Police Station
4. Bangbon Metropolitan Police Station
5. Lucksong Metropolitan Police Station
6. Petchakasem Metropolitan Police Station
7. Bangkhunthien Metropolitan Police Station
8. Pasicharoen Metropolitan Police Station
9. Nongkham Metropolitan Police Station
10. Nongkhangplu Metropolitan Police Station

#### **2.4 Related Researches and Literature about Job Satisfaction**

There are several researches about the job satisfaction because this kind of researches relates to all government and private organizations. However, there are some researches relating to the study as follows.

Office of Royal Thai Police (1985) claims that to make the police officers satisfied with their job, there needs a study on their requests for the operational results. They can be summarized as follows.

1. The most important problem in the personnel administration is that the senior committees of the Office of Royal Thai Police do not know how to make their

inferiors satisfied or how to make them feel their needs are responded. Sometimes, they don't even know what their inferiors want or how they live.

2. The present salary rate of the police officers is not enough for daily living, especially the police officers with the low rank earn just a little.

3. In the interrogation and arrest, the police officers have to spend their own money that cannot be reimbursed from the government.

4. The operation of the police officers that relates to the crimes is more and more violent; consequently, the laws should provide more authorities for the police officers, especially on the arms. The laws must clearly appoint how to use the weapons in each situation.

Karun Buaphuen (1992 : abstract) studies about the factors affecting the operation of the interrogation police officers in the metropolitan police stations. He finds that the interrogation police officers with the different background will operate differently. The different working conditions of the interrogation police officers also yield in the different interrogation. The working conditions that can result in the highest efficiency are the good relationships with the colleagues, the good relationships with the superiors, having the communicative equipment of their own, co-operation from the people, the appropriate daily work hours and the praise from the superiors.

Tawatchai Naksuwan (1996 : 90) studies about the job satisfaction of the governmental officials at Ladkrabang Office and discovers that the governmental officials with more than 15 bureaucratic years will be the most satisfied without any statistical significance. Considering each aspect, it is found that the governmental

officials with more than 15 bureaucratic years are more satisfied than the ones with less than 10 bureaucratic years and the ones with 10-15 bureaucratic years.

Nitipoom Navarat (1991 : abstract) studies about the job satisfaction of the inspectors at the police stations in Kanchanaburi, Nakornpathom, Ratchaburi and Supanburi with a consideration on the social and economic backgrounds. The results of his study are as follows.

1. The inspectors at the police stations in Kanchanaburi, Nakornpathom, Ratchaburi and Supanburi are at the high level of job satisfaction.
2. The inspectors at the police stations in Kanchanaburi, Nakornpathom, Ratchaburi and Supanburi are at different levels of job satisfaction in the following respects.
  - 2.1 They are at the highest level of job satisfaction towards the characteristics of work.
  - 2.2 They are at the high level of job satisfaction towards the operational environment.
  - 2.3 They are at the low level of job satisfaction towards the salary and fringe benefits.
3. The bureaucratic age negatively relates to the job satisfaction of the inspectors.

Prasarn Boonmuan (1992 : abstract) studies about the job satisfaction of the inspectors at the Department of Special Security Police and finds that the job satisfaction is at the moderate level. Moreover, the gender and the department do not relate to the job satisfaction.

Prasai Sangkhasap (1978 : abstract) studies about the job satisfaction of the deputy inspectors in the Unit of Personnel and the metropolitan police stations. He finds that the police officers are at the moderate level of the job satisfaction. The factor that highly influences the job satisfaction of the deputy inspectors in the Unit of Personnel is the colleagues while the factors highly influence the job satisfaction of the deputy inspectors in the metropolitan police stations are the characteristics of work, the superiors and the colleagues. The factors affecting the job satisfaction at the low level are the salary and benefits.

Rapeepat Palawong (1989 : abstract) studies the relationships between the job satisfaction and the social and economic backgrounds of the investigation police officers in the Metropolitan Police Headquarters. It is discovered that the number of family members, age, income, rank and training experience relate to the job satisfaction with the statistical significance. Meanwhile, the educational level, marital status and fringe benefits do not relate to the job satisfaction.

Rungrot Saengkram (1989 : abstract) studies about the job satisfaction of the deputy interrogation inspectors in the Metropolitan Police Headquarters. He finds that their job satisfaction is at the moderate level. Additionally, regarding the factors affecting the job satisfaction, age, operational duration as the deputy interrogation inspectors and ranks do not influence the job satisfaction.

Somsak Sukjai (1988 : 70) studies some factors influencing the job satisfaction of the police officers. He finds that the offices, the salaries and the operational environment are the ones that influence the job satisfaction. Meanwhile, the age, bureaucratic age and the educational level are not.

Suthichai Komsakorn (1981 : 75) studies about the job satisfaction of the police officers' commissions at the provincial police stations in the Ninth Provincial Police Headquarters. He discovers that the police officers' commissions are the high level of job satisfaction, and they are satisfied with the characteristics of work. They are the most satisfied with the duty and responsibility, following by the operational environment, the salary and the fringe benefits respectively.

Aree Petchput (1987 : 56) studies and collects the researches and surveys by Lock. She summarizes that the basic elements that can bring about the job satisfaction are the work, wage, opportunity to be promoted, acceptance from the superiors and colleagues, compensation, operational environment, superiors, colleagues, organizations and the administration.

