FACTORS AFFECTING MANAGEMENT TO ACHIEVEMENT IN INVESTIGATION: A CASE STUDY IN THE METROPOLITAN POLICE SUBDIVISION 1

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Thanks should be expressed to classmates' spiritual supports on this master studies and the police colleagues in investigation under the Metropolitan Police Subdivision 1 in their collaboration.

Finally, values of this thesis is offered to all, who seek wisdom

Pol. Capt. Pornsak Laorujilarai
The purpose of this study was to investigate the social and economic background, factors of management (POSCORB), problems and obstacles in the management, which affect the achievement in investigation of criminal cases of the 145 detectives stationed in 9 police stations of the Metropolitan Police Subdivision 1. SPSS was used in data analysis.

It was found that the social background and factors of management (POSCORB) affect the achievement in investigation by detectives. However, the differences of the social backgrounds and the factors of management in general do not affect effectiveness of work on the basis that effectiveness of investigation is the consequence of knowledge, experience and techniques of work rather than the social backgrounds and factors of management.

Recommendation

1. There should be studies of police sciences, and proper knowledge on its applicability relative to investigation work in the systems of the Royal Thai police.

2. There should be studies of techniques and methods of investigation from abroad to be compared and applied with the situation of criminal problems in Thailand.
การศึกษาวิจัยเรื่องนี้มีวัตถุประสงค์เพื่อศึกษาถึงอุปสรรคทางสังคมและปัจจัยต่างๆการบริหาร (POSCORB) ปัญหาและอุปสรรคของการบริหารงานที่มีผลต่อความสำเร็จในการเสียบสวน คือ จำนวน 9 สถานี ได้แสดงข้อมูลจากการสำรวจ จำนวน 145 คน ใช้โปรแกรม SPSS วิเคราะห์ข้อมูล

ผลการวิจัยพบว่า ถูกหลักทางสังคมและปัจจัยต่างๆการบริหาร (POSCORB) ส่งผลถึงความสำเร็จในการเสียบสวน คือ จำนวน 9 สถานี ได้แสดงข้อมูลจากการสำรวจ จำนวน 145 คน ใช้โปรแกรม SPSS วิเคราะห์ข้อมูล

ผู้วิจัยเสนอแนวคิดไว้ดังนี้
1. จะต้องมีการศึกษาวิจัยเรื่องวิทยาการความรู้ที่เหมาะสมกับการนำแนวโน้มในการเสียบสวนของระบบงานตำรวจไทย

2. จะต้องทำการศึกษาวิจัยเรื่องเทคนิคและวิธีการเสียบสวนจากองค์ประเทศ เพื่อให้เป็นแบบและประสบการณ์ที่เข้ากับสภาพของปัญหายาวนานที่มีในประเทศไทย
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CHAPTER I
INTRODUCTION

1.1 Nature of the Problems

Criminal problems exist in all human societies. Crimes appear from under developed till the developed societies and are counted as stakes against social order. At present, the economic regression in Thailand causes many models of crimes in particular the crimes against property e.g., theft, robbery, snatching, harassment, and homicide. It is the matter in conflicts of interest especially sources or enterprise accommodating large amount of money such as bank robbery and gold shop, and etc.

Major units responsible in the control and encourage individuals to follow Social Norms or Regulation to maintain social order and peace is the Criminal Justice System containing the police, the public prosecutor, the court, and the penitentiary. (Prasert Mekmanee, BE 2523 : 3)

The police are the most significant professional group of the country. The significance is to keep the complicated societal order and to protect ordinary people resume the daily living within the law frame and acceptable to societies.

The major task and duty of police is the prevention and suppression of crimes as well as patrolling for the peace and order in the community, intervention and suppression of offenders including sharing the national defense. Besides, police task is to seek and interrogate evidences and witnesses to further follow the criminal justice system, (Aran Suwannabuppha, BE 2518:23)

Achieving goals in keeping social peace and order, the police must blend both Crime Control Model and Due Process Model corresponding to the wants and needs of the existing environment and phenomena. Police must probe as most as
offenders for punishment under the investigation system to seek evidence-asserting offenses for the prevention and suppression of crime offending in the societies. Such deeds as the investigation to identify the offender must take into accounts the public rights and freedom or both the victims and the arrested specified in the laws. (Sawaeng Thirasawad, BE 2529:12)

The Administration of the Police Organization under the Royal Thai Police Bureau is a large unit and its responsibility covers kingdomwide. It is authorized to prevent and suppress law transgression, to protect welfare and provide service for people, to secure life and property of people, including planning the prevention and suppression of crimes for the interior defense in the fieldwork management. By principles, the effective management will support implementers such as in the investigation. However, achievements in police works contain many conditional factors.

With the above rationales, the researcher as a Master student and a detective finds that the study of factors affecting management to achievement in investigation is the innovative approaches in the management of the criminal justice system integrated with knowledge of criminology to seek etiology of problems and their remedies. Therefore, the study of FACTORS AFFECTING MANAGEMENT TO ACHIEVEMENT IN INVESTIGATION: A CASE STUDY IN THE METROPOLITAN POLICE SUBDIVISION 1 is raised for investigation.