From the literature review on the job satisfaction, although some researches reveal that age, gender, income, rank, bureaucratic age and educational level do not affect the job satisfaction, some find that they do. Therefore, the researcher is interested in studying the independent variables i.e. age, gender, workplace, rank, bureaucratic duration, educational level, salary, daily work hour and amount of work in order to find their relationships with the dependent variable. The dependent variable in this study is the job satisfaction of the police officers in the metropolitan police station in the Ninth Metropolitan Police Division, comprising of 10 respects: characteristics of work, supervision, security, colleagues and internal administration, operational environment, sufficiency of income, advancement, social characteristics, communication and compensation.

## CHAPTER III

### METHODOLOGY

This study is a survey research focusing on studying the factors relating to the job satisfaction of the police officers at the metropolitan police stations in the Ninth Metropolitan Police Division. The researcher employs the questionnaire as the tool for the research. In constructing the questionnaire, the researcher has studied the related literature, researches and documents in order to set up the scope for the study. The details of this chapter are as follows.

#### 3.1 Population and Samples

The population and samples are the police officers at the metropolitan police stations in the Ninth Metropolitan Police Division, comprising of 10 metropolitan police stations. Totally, there are 1,640 police officers.

3.1.1 The samples in this study are from the simple random sampling, and the method is as follow.

At first, Taro's Yamane's formula for calculating the samples is employed.

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

when            n    is the size of the samples  
                      N    is the total number of population  
                      e    is the variance (0.05)

$$\text{therefore } n = \frac{1,640}{1 + (1640 \times (0.05)^2)}$$

$$n = 321.57$$

Consequently, there are 330 samples in this study.

3.1.2 After that, the size of the samples are calculated for the proportion for each metropolitan police station. The results are indicated in the table.

Metropolitan Police Station	Population	Samples
Thakham Metropolitan Police Station	191	38
Thienthalae Metropolitan Police Station	104	21
Samaedam Metropolitan Police Station	133	27
Bangbon Metropolitan Police Station	134	27
Lucksong Metropolitan Police Station	180	36
Petchakasem Metropolitan Police Station	178	36
Bangkhunthien Metropolitan Police Station	257	52
Pasicharoen Metropolitan Police Station	162	33
Nongkham Metropolitan Police Station	164	33
Nongkangplu Metropolitan Police Station	137	27
Total	1,640	330

### 3.2 Instrument for the Study

The instrument for this study is the questionnaire. The construction process is as follows.

1. The researcher studies the related literature, researches and documents on the job satisfaction.

2. The researcher studies the techniques for constructing the questionnaires and the research methodology for social science.

3. The approaches from the literature review are combined with the techniques for the questionnaire construction in order to build up the questions so that the questions are correct and reliable.

The structure of the questionnaire comprises of 3 following parts.

Part 1 of the questionnaire is about the background of the samples i.e. age, gender, workplace, rank, bureaucratic age, educational level, salary, daily work hour and amount of work.

Part 2 of the questionnaire contains the questions about job satisfaction in 10 respects: characteristics of work, supervision, security, colleagues and internal administration, operational environment, sufficiency of income, advancement, social characteristics, communication and compensation.

In this part, there are 5 levels of opinions based on Likert's scale as follows.

The first level means strongly disagree.

The second level means disagree.

The third level means unsure.

The fourth level means agree.

The fifth level means strongly agree.

Part 3 of the questionnaire consists of the open-ended questions about their opinions or suggestions.

### **3.3 Quality Investigation of the Instrument**

1. The content validity of the questionnaire is tested by bringing the constructed questionnaire to the experts so that they can check the content and correctness of the questionnaire. After that, the questionnaire is improved before testing.

2. The reliability of the questionnaire is done by pre-test. At this stage, 30 sets of questionnaire are tested with the police officers at the Ninth Metropolitan Police Division. Then the results are measured in terms of each question's reliability. Cronbach's Alpha Coefficient is employed at this stage, and the coefficient is 0.8929, which means the questionnaire is reliable.

### **3.4 Data Analysis**

1. After the questionnaires are collected, the data are grouped and encoded so that they can be analyzed by the computer.

2. The data are then analyzed with the SPSS for Windows (Statistical Package for the Social Sciences) program.

### **3.5 Statistics for Data Analysis**

1. The descriptive statistics are employed to describe the characteristics of the population (age, gender, workplace, rank, bureaucratic age, educational level, salary, daily work hour and amount of work).

2. The inferential statistics is employed to analyze the relationships between the variables about the population's characteristics and the job satisfaction of the

police officers at the metropolitan police stations in the Ninth Metropolitan Police Division. The Chi-Square test is employed at this stage.

The statistical significance is at the 0.05 level.



## **CHAPTER IV**

### **RESULTS**

The study on the job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division is the one that the data are collected quantitatively through the questionnaire. The samples of 330 police officers are asked to complete the questionnaire, then the data are analyzed. In this chapter, the analytical results of the study will be presented into the following parts.

Part 1 is about the characteristics of the population (age, gender, workplace, rank, bureaucratic age, educational level, salary, daily work hour and amount of work).

Part 2 is about the job satisfaction.

Part 3 is about the factors relating to the job satisfaction of the police officers.

#### **Part 1. Characteristics of the Population**

The results of the study reveal that most of the samples are males (97.3%), between 30-36 years of age (52.2%) and hold a degree lower than a Bachelor's (72.1%). Most of them are in the group of private first class and sergeant (57.0%), and their salary is mostly between 7,001 – 10,000 baht. Most of the samples have worked for the government for between 5-12 years (51.5%), and most of them have worked in the Ninth Metropolitan Police Division for between 3-6 years (64.6%). Additionally, most of them work between 7-9 hours daily (76.5%), and most of them think that their

daily work is appropriate (76.1%). The data are indicated in Table 1 showing the percentage of the population.

Table 1 indicates the number and percentage of the population classified by the personal factors.

Personal Factor	Number	Percentage
	330	100.0
<b>Gender</b>		
Male	321	97.3
Female	9	2.7
<b>Age</b>		
25-29 years	46	13.9
30-36 years	172	52.2
37-42 years	46	13.9
43-55 years	66	20.0
Mean = 35.9 S.D. = 6.67 Min = 25 Max = 55		
<b>Educational Level</b>		
Lower than a Bachelor's degree	238	72.1
Bachelor's degree	87	26.4
Master's degree	2	0.6
Doctorate's degree	3	0.9
<b>Rank</b>		
Officers	3	0.9

<b>Personal Factor</b>	<b>Number</b>	<b>Percentage</b>
Private First Class – Sergeant	188	57
Sergeant Major – Swordman	120	36.4
Second Lieutenant – Captain	15	4.5
Major - Colonel	4	1.2
<b>Salary</b>		
Less than 5,000 baht	8	2.4
5,000 – 7,000 baht	96	29.1
7,001 – 10,000 baht	166	50.3
10,001 – 13,000 baht	35	10.6
More than 13,000 baht	25	7.6
<b>Bureaucratic Age</b>		
1-4 years	34	10.3
5-12 years	170	51.5
13-20 years	64	19.4
21-36 years	62	18.8
Mean = 9.1 S.D. = 3.463 Min = 4 Max = 24		
<b>Operational Duration at the Ninth Metropolitan Police Division</b>		
1-2 years	32	9.7
3-6 years	213	64.6
7-11 years	48	14.5

Personal Factor	Number	Percentage
12-30 years Mean = 9.1 S.D. = 3.463 Min = 1 Max = 30	37	11.2
Daily Work Hour		
4-6 hours	14	4.2
7-9 hours	247	74.8
10-13 hours	49	14.8
14-24 hours	15	4.5
Amount of Work		
Too little	3	0.9
Appropriate	251	76.1
Too much	76	23

## Part 2. Job Satisfaction

The study on the job satisfaction is divided into 10 respects i.e. characteristics of work, supervision, security, colleagues and internal operation, operational environment, sufficiency of income, advancement, social characteristics, communication and compensation. The results of the study are as follows.

### Characteristics of Work

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the characteristics of work that the work is appropriate to their knowledge and ability. There are 68.8% of them who agree to it, and 7.3% of them who strongly agree.

Regarding their opinions about the fact that the amount of work is appropriate, there are 14.8% of them who disagree and 4.5% who strongly disagree.

### **Supervision**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the supervision that there is supervision if the official works in the new position. There are 54.3% of them who agree to it, and 28.5% of them who strongly agree. Regarding their low level of opinions about the fact that they can undergo the training program or a seminar to increase their knowledge, there are 15.5% of them who disagree and 3.9% who strongly disagree.

### **Security**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the security that they can work with their full potential. There are 65.1% of them who agree to it, and 17% of them who strongly agree. Regarding their low level of opinions about the fact that they can express out their opinion in the operation, there are 8.8% of them who disagree and 7.6% who strongly disagree.

### **Colleagues and Internal Operation**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the colleagues and the internal operation about the human relations of their colleagues. There are 61.2% of them who agree to it, and 10% of them who strongly agree. Regarding their low level of opinions about the fact that their colleagues help them work, there are 11.5% of them who disagree and 2.1% who strongly disagree.

### **Operational Environment**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the operational environment about the appropriateness of the work hour. There are 59.7% of them who agree to it, and 7.9% of them who strongly agree. Regarding their low level of opinions about the provision for the operational equipment, there are 25.5% of them who disagree and 13.3% who strongly disagree.

### **Sufficiency of Income**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the low level of satisfaction towards the sufficiency of income that the income is appropriate to the expenses. There are 28.8% of them who disagree to it, and 22.1% of them who strongly disagree. It is followed by the fact that the salary is appropriate to the responsibilities, there are 29.1% of them who disagree and 21.8% who strongly disagree.

### **Advancement**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the advancement that there is an opportunity for them to be advanced. There are 39.5% of them who agree to it, and 4.5% of them who strongly agree. Regarding their low level of opinions about the justice for the salary promotion, there are 17.6% of them who disagree and 13.6% who strongly disagree.

### **Social Characteristics**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the social

characteristics about the pride. There are 59.4% of them who agree to it, and 14.6% of them who strongly agree. Regarding their low level of opinions about the social acceptance, there are 5.5% of them who disagree and 3.0% who strongly disagree.

### **Communication**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the communication about the co-operation with the other organizations. There are 61.2% of them who agree to it, and 17% of them who strongly agree. Regarding their low level of opinions about the co-operation from the other organizations, there are 8.8% of them who disagree and 2.4% who strongly disagree.

### **Compensation**

The police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are at the high level of satisfaction towards the compensation about the fringe benefits and the residence. There are 60.7% of them who agree to it, and 14.2% of them who strongly agree. Regarding their low level of opinions about the fringe benefit payment, there are 28% of them who disagree and 24.2% who strongly disagree.

Table 2 indicates the characteristics of job satisfaction.