1.2 Research Objectives

1.2.1 To study factors affecting management to achievement in investigation of the criminal cases.

1.2.2 To study the state of problems and hindrances in the management affecting the investigation of the criminal cases.
1.3 Research Framework

The focus population is 160 detectives of both the commissioned officers and the noncommissioned officers under the Metropolitan Police Subdivision 1 encompassing the Metropolitan police stations of Dusit, Payathai, Makkasan, Huaykwang, Dindaeng, Nanglerng, Samsen, Chanasonkram, and Bangpho. Data are returned only 145 sets or 90.6%.

1.4 Definition of Terms

1.4.1 Investigation is referred to fact and evidence finding, which the administrative authority or police follow the authorization to maintain peace and order of people and to know the details of offense.

1.4.2 Police is referred to detectives assigned to 9 Metropolitan police stations under the Metropolitan Police Subdivision 1.

1.4.3 Duration of Working in Investigation is referred to period working in investigation job.

1.4.4 Factors of Management is referred to contingencies in work management according the modern principles of management.

1.5 Research Variables

1.5.1 The Independent Variables are social backgrounds containing age, years in civil services, position, rank, education, marital status, salary, and duration of working in investigation.
Factors of Management contain planning, organizing, staffing, directing, coordinating, reporting, and budgeting.

1.5.2 The Dependent Variables are the achievements in investigation of the criminal cases i.e. investigation methods, results of investigation, target of arrestment, results of arrestment, and result of trials.
1.6 Research Conceptual Framework

**Independent Variables**

<table>
<thead>
<tr>
<th>Social Backgrounds</th>
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<td>• reporting, and</td>
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<tr>
<td>• budgeting</td>
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**Dependent Variables**

**Achievements in Investigation of the Criminal Cases**

- investigation methods,
- results of investigation,
- target of arrestment,
- results of arrestment, and
- result of trials
1.7 Variables and Measurement Criteria

**Variables**

**Independent Variables**

**Social Background**

- Age,
- Years in civil services,
- Position,
- Rank,
- Education,
- Marital status,
- Salary, and
- Duration of working in investigation.

**Factor of Management - POSDCORB**

- planning,
- organizing,
- staffing
- directing,
- coordinating,
- reporting, and
- budgeting

**Measurement Criteria**

- Interval
- interval
- Ordinal
- Ordinal
- Nominal
- Interval
- Interval

**Independent Variables**

**Achievements in Investigation of the Criminal Cases**

- Investigation methods,
- Results of investigation,
- Target of arrestment,
- Results of arrestment, and
- Result of trials

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1.8 Hypothesis

1.8.1 Detectives with different social background and factors of management have different concepts of achievement in investigation.

1.8.2 Factors of management affect the achievement in investigation at statistically significant level.

1.9 Expected Benefits

1.9.1 To know the factor of management affecting the achievement in investigation

1.9.2 To know the factors and hindrances affecting the achievement in investigation

1.9.3 Findings will be as approaches in the improvement of the management in the units to leverage work effectiveness of the detectives under the Metropolitan Police subdivision.
CHAPTER II
LITERATURE REVIEW

Concepts and research papers related to the study of FACTORS AFFECTING MANAGEMENT TO ACHIEVEMENT IN INVESTIGATION: A CASE STUDY IN THE METROPOLITAN POLICE SUBDIVISION 1, have been investigated as follows

2.1 Task and Duty of Police
2.2 Concepts, Theories, Principles and Investigation Methods
2.3 Divisions in the Metropolitan Police General Head Quarter
2.4 Theories of Organization and Police Management
2.5 Related Researches

2.1 Task and Duty of Police

2.1.1 General Tasks and Duties (Thannongsak Thannakarn, BE 2533 : 21-23)

Tasks and duties of police in society are extensive, which some quoted that police duties cover all society. However, It is recognized that the major duty of police is enforcement of laws and securing life and property of people that directly consequences the enforcement of laws, i.e. investigation and interrogation of criminal cases, jurisdiction patrolling, traffic control, and etc. It is seen as maintaining social peace and order that makes police connect to incidents leading to the unrest of societies e.g. protecting people in special events such as festivities, to prevent unrest, which might happen. Besides, police have to provide service to people by its round the clock services. When facing with problems, people turn to police for consultation or advocating for advice or settle the problems in forms of helps and facilitating people. However, duties and responsibility of police at present are consistently following the past performances called traditionalistic duties of Law Enforcement and Order Maintaining. Many academicians conceptualize traditional duties as follows:
O.W. Wilson and Melaron Roy Clinton cite that police duties are

1) Prevention of crimes
2) Suppression of crimes
3) Arrestment of offenders and pursuance to gain of the lost properties as well as gathering evidences to charge the offenders
4) Maintaining other orders such as enforcement of traffic laws and other services

George D. Eastman defines police duties as follows

1) Prevention of crimes
2) Suppression of crimes
3) Arrestment of offenders
4) Pursuance to gain the lost property
5) Maintaining social order unconcerned to crimes
6) Others miscellaneous services

Bernard I. Gamier has been the Chief Commander of Police in 4 cities of the United States working for 30 years professionally and widely accepted among the police administrators conceptualized 2 extensive duties and roles of police toward societies that

1) Roles and duties of police in the community services such as cession of unrest in societies, responsibility related to narcotics, supervising discarded children, rescuing or providing first aids upon emergencies. Besides, police must behave as if being assigned to a social welfare unit in particular after working hour and in the weekends, i.e. helping the aged or the poor, or people residing in poor areas or in slum community.