Respects of Job Satisfaction	Level of Opinions (%)				
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
<b>Characteristics of Work</b>					
1. Appropriateness to knowledge and ability	3.6	9.7	10.6	68.8	7.3
2. Feeling honor while operating	1.8	5.5	16.1	60.8	15.8
3. Attractiveness	3.0	7.9	11.2	68.8	9.1
4. Appropriate amount of work	4.5	14.8	18.8	54.6	7.3
<b>Supervision</b>					
5. Supervision in case of holding the new position	4.2	3.3	9.7	54.3	28.5
6. Operational inspection from the superiors	5.5	9.7	17.0	53.0	14.8
7. Seminar or training program to increase the knowledge	3.9	15.5	17.6	49.4	13.6
<b>Security</b>					
8. Work with full potential	1.8	5.5	10.6	65.1	17.0

Respects of Job Satisfaction	Level of Opinions (%)				
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
9. Modality of the superiors	6.1	5.5	29.1	48.4	10.9
10. Assistance from the superiors	5.5	7.6	28.8	48.1	10.0
11. Attention in the operation from the superiors	6.1	5.8	26.7	49.0	12.4
12. Opportunity to express out the opinion in the operation	7.6	8.8	27.9	44.8	10.9
<b>Colleagues and Internal Operation</b>					
13. Co-operation from the colleagues	2.1	10.3	20.3	60.0	7.3
14. Human relations of the colleagues	0.9	9.4	18.5	61.2	10.0
15. Assistance from the colleagues	2.1	11.5	30.3	47.9	8.2
<b>Operational Environment</b>					
16. Environment	3.6	14.8	18.2	52.8	10.6
17. Provision of the equipment	13.3	25.5	27.3	27.0	5.5

Respects of Job Satisfaction	Level of Opinions (%)				
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
18. Appropriateness of work hour	6.4	14.2	11.8	59.7	7.9
<b>Sufficiency of Income</b>					
19. Appropriateness between income and expenses	22.1	28.8	21.2	25.8	2.1
20. Appropriateness between salary and responsibilities	21.8	31.0	19.4	24.2	3.6
<b>Advancement</b>					
21. Justice in salary promotion	13.6	17.6	36.0	27.0	5.8
22. Transferring consideration	13.3	15.5	35.2	33.0	3.0
23. Opportunity to be advanced	8.2	13.9	33.9	39.5	4.5
<b>Social Characteristics</b>					
24. Pride	3.3	7.0	16.1	59.4	14.2
25. Social Acceptance	3.0	5.5	23.0	57.6	10.9
<b>Communication</b>					
26. Co-operation with the other organizations	3.6	6.1	12.1	61.2	17.0

Respects of Job Satisfaction	Level of Opinions (%)				
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
27. Co-operation from the other organizations	2.4	8.8	28.5	53.0	7.3
<b>Compensation</b>					
28. Fringe benefit payment	24.2	28.0	20.9	24.2	2.7
29. Fringe benefits in case of injury or death during the operation	13.3	19.4	29.7	33.4	4.2
30. Residence	3.6	7.6	13.9	60.7	14.2
31. Pension and other compensations	11.2	19.7	33.6	29.1	6.4

According to the results of the study on the job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division in 10 respects and 31 items, the minimum score of the job satisfaction equals 39 while the maximum one is 140, and the average score is 105.2591. After dividing the scores into 3 levels of job satisfaction: low, moderate and high with a consideration on the mean, standard deviation, minimum and maximum, it is found that most of the samples (69.4%) are at the moderate level of job satisfaction. They are followed by the ones at the high level of job satisfaction (17.3%) and the ones at the low level of job satisfaction (13.3%) respectively. When considering the level of

job satisfaction without a consideration at the moderate level, the samples are likely to be at the high level as indicated in Table 3.

Table 3 indicates the level of job satisfaction

Level of Job Satisfaction	Number	Percentage
1. Low level (39-88 marks)	44	13.3
2. Moderate level (89-121 marks)	229	69.4
3. High level (122-140 marks)	57	17.3
Mean = 105.2591, S.D. = 16.5463, Max = 140, Min = 39		

### Part 3. Factors Relating to the Job Satisfaction of the Police Officers

The analysis on the relationships between the job satisfaction of the police officers and the personal factors i.e. gender, age, educational level, rank, salary, bureaucratic age, operational duration at the Ninth Metropolitan Police Division, daily work hour and the amount of work is also done. It is found that the job satisfaction relates to age, bureaucratic age, operational duration at the Ninth Metropolitan Police Division, educational level, salary, daily work hour and amount of work with the statistical significance at the 0.05 level. It can be said that age, bureaucratic age, operational duration at the Ninth Metropolitan Police Division, educational level, salary, daily work hour and amount of work relate to the job satisfaction of the police officers.

In contrast, gender and rank do not relate to the job satisfaction of the police officers with the statistical significance at the 0.05 level.

Table 4 indicates the relationships between the job satisfaction of the police officers and the personal factors.

Personal Factor	Level of Satisfaction			Qi-Square	P-value
	Low	Average	High		
<b>Gender</b>				1.426	0.245
Male	44 (15.0%)	195 (16.3%)	55 (18.7%)		
Female	0 (0.0%)	5 (71.4%)	2 (28.6%)		
<b>Age</b>				14.923	0.010
25-29 years	6 (14.3%)	26 (61.9%)	10 (23.8%)		
30-36 years	26 (16.7%)	111 (71.2%)	11 (12.2%)		
37-42 years	5 (11.4%)	31 (10.5%)	8 (18.2%)		
43-55 years	7 (12.1%)	31 (53.4%)	20 (34.5%)		
<b>Rank</b>				3.677	0.080
Officers – Sergeant	25	123	27		

Personal Factor	Level of Satisfaction			Qi-Square	P-value		
	Low	Average	High				
<b>Sergeant – Colonel</b>	(14.3%) 19	(70.3%) 77	(15.4%) 30	14.125	0.014		
<b>Bureaucratic Age</b>	(15.1%)	(61.1%)	(23.9%)				
1-4 years	2 (6.7%)	20 (66.7%)	8 (26.7%)				
5-12 years	27 (17.0%)	114 (71.7%)	18 (11.3%)				
13-20 years	8 (14.0%)	34 (59.6%)	15 (26.3%)				
21-36 years	7 (12.7%)	32 (58.2%)	16 (29.1%)				
<b>Operational Duration at the Ninth Metropolitan Police Division</b>						11.110	0.042
1-3 years	3 (10.0%)	25 (83.3%)	2 (6.7%)				
3-6 years	32 (16.7%)	124 (64.6%)	36 (18.8%)				
7-11 years	5 (10.4%)	35 (72.9%)	8 (16.7%)				
12-30 years	4	14	10				

Personal Factor	Level of Satisfaction			Qi-Square	P-value
	Low	Average	High		
<b>Educational Level</b>	(14.3%)	(50.0%)	(35.7%)	8.450	0.007
Lower than a	30	136	50		
Bachelor's degree	(13.9%)	(63.0%)	(23.1%)		
Bachelor's degree	13	63	7		
or higher	(15.7%)	(75.9%)	(8.4%)	12.630	0.006
<b>Salary</b>					
Less than 7,000	6	74	12		
	(6.5%)	(80.4%)	(13.0%)		
7,001 – 10,000	27	93	31		
	(17.9%)	(61.6%)	(20.5%)		
More than 10,000	10	32	14	16.653	0.005
	(17.9%)	(57.1%)	(25.0%)		
<b>Daily Work Hours</b>					
4-6 hours	1	8	5		
	(7.1%)	(57.1%)	(35.7%)		
7-9 hours	29	152	42		
	(13.0%)	(68.2%)	(18.8%)		
10-13 hours	5	31	8		
	(11.4%)	(70.5%)	(18.2%)		
14-24 hours	7	7	1		
	(46.7%)	(46.7%)	(6.7%)		

Personal Factor	Level of Satisfaction			Qi-Square	P-value
	Low	Average	High		
<b>Amount of Work</b>					
<b>Too little</b>	18 (8.0%)	152 (67.9%)	54 (24.1%)	35.375	0.000
<b>Appropriate</b>	23 (32.4%)	45 (63.4%)	3 (4.2%)		
<b>Too much</b>	1 (33.3%)	2 (66.7%)	0 (0.0%)		

## **CHAPTER V**

### **DISCUSSION**

This study is aimed to investigate the level of job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division. The results of the study can be discussed in accordance with the objectives in the following parts.

1. Characteristics of the Population
2. Job Satisfaction
3. Factors Relating to the Job Satisfaction

#### **5.1 Characteristics of the Population**

The results of the study reveal that most of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division are males, between 30 and 36 years of age and graduate lower than a Bachelor's degree. Most of them are between private first class and sergeant whose salaries lie between 7,001 and 10,000 baht. Most of them have worked for the government for between 5 and 12 years, and most of them have worked in the Ninth Metropolitan Police Division for between 3 and 6 years.

#### **5.2 Job Satisfaction**

The results indicate that the opinions of most samples coincide with the factors as Gilmer (1966 : 280-283) has summarized about the 10 factors affecting the

job satisfaction i.e. characteristics of work, supervision, security, colleagues and internal operation, operational environment, sufficiency of income, advancement, social characteristics, communication and compensation. Aree Petchput (1987 : 49-50) also explains that the job satisfaction relates to the opinions of the workers towards their employers. It is the satisfaction or happiness deriving from the working experience of each person. The satisfaction and happiness happen when the physical and mental needs are responded. Moreover, the differences between the work the employers offer and the expectations of the employees can bring about the job satisfaction and dissatisfaction. It also accords with Maslow's theory stating that human always need endlessly, and their needs are in 5 orders based on importance. The physiological needs are the basic needs essential for all humans. If they are not responded, humans cannot survive in the world. Normally, when the first need of human is responded, humans will have the next need. Consequently, to motivate humans to work efficiently really needs the motivation to build up the job satisfaction. It can be concluded that the job satisfaction is the opinions and attitudes of a person towards his work, including the other elements relating to work such as operational environment, control, characteristics of work, amount of work, salary, wages, security, advancement and relationships, etc. If the opinions are responded in accord with the needs, the person will be satisfied with his work and willing to work in order to achieve the goal of the organization.

### **5.3 Factors Relating to the Job Satisfaction of the Police Officers**

The analysis on the relationships between the job satisfaction of the police officers and the personal factors i.e. gender, age, educational level, rank, salary,



bureaucratic age, operational duration at the Ninth Metropolitan Police Division, daily work hour and amount of work indicates that the job satisfaction of the police officers relate to age, bureaucratic age, operational duration at the Ninth Metropolitan Police Division, educational level, salary, daily work hour and amount of work. This accords with the study of Aree Petchput (1987 : 56) who gathers the researches and surveys of Lock and summarizes that the basic elements bringing about the job satisfaction are the work, wage, opportunity to be promoted, acceptance from the superiors and colleagues, compensation, operational environment, the superiors, the colleagues and the organization and management.