2) the Law Enforcement Role or the roles and duties in the state of combating with crimes and arrestment of criminals: probing the offenders, gathering evidences, interrogating the suspected, arresting the offender, securing people, suppression of the wrongdoers, the peace-breaker and the unrest. In general, it is the attentiveness not to allow any violation of criminal laws.
Kuykendall and Unsinger propose concepts of roles and duty of police relevant to democracy that

1) Behaving to ward people in societies democratically by providing impartial justice demonstrating the strength, compassion and endurance.
2) Behaving oneself strictly following the laws
3) Investigating crimes and pursuing the arrestment of the suspected offender
4) Providing knowledge for people in protections of oneself and property
5) Attempting to settling the individual or group conflicts in lenient methods
6) Collaborating with community and other organizations in criminal justice to best address causes of crimes

2.1.2 Legal Duty

2.1.2.1 Police duties as coded in the obligations of the Ministry of Interior (Krit Patchimsawad, BE 2518:12-13), it obligates 4 police duties as follows

1) Maintaining the internal and external order rather than this objective for the benefits of the people. The peace is the most happiness and the happiness is the highest crave of people. It is therefore necessary to maintain peace to achieve crave happiness. The suppression of criminal, and patrolling to prevent crimes, the arrestment of offenders for reasonable penalization is counted as a kind of crime prevention. To combat enemy invading the sovereignty of the nation with the military, and assisting to secure the seized areas by military, are counted as securing peace determined in the police duty.

2) To keep laws related to public criminal offense, and the announcement of the enforcement to control the community behavior living together in the country, when it is announced, it requires someone to secure and prohibit violations. Had there been someone offended, there should be the authority to prevent. Also, had there been offended, the police were authorized to sue the offenders.
3) Securing peace and order for people; police is counted as people's friends. The good friends are highly considerate and compassionate toward friends. Police therefore require high integrity, and compassion toward people, reasonably facilitate and secure people with impartiality as not against the laws.

4) Securing public benefits and property for the common good, i.e. water routes, highway, Public Park, telegram lines, telephones, antiques and underground property, etc. Had there been no one to secure such public property, it would be the police duty to secure them for the common good.

2.1.2.2 Legal Duty in Criminal Justice

Being enforced on 1st. October BE 2478 counted as high significance coding on police authorities as follows

1) Being the officer in preserving peace, authority is given to investigate case kingdomwide.

2) Being investigation officer, authority is given in investigation within the authorized territory stipulated in the announcement of the Ministry of Interior determining authorized areas and administrative areas of the Police Department.

3) Authority of arrestment of the criminal violators with or without warrants including public probes of individual.

4) Authority to restrict the arrested within the specified period.

5) Authority to probe residence and private offices under the legal condition.

Contemplating police authority coded in the criminal justice, defining as the investigation, interrogation, arrestment, and probing, it is apparently identifying the police duty of securing peace. Besides, contemplating the announcement of the Ministry of Interior determining jurisdiction of police, it always states, “holding jurisdiction and areas to exercise duty under the criminal justice and other laws related to all criminal offenses”. It is to verify that police is the security guard to all criminal laws prohibiting anyone to offend and it is the police duty to follow the criminal codes to sue the offenders for further criminal trail.
2.1.3 Special Legal Task and Duty (Assadang Panikkabutr, BE 2524: 94)

Laws with criminal penalization rather than other codes and many have been coded for the purposes of crimes prevention, which usually called the preventive laws such as the Arms Acts, the Alien Acts, the Immigration Acts, the Liquor Acts, the Gamble Acts, the Prevention of Prostitution Acts, the Pawn Shop Acts, the Hotel Acts, the Printing Acts, the Alms Acts, The Student Supervision Acts, the Land Transportation Acts, the Motion Picture Acts, the Fuel Containing Acts, and the Service Place Acts, etc.

The police is official authorized and supervising under the laws in the special task and duty on account of such business or property must be subject to law and they are critical matters promoting criminal deeds. Also, some types endanger the security and morality of the people. It illustrates that besides being authorized in arrestment and suppression of crimes. In general, police also play the roles in securing other aspects of social welfare, and in some case doing duty of social works such as surveillance of beggar and sending them to the Public Welfare Department or task related to juveniles.

It concludes that such police duty illustrates how police treat society and how police establish democracy in the society. It is vital that police and society must collaborate in securing laws and social order for peace. However, there is no society that can totally eliminate law violation especially crimes, but it is critical to society to seek any measures for least prevention.