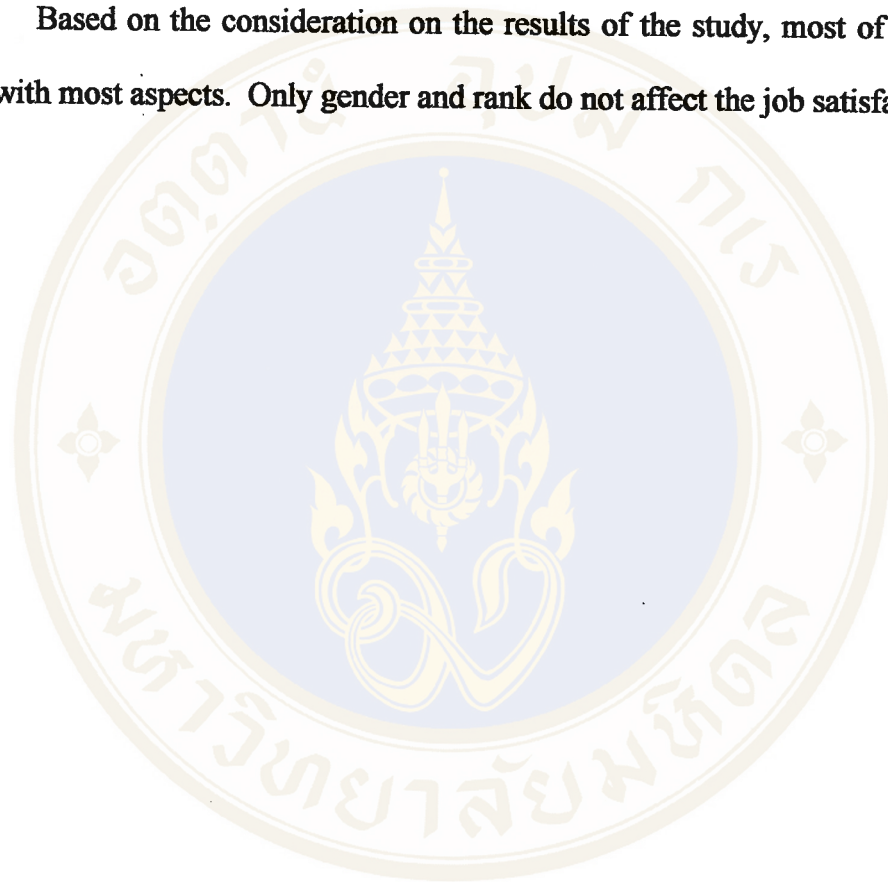
Gilmer (1966 : 280-283) summarizes ten elements resulting in the job satisfaction and explains that age affects these elements. For instance, the older workers will need more security and social characteristics than the younger ones. In addition, the workers with the higher educational level will put more emphasis on communication than the ones with the lower educational level. The salary is also very important to the job satisfaction.

Meanwhile, age and rank do not relate to the job satisfaction of the police officers. This coincides with Rungrot Saengkram (1989 : abstract) who studies about the job satisfaction of the deputy interrogation inspectors in the Metropolitan Police Headquarters and discovers that the job satisfaction is at the moderate level. Besides, regarding the factors influencing the job satisfaction, age, operational duration as the deputy interrogation inspectors and rank do not affect the job satisfaction.

It can be assumed that gender does not affect the job satisfaction as most of the police officers are males. According to the results of the study, there are 97.3% of the samples who are males while only 2.7% of them are females. Additionally, the

rank does not influence the job satisfaction as most of the samples are the warrant officers from officers to swordmen. Therefore, their promotion is still the warrant because they are considered the operators not the policy controllers, so this cannot affect their job satisfaction.

Based on the consideration on the results of the study, most of the samples agree with most aspects. Only gender and rank do not affect the job satisfaction.



## **CHAPTER VI**

### **SUMMARY AND SUGGESTION**

The study on the job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division has 2 following objectives.

1. It is to investigate the level of job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division.
2. It is to study the factors relating to the job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division.

The researcher has set up the scope of the study in 3 parts from the literature review as follows.

Part 1 is about the characteristics of the population, in which the independent variables are age, gender, workplace, rank, bureaucratic age, educational level, salary, daily work hour and amount of work

Part 2 is about the job satisfaction comprising of 10 respects i.e. characteristics of work, supervision, security, colleagues and internal operation, operational environment, sufficiency of income, advancement, social characteristics, communication and compensation. In the meantime, the dependent variable is the job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division.

Part 3 is about the factors relating to the job satisfaction of the police officers at the metropolitan police stations under the Ninth Metropolitan Police Division.

This study is a survey research, and the population of the study is 1,640 police officers at the metropolitan police stations under the Ninth Metropolitan Police Division. There are 330 samples. The instrument of this study is the questionnaire with Likert's scale constructed by the researcher. The SPSS for windows program is utilized to analyze the data, and the statistics employed are the percentage, mean, standard deviation and Qi-Square.

### **6.1 Summary on the Results of the Study**

Regarding gender, it is found that most of the samples are 321 males (97.3%). For the age, most of them are between 30 and 36 years (52.2%). Most of them graduate lower than a Bachelor's degree (72.1%) while the least number of them hold a Master's degree (0.6%).

Considering the rank, most of them are between sergeant – sergeant magor while the least number of them are the private first class (0.9%). About the salary, most of them earn between 7,001 and 10,000 baht (50.3%) while there are only 2.4% of them earning less than 5,000 baht.