2.1.4 Existing Task and Duty of Police (Banterng Kampanatseanyakorn, Pol. Lt. Gen. BE, 2527: 64 - 65), They are as follows:

2.1.4.1 Maintaining Laws, in particular the nature-like criminal law as stipulated by laws. In the events of prohibitions or permission to do something stipulated by laws is to secure people from harms from such deeds or to abstain from doing. Were there violations, punishment should have been imposed.

2.1.4.2 Maintaining Orders, which is referred to inspections and restrictions of things, which insecure the peace of people. Were there anything affecting
the normality of people even legally or illegally, police would have secured all things or elimination

2.1.4.3 Protecting Life and Property of People: Police have to secure life and property of people in all aspects under authorization and other relevancy such as prevention of damages from natural disasters, and beastful animals, and etc.

2.1.4.4 Investigation and Interrogation: it will be exercised both before and after the violations to soften the damages happened to people such as pursuing offenders and gaining the lost properties, and etc.

2.1.4.5 Services: Police have to facilitate people in many things e.g. show directions or locations, securing cars and things of people, escort the sick to hospitals, cessions of suffering from the disturbance of beast or natural disasters, sending home the lost children returning them to their parents, and etc.

With the above stated, it is observed that police own many and extensive duty, which initiates problems in the implementation, in particular at the level of police stations, which is the direct fieldwork and must follow the major duty as above stated in all aspects. Also, the second duty is office works and others, which will not be perfect as motive and ideal as well as objective and goal.

2.2 Concepts, Theories, Principles and Investigation Methods

2.2.1 Concepts and Theories of Investigation

From the etiology of crimes as states, it is observed that the prevention and suppression of crimes and probing offenders requires contemplation of knowledge and capacity as well as methodologies of police sciences. Prof. F.E. Inbau, A.A. Moenssens and L.R. Vitullo who are experts in investigation co writing the “Police Investigation Sciences” or Scientific Police Investigation. They assert that the presence of police in the spot of incident to seek fact is highly requiring police sciences, and scientific equipment to check the evidences, and clues of offense. E.g. finger prints arms, tools of
offending, direction of offender, sperms, hair, bloodstain, chemicals, documents or other material evidences, and etc.

Besides, criminologists further observe that the achievement of investigation depends of 3 factors, i.e.

A. Learning, conceptualization, development of scientific investigation and seeking methods to facilitate seeking perfect evidence responding to conditional time, location, and offender and the authenticity of the case as proposed by Samuel R. Gerber and Oliver Schoeder JR., “the core principles of investigation rely much on knowledge and capacity to implement scientific principles to facilitate investigation.”

B. Owning good relation and close coordination of criminal control between the investigation units, the interrogation units, the suppression units, the patrol units, the police sciences units, the criminal justice administration, related government units, and ordinary people. The nature of Crime Control Team gain benefits in seeking evidences and probing for trials for the authentic offenders to be further penalized. It corresponds to Charles E. O’ Hara the United States expert of police sciences and investigation that, “the perfect investigation is referred to co-seeking facts of all authority units.”

C. Creativity, perseverance, endurance and Mental Deliberation of detectives are the foundation to protect fair justice in all trials.

Besides the factors of knowledge and capacity, there is another vital tools in investigation and performance proposed by Charles E. O’Hara containing 3 I’s or the theory of 3 I’s as follows:

a) Information
b) Interrogation
c) Instrument Action

However, any work in an organization to initiate efficiency requires motive of the worker. On account of the motive is vital to the morale of work especially human behaviors, which derived from motivation of needs and expressions. Motive is therefore relates directly with human behavior. Dale S. Beach defines that motive is the willing
ness to enforcing the achievement of Goal or Reward, which is significant to human deeds and it tempts human to reach such objective committed on required reward. Further, John S. Guilford and David E. Gray distinguish motive as follows:

First: the Biological Importance e.g. Emotion, Force, Drive, Instinct, and Need.

Second: the Mental Importance e.g. Urge, Wish, Feeling, Demand, and Striving.

Finally: the Reference to Object or Status in the Environment e.g. Purpose, Interest, Intention, Attitude, Goal, Value, Aspiration, and Plan Incentive.

Theories and concepts stated have explained the etiology of crimes, which might be, derived either from physiological or sociological or psychological factors of human, when crimes have been committed. It is the duty of many parties to share in Social Control for order and that people must be subject to laws in the deeds related to crimes. To what extent that police who are directly responsible in the prevention and suppression of crimes can achieve in job depends on many related aspects of factors. In Thailand, factors affecting police performance might be studied form the follow groups of factors.

1) The Internal Factors are referred to internal situations facilitating individual performance containing,

1.1) The Advancement: needs and satisfaction of workers in every organization are advancement, It is referred to promotion and raising of salary or annual reward of the police. It is defined as advancement in police career and counted as motivation to work diligently and hopefully, which initiates moral supports and facilitate the route to achievement of the unit. The advancement therefore affects the police work.

1.2) The Opportunity of Growth: workers need and satisfy to gain opportunity of growth. It is referred to advanced training, in particular the new technology and rapid advancement. Organizing training is therefore encourage and seek advanced knowledge in new assaults or gain familiarity with new sciences, which help
better arrestment of criminals. It is found out in the study that police require sound knowledge in duty on account of people always concern on the police work especially in any incidents intervened by police, the people use to observe the working. To effectively and efficiently work, the police therefore require training both in knowledge, civil service duties and other knowledge always abridging the changes. Besides, with the opportunity of growth is also referred to being developed in scientific knowledge related to facilitation of investigation, e.g., knowledge of medical sciences, forensics and accumulating methods of checking many types criminal records from units and from criminal registration, including to realize the benefits of computer uses in checking criminal records to meet the occurrences. Pol, Maj, Gen. Somprason Prattanadee stated that proving evidences likely helps detectives both simple cases and crimes concerning the national defense. It might contemplate potentials time before offending or when the indicted have been arrested. It is expected that police with intelligence of police sciences are likely to effectively perform duty.

1.3) **The Working Condition:** individuals working in organizations are likely satisfied with attractive, clean and well-ventilated workplace and high facilities of equipment.) In this focus, it refers to the superiors have adequate supportive forces, equipment and facilities in work. From the study of Wiles, he has found out that whether all will love and are satisfy with work depends on security and comfort and workplace. Besides, to retain high spirit will be directly related to the organizational climates whether the organization also motivates workers. Also, good working condition enhances workers’ health, morale and work capacity. The improvement of police work efficiency is therefore should be contemplated in concerns with ever supporting the police work.

1.4) **The Work-unit Interpersonality:** collaboration among individual in the organization and positive Interpersonality with the superiors and the subordinates or among colleagues likely led to satisfaction and drive to achieve the actual organizational goal. Such Interpersonality is referred to good relation with different work units in helping to provide information or to facilitate in probing criminals. A good relation leads to Group Efforts in the effective suppression of offenders.
1.5) The Personal Life: workers in any organization will achieve or be motivated in work mostly have been experienced and effectively solved many problems. It is here defined that experiences of police work accumulated by participation and learning about the task on account of police task must encounter with many problems related to the people service at all time. Besides police works require both sciences and arts to efficiently tackle the problems. Experiences in work are therefore highly vital or affecting police efficiency, particularly as long as police work relates to the social services. Learning or perceiving social phenomenon is significant and also connected to the police works.

2) The External Factor is referred to outside situations supporting the police works. It is here referred to collaboration of people provided for police e.g. supplying information of criminals, assistance in arrestment of offenders or cooperation in following police directions, participation in establishing the assembly of prevention and suppression of crimes. In such situation it counts as Safety of Security Needs, i.e. when the basic physical needs of people are reasonably gratified the higher Needs will replace, which are the Needs of security of life and property. It therefore leads them to effectively participate and to facilitate the police work reaching the achievement in the investigation and arrestment of offenders. Also, in related to people participation, it is found out that people collaboration and the prevention and suppression of crime are related, i.e. the more the police gain people collaboration the more it supportively and effectively strengthens the prevention and suppression of crimes. Besides, had there been no people collaboration in work, it would also become hindrance in the prevention and suppression of crimes.

2.2.2 What is the Investigation?

"Investigation" by the royal dictionary means “probing” in under the criminal justice Article 2 (10), is referred to the searching for fact and evidence under the responsibility of the police who are authorized to maintain public order and to find details of violations. The definition can be concluded that investigation is the process of the administrative authority or police who exercise authority and duty to achieve goal in maintain public order. Therefore, finding out 3 major issues of violations, are essential
in the international principles i.e. *Has a Crime Been Committed, If so, What Crime, and Who Committed Such Crime.*

**2.2.3 The Significance of Investigation**

2.2.3.1 The constitutions of Thailand BE 2540, Section 3 codes the rights of Thai people in Articles 26-65

The investigation authorized by laws stated that investigation against the rights of individual, if the detective follows the Criminal Codes Article 102.

"The search of privacy must be after declaring the good-will and at the presence of the owner of the place or the family members of the persons. Or if such persons are unfound, the search must be at the presence of at least two persons requested by officers as witnesses.

The residential search or at the office of the indicted or the confined defendant or the inmate must be done at their presence. If the person is unable or regardless to supervise, a representative or witness is eligible to supervise. If there is no representative or witness, the search must be done at the presence the family members or witnesses as prior stated.

The owner of the place, the family members, the indicted, the defendant, the representative, or the witness must verify confiscated articles. Records must be made if even the stated person accepts or rejects the verification."

It identifies that the detective must follow laws and the impact of investigation might be resulted as follows

1. The evidence, and the fact, which will become witness might unlikely be asserted in the court
2. The detective is likely subject to penalization if the investigation is against the personal rights, which is unauthorized by laws of does not follow the laws.