For the bureaucratic age, most of them have worked for the government for 5 and 12 years (51.5%), and there are 10.3% of them who have worked for the government for between 1 and 4 years.

About the operational duration in the Ninth Metropolitan Police Division, most of them have worked for between 3 and 6 years (64.6%) while there are 9.7% of them who have worked for between 1 and 2 years.

Regarding the daily work hour, most of them work for between 7 and 9 hours (76.5%) while 4.2% of them work for between 4 and 6 hours.

Finally, most of the samples think that their amount of work is appropriate (76.1%) while 0.9% of them think that they have too little work.

### **Job Satisfaction**

The study is on the job satisfaction of the police officers in the metropolitan police station under the Ninth Metropolitan Police Division in 10 aspects: characteristics of work, supervision, security, colleagues and internal operation, operational environment, sufficiency of income, advancement, social characteristics, communication and compensation. The results of the study reveal that the minimum score on the job satisfaction of the samples is 39 while the maximum one is 140, and the mean is 105.2591. After dividing the job satisfaction into 3 levels: low, moderate and high, it is found that most of the samples (69.4%) are at the moderate level, following by the ones at the high level (17.3%) and the ones at the low level (13.3%). It is also found from the study that the samples are likely to be at the high level of job satisfaction without a consideration on the moderate level.

### **Factors Relating to the Job Satisfaction of the Police Officers**

The analysis is also done with the relationships between the job satisfaction of the police officers and the following personal factors: gender, age, educational level, rank, salary, bureaucratic age, operational duration in the Ninth Metropolitan Police Division, daily work hour and amount of work. After Qi-Square analysis, it is found that the job satisfaction of the police officers relates to age, bureaucratic age,

operational duration in the Ninth Metropolitan Police Division, educational level, salary, daily work hour and amount of work with the statistical significance at the 0.05 level. This means the age, bureaucratic age, operational duration in the Ninth Metropolitan Police Division, educational level, salary, daily work hour and amount of work relate to the job satisfaction of the police officers.

In the meantime, the gender and rank do not relate to the job satisfaction with the statistical significance at the 0.05 level.

## **6.2 Suggestions from the Results of the Study**

Based on the study on the job satisfaction of the police officers in the metropolitan police station under the Ninth Metropolitan Police Division, the researcher has got some suggestions that may be advantageous for the police administrative system, especially about building up the job satisfaction of the police officers. This can result in increasing the more efficient work, reducing the mistakes in the operation and increasing the potential of the human resources in the Office of Royal Thai Police.

Entirely, the job satisfaction of the police officers in the metropolitan police station under the Ninth Metropolitan Police Division is at the moderate level. It means the job satisfaction is not enough to make the work as efficient as the Office of Royal Thai Police appoints. Moreover, the police officers are dissatisfied with the income, and they are unsure about the advancement, especially on the salary promotion and the transferring consideration. Therefore, some improvement should be made as follows.

1. Regarding the sufficiency of income, the results of the study indicate that the satisfaction towards it is at the low level. The samples disagree that the income is

sufficient for the expenses. Therefore, the increase of the salary and compensation can build up the job satisfaction. Nevertheless, at present, Thailand is facing the economic crisis and the problems about the budget providing for each governmental section, including the Office of Royal Thai Police. The other methods to help solve the problem can be done. For example, the salary of the senior police officers can be distributed to the junior ones in order to distribute the income and decrease the gap about the police officers' salaries. Otherwise, the qualitative payment system should be implanted in the police officers such as organizing the sales market or setting up the co-operation. Finally, the Office should teach the police officers to be economical for their own future. For example, the police officers should consume the public utilities economically in order to reduce the scarcity of the budget. After the Office of Royal Thai Police can decrease their expenses, there will be some more money to support the police officers further.

2. Considering the advancement of the police officers in the metropolitan police station under the Ninth Metropolitan Police Division, the police officers are unsure it is fair or the transferring system is appropriate. In the researcher's opinion, most of the operational police officers must employ their high knowledge, ability and skills in the operation in order to adjust themselves to the co-incident during the operation and they must always take risks during the operation. Consequently, the Office of Royal Thai Police must respond their effort by promoting them or transferring them to the appropriate position. The moral system must be employed in promotion. Moreover, the structure of the Office of Royal Thai Police should alter from the ordering control to the horizontal line, and the decentralization should be made from the center to the local areas. Then the police officers can be more

advanced and work in their hometowns, which results in the efficient administrative system on the human resources of the Office of Royal Thai Police.

### **6.3 Suggestions for Further Studies**

The study on the job satisfaction of the police officers in the metropolitan police station under the Ninth Metropolitan Police Division can help the police officers, the academicians and the other people understand the level of job satisfaction of the police officers in the metropolitan police station under the Ninth Metropolitan Police Division. Moreover, it can be a model for further studies. The researcher has got some following suggestions.

1. There should be a study on the job satisfaction of the police officers in the metropolitan police station under the other metropolitan police divisions in order to investigate whether the relationship is different.
2. The study on the other factors such as the operational stress, operational morale, etc. should be done in order to understand whether the other factors affecting the job satisfaction.
3. There should be a qualitative study on the relationships between the job satisfaction and the personal factors in order that its results can be compared with the ones of this quantitative study.