2.2.3.2 The 8th, Plan of the National Economic and Social Development (BE 2540-2544) in part of strategies in the national economic and social development identifies that the development of societal environment must facilitate the human development. It contains approaches in strengthening the family and community, e.g. providing opportunity for person, family and community to participate in development of their locality and society, developing social security system as guarantee in all aspects for all people, leverage capacity in the system to facilitate justice, security in life and property for people, and encouraging culture to play the role to develop human and the nation with balance and enduring.

To effectively achieve objectives in the 8th Plan of the National Economic and Social Development (BE 2540-2544) is identifying the significance of investigation, which is the start of criminal justice system and the probing to sue the indicted into the criminal justice.

2.2.3.3 The needs of every society are "peace and order for people". The investigation is the significant tools of the government to be implemented for the peace and order for people and their benefits are

1. For the peace and order of people, which is the result before and after crimes are committed. The ante investigation is used in addressing the prevention of crimes, whereas the poste investigation is leading to peace and order. On the basis that when there is a cause, the detective is able to probe for the offender and to effectively sue them to the criminal justice. It is also causing others contemplating crime fear to commit.

2. To know the details of offense as an poste investigation seeking fact and evidence for criminal justice and to find the offender deserving penalization for the peace and order of people.
The investigation is therefore significant for the peace and order of people.

2.2.3.4 The investigation is the vital step in implementing the policy. Ira Sharkansky defines the public policy that it is referred to activities that the state or government agencies develop e.g. public services, legalization, and the enforcement of laws.

2.2.3.5 Investigations relate to prove guilty. In the present world, each human is the vital factor of society and each society plays its role. Police are authorized by laws to maintain peace and order of people.

Generally, peace and order is derived from each societal human accurately follow their own duty without interfering the rights of others, and without violation of laws. The peace and order is defined as legal peace and order. The societal peace and order contain 2 major approaches, i.e.

1. Explaining and introducing each people not to offend the codes of laws.

2. Prohibiting each people offending the codes of laws.

2.2.4 Authorized Persons of Investigation and Scope of Authority

Authorized persons of investigation are administrative authority or police with unspecific ranks and position e.g. the police General or the Head of the Village, etc., hold the authority in investigation on the basis of maintaining public order. This is also included the officers of penitentiary, customs, revenue tax, port authority, immigration, and other government personnel who have the duty in the suppression and arrestment of law violators.

However, within the scope of the criminal investigation, the Codes of Criminal Justice specify the authorized scope similar to the scope of criminal interrogation. However, ambiguities have been eradicated by the declaration of the Supreme Court No. 140/ BE 2490 that police are authorized in criminal investigation
Kingdomewide. The administrative authority is authorized only in the vicinity of their allocation, which refers that the administrative authority e.g. District Chief is authorized to investigate within the area of the responsible district. If it is the Head of the Sub-district, it is authorized to investigate only within the Sub-district. Further, there is the Supreme discretion No. 999/BE 2527 that defendant is the police holding the authority to criminal investigation and the arrestment of the law violator.... etc,

### 2.2.5 Investigation Process

By principles, the criminal investigation is not specified in its process and criteria in the Criminal Justice on the basis that it is the process to gain fact and evidence of the administrative authority or police who exercise their authority. There are many different procedures as follows;

**Preventive Investigation**

It is the procedures in finding out the fact and evidence for the advantages of prevention and approaches of finding facts and evidence when there is violation. Such investigation is the search for information, movement, clues and behavior of criminal prior to violations.

**Primary Investigation**

After incident, it requires to search for facts and evidence to gain details of violations. Its objectives can be distinguished into 3 types i.e.

a) In case the offender is arrested, this investigation is the search for fact and evidence from documentation, persons, and materials to prove fault of the indicted in investigation level and to be as evidence in court to further penalize the violator.

b) In case of knowing the offender but still unable to arrest, this investigation is not only to find fact and evidence but intended for further arrestment.

c) In case of violator is unknown and the details of violations is unclear, this investigation is meant to search for fact and evidence to find violator, the violation, when, where, and why of the offending.
2.2.6 Investigation Methodology

To gain fact and evidence in order to maintain public order and details of offense, there is 3 methodology to be applied i.e. (Within Khamsongsri, Pol. Col. Some Factors Related to Investigation Performance of Deputy Inspector in the Metropolitan Police Stations. The Metropolitan Police Division. Master Thesis of Arts, Program of Social Development. Kasetsart University. (BE 2528: 8-11).

2.2.6.1 Surveillance is referred to the coverage watching of individual and places including material for some purposes as follows:

1.1. To find evidence to confirm the indicted
1.2. To find the location of residence of the escapee
1.3. To find the accomplice
1.4. To prevent criminal offense
1.5. To know the movement
1.6. To gain information for warrants
1.7. To allow criminal become aware and takes movements.

2.2.6.2 Undercover is the methodology of using fake coverage to gain trust from the indicted for the following purposes

2.1 To seek whether is there any planning to commit crime or whether there is crime committed.
2.2 To find evidence to show to the court
2.3 To know all accomplices involved
2.4 To find the illegal property and stolen goods
2.5 To determine period of attack the hub of the indicted or the arrestment of the leader.

2.2.6.3 Police Intelligence is another type of investigation to find fact and evidence from information, which contain 5 methods

1. Collection is referred to gathering all data from police stations, court, penitentiary houses, customs office, and revenue office, domicile registration.
Post office, hospital, bank, printed matters, radios broadcasting, Television, hotel and other places, and etc.

2. Evaluation

2.1) Reliability of the Sources, which is distinguished into 6 categories i.e. fully reliable, frequently reliable, likely reliable, unlikely reliable, not reliable, and cannot determine reliability.

2.2) Precision of the Sources, which are distinguished into 6 categories i.e. being confirmed by other sources that it is likely to be true, might be true, doubtfully true, doubtfully not true, unlikely to be true, and undecided to be true.

2.2.6.4 Analysis is the distinguish of the evaluated sources to review details of the involved information to find facts and relationship including the investigation to confirm or to against the sources.

2.2.6.5 Synthesis is the integration of sources to determine probable overview of the intelligence. The perfect synthesis depends on quality of source and the capacity of the intelligent agents.

2.2.6.6 Interpretation is the implementation of the 3 processes i.e. analysis, synthesis and assumption (rationale) to find the hidden meaning including the end results of the information from the intelligence which is the critical tools for the top superiors of the units in discretion and order and to reduce errors in order and using them in operation planning to also solve the criminal problems.

2.2.7 Criterion of Investigation

Operational principles of investigation have not been specified in the Codes of Criminal Justice, which is different from the principles of interrogation. Similarly in interrogation by principles the investigation must initially bring facts and evidence for administrative authority or police who follow the authority and duty including many techniques of investigation e.g. personal artfulness of the authority to search for fact.
The secret surveillance of individual and places, including the investigation by using police sciences as means in investigation and others. Therefore, methodologies of investigation can not be legally specified during operation.

However, the Police Prudence of the Region 1, and the Police Regulation on Cases, Book 1 has set criteria to achieve investigation effectiveness in interesting criminal cases and it should reflect factors of main operation i.e. duration of investigation which contain 2 parts, i.e.

**Phase 1:** Preventive Investigation or always searching for knowledge is counted as initial empirical investigation or to gain useful information to maintain public order and to prevent vandalization. The Preventive investigation contains empirical studies of locality, geography, offenders’ records or bias to illegalities, people’s careers or the of the suspected, including the probing of information from various sources e.g. community, entertainment places, criminal hubs or places, where suspected material should be hidden. This empirical investigation is the duty of all police to accumulate and hearing to situation to find approaches to cede and prevent vandalization, which is the way to anticipate preventing crimes.

**Phase 2:** Primary Investigation is the case to handle after the incident to find fact, eyewitnesses involved with the offending as evidence for further charges. The Primary investigation is divided into 2 cases

1) In case of arrestment of the accused, it is the police duty to probe fact and evidence including documents and material evidence in the case bot on location and out location. It is determined to clearly identifying the offender and with sufficient evidences to file the case. E.g. investigation of victims, the indicted, personal witness, environmental eyewitness, material witness, location, disputed property of offending including records, mapping and taking photos of the related incident, in particular the photos of the location of the incident or involvement of offending. Photos should be both in color and in black and white for further evident proof in the case filings.
2) Case of offender yet to be arrested or unknown criminal offender, it is the duty of the investigation officer to resume probing for evidence to know the details of offense, causes and intent in offending.

2.2.8 Records of Investigation

Records of investigation is essential to report the superior and the record should contain following,

1) Investigation has been processed from the beginning till the completion

2) Day, time and sub-district and location of incident

3) Indictment, causes or behavior of deeds in the occurred incident with or without appellants or case with no appellants and it must be investigated to know the victim or any incident that disturb public order.

4) Evidence i.e. person, material and document, if being witness, there must be name and last name, clear address for the advantages of following. It were material or document or things those might be evidence, finding and nature of placing must be recorded.

5) Clearing the cause, inducement that investigator can find evidence.

6) Environmental evidence, which relates to the incident in details.

7) Recording of date, time, location of arrestment, and suspected outlooks must be recorded, if the investigator has arrested the indicted

8) If offender is not yet been arrested but investigator and causes investigated is reliable that there is one or more offenders it is imperative to investigate residence during offense or in the past, features, children, spouse, relative and peers related whether they were relative or friends, it must be notified for the advantages of probing

9) Other reasons that investigators perceive fit to be advantage and fruitful to both parties.

In case of offender has not yet been arrested and the offense is not yet happened, it is imperative to submit investigation records to superior. Some clues have
been found in the first investigation that there is possibility of offending and if the offense had been committed, records should immediately be submit to the superior.

If the investigator has arrested the indicted, the interrogators should immediately be handling the process with the records of investigation signed by the superior. The interrogator must immediately resume interrogation process immediately after having received the records. Had there be any contradictory with the investigation, the interrogator must further handle the fact-finding to be fair to both parties.