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## QUESTIONNAIRE

**Subject:** Answering the Questionnaire about the Job Satisfaction of the Police Officers in the Metropolitan Police Stations under the Ninth Metropolitan Police Division

**To:** Police Officers in the Metropolitan Police Stations under the Ninth Metropolitan Police Division

I, Capt. Utane Tangpitaksamer, a Master's degree student in public administration, the Faculty of Social Sciences and Humanities, Mahidol University, am doing a research about the job satisfaction of the police officers in the metropolitan police stations under the ninth metropolitan police division.

As you are one of the police officers who can provide the useful information for the study, your opinions are really valuable for this study. I would like to ask you to answer this questionnaire, and your information will be kept secret. I greatly expect to receive the good co-operation from you, so I would like to thank you in advance.

Yours Sincerely,

Capt.

Utane Tangpitaksamer

Researcher

**QUESTIONNAIRE**  
**JOB SATISFACTION OF THE POLICE OFFICERS IN**  
**THE METROPOLITAN POLICE STATIONS**  
**UNDER THE NINTH METROPOLITAN POLICE DIVISION**

Directions:

1. This questionnaire comprises of 3 parts as follows.  
Part 1 is about your personal status.  
Part 2 is about your job satisfaction, comprising of 10 elements.  
Part 3 is about your opinions and suggestions.
2. The level of opinions can be divided into 5 following levels.
  1. Strongly Disagree
  2. Disagree
  3. Unsure
  4. Agree
  5. Strongly Agree

**Part 1. Personal Data**

Please fill in the blanks or tick (✓) into the blanks.

1. You work at ..... Metropolitan Police Station.
2. At present, you are ..... years old.
3. Gender

Male

Female

4. Rank

- Officer
- Private First Class – Sergeant
- Sergeant Major – Swordman
- Second Lieutenant – Captain
- Major – Colonel

5. You have worked for the government for ..... years, and you have worked in the Ninth Metropolitan Police Division for ..... years.

6. Educational Level

- Lower than a Bachelor's degree
- Bachelor's degree
- Master's degree
- Doctorate's degree

7. Your present salary

- less than 5,000 baht
- 5,000 – 7,000 baht
- 7,001 – 10,000 baht
- 10,001 – 13,000 baht
- more than 13,000 baht\

8. You work for ..... hours daily.

9. Your amount of work at present is

- appropriate
- too much
- too little

**Part 2. Job Satisfaction of the Police Officers in the Ninth Metropolitan Police Division.**

Please tick (✓) into the only blank on your right hand for each statement.

Elements	Level of Opinion				
	Disagree	Strongly Disagree	Unsure	Agree	Strongly Agree
<p><b>Characteristics of Work</b></p> <p>1. Your work is appropriate to your knowledge and ability.</p> <p>2. You feel pride when you work.</p> <p>3. Your work is interesting.</p> <p>4. You have got the appropriate amount of work.</p>					
<p><b>Supervision</b></p> <p>5. The police station advises the officials in case of taking the new position.</p> <p>6. The superiors usually supervise and take care of work</p> <p>7. You can undergo the training program or seminar to increase your knowledge.</p>					

Elements	Level of Opinion				
	Disagree	Strongly Disagree	Unsure	Agree	Strongly Agree
<p><b>Security</b></p> <p>8. You can work with your full potential.</p> <p>9. Your superior behaves as a good model.</p> <p>10. Your superior helps you when you face a problem in the operation.</p> <p>11. The superior is interested in the operational results.</p> <p>12. Your superior provides an opportunity for you to express your opinion for the operation.</p> <p><b>Colleagues and Internal Operation</b></p> <p>13. Your colleagues co-operate well in work.</p> <p>14. Your colleagues have good human relations.</p>					

Elements	Level of Opinion				
	Disagree	Strongly Disagree	Unsure	Agree	Strongly Agree
<p>15. Your colleagues help you with the personal problems..</p> <p><b>Operational Environment</b></p> <p>16. Your workplace has good environment.</p> <p>17. Your station provides you enough equipment for the operation.</p> <p>18. The work hour is appropriate.</p> <p><b>Sufficiency of Income</b></p> <p>19. Your income is enough for the expenses.</p> <p>20. Your income is appropriate to your responsibilities.</p>					

Elements	Level of Opinion				
	Disagree	Strongly Disagree	Unsure	Agree	Strongly Agree
<b>Advancement</b>					
21. The salary promotion is fair.					
22. The transferring consideration is suitable.					
23. You have a good opportunity to be more advanced.					
<b>Social Characteristics</b>					
24. Your work makes you proud.					
25. Your work is acceptable for the society.					
<b>Communication</b>					
26. Your work always needs co-operation with the other organizations.					
27. The other organizations co-operate well.					

Elements	Level of Opinion				
	Disagree	Strongly Disagree	Unsure	Agree	Strongly Agree
<p><b>Compensation</b></p> <p>28. The fringe benefits payment is fast and convenient.</p> <p>29. The fringe benefits in case of injury or death during the operation are appropriate.</p> <p>30. The residence is enough and appropriate.</p> <p>31. The pensions and the other compensations are appropriate.</p>					

**Part 3. Problems, Obstacles and Suggestions in the Operation**

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## AUTOBIOGRAPHY



**Name** Capt. Utane Tangpitaksamer

**Birthday** 24 July 1973

**Place of Birth** Bangkok , Thailand

**Education** Police Cadet Academy , 1993 – 1996  
Bachelor of Public Administration  
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Mahidol University , 1999 – 2002  
Master of Arts (Public Administration)

**Present Work** Deputy Traffic Inspector for Deputy Interrogation Inspector,  
Phrayakrai Temple Metropolitan Police Station