Investigation records without offender or records of tendency to offend or any incidents of any authorized areas must be submitted to the superior in lines of command for acknowledgement and for further action. Such investigation is a memorandum. If it were critical there should have definitely been recorded.

The records are referred to one-sided records of investigation, which they viewed critical and for the advantages to be associated with interrogation and it must be attached with the interrogation files or being submitted to the interrogation officers in case of the investigator is not the interrogator. The records should contain location, day-month-year of offending, name and position of the recording officer per gratis similar to interrogation records but just be reminded that this records are not only restricted within the authority of the even the police lance corporal is also valid to do so.

2.2.9 Qualification of Investigation Officer

Investigation officers must definitely resume works. Therefore, they should drill in association with the following jobs i.e.

1)  Additional Knowledge to Sharpen their Own Intelligence in the Areas of

a)  Criminal Codes – they should know which is right and which is wrong against the laws else there will be error in investigation since it should tell their criticality of the case.
b) Evidence Codes and Criminal Justice Codes to prove evidence of its validity as being guided in the Codes of Criminal Justice

c) Criminological knowledge, which facilitates in investigation since every crime has its cause, and drive, e.g. jealousy and envy. If cause has been found, it would be faster to take arrestment.

d) Knowledge of advanced police sciences e.g. medical and electricity to find better assistance.

e) Dialectic language to understand the locality

f) Be thorough in the location, particularly, the specific investigator can make use in many aspects. It is easier and more direct in finding violator or likely correct assumption in the movement direction of the offenders pursue criminal.

h) Speculated observation on features, hair, dress, and eyes, which will help in memory.

i) Ability to read human characters e.g. signature tells conducts or the house arrangement tells personal habits, which may help assumption to better settle with the contact person.

2) **Health Exercises**

a) Studying self-defense, arms uses, all type of guns, boxing, wrestling, judo and etc. for self-defense within the restriction of laws for risk operation.

b) Walking and swimming since sometimes there is no vehicles for long distance journey and to swim across the canal.

c) Endurance to climates to be fit for geographical operations

3) **Respect the Laws**

Investigation police is authorized to achieve assigned duty under the Codes of Criminal Justice. Besides such privileges, they are subject to restrictions of laws like ordinary people e.g. to shoot the criminal only by “defense”. There is no “capital arrestment” written in the Criminal Laws therefore, it is forbidden to use. To over act the authority, the officer must take personal responsibility of the deeds in
criminal case. However, the civil case even there will be the dependency unit to share the charges but the Bureau may later charges the officer particularly being subject to the disciplinary reviews.

4) **Good Family Life**

   Good family can be viewed from living since the investigation officer needs locality and community members to build trust in public and if being drunken and always beating spouse should lead to unreliability of being respected and will not receive the useful notification from the public.

5) **Morality and Good Conducts**

6) **Personality of Popularity**

   Holding the personality of popularity such as humorous is advantageous of being loved by all and knowing how to observe trifling where criminal could give clue. Being sharp observer is a qualification of investigation officer.

2.2.10 **Factors of Successful Investigation**

2.2.10.1 **Investigation of the Victim's Historical Records**

   Investigating some of the victim's historical records might be great helps and essential. It would lead to direct advantages to the case e.g. crime against properties, crime against person and etc. For example, in relative to criminal case, the victim and the criminal might have been related before e.g. employer and employee, conflict of interest of being partnership or political conflict of interest or adultery and etc. Therefore, to investigate victim's historical records and the relation of the victim would highly lead to the advantages of finding offender. It corresponds to the sayings, “to dig the victim for the offender.”

2.2.10.2 **Probing News Sources or Information**

   In relative to investigation, the core practices are probing the news and information is essential to the interrogation officers whether they may be the primary
investigation or the investigation themselves. It might begin from good citizen, assistance to the officers, the suspected, personal witness or from the authority assigned to the probing or from various sources and etc. However, there are some problems at present that investigation does not dig the data but to wait and receive news or agents who are charging for their efforts. Actually, it should emphasize directly to the public.

However, it is critical to analyze of its reliability in relative to probing for news or receiving news from agents. Sometimes, it might be misleading to ensnare the investigation officer to step to wrong direction by the offenders or the opponent. But, even though, it might be inaccurate to the requirements, it could be beneficial to some other case since some collected information are useful to other cases.

Practices of probing news in present or being the recipients of news are counted essential to close the case and it helps in saving time and operation.

Further, it is found from the studies and in operation that, establishing the coordination center to exchange news among units whether from the National Police Bureau or from other Police units, highly helps receiving news and criminal knowledge, the movement of criminals, the offenders or the gangsters. It is found in the probing and receiving information that if there are primary information before offending, it can prevent such offense e.g. the hiring of rural gunman to assassinate person in conflict of interest. It is found out that there are the supplies of money and arms to the gunman to commit crime. Therefore the planning has been set to arrest and to prevent assassination, which it has also led to the arrestment of the hirer.

However, the existing problems are the shortage of news or information sources, and the problems of the coordination of information exchanges, which are critical to the measures of prevention and suppression of crimes. Besides, there are another critical problems of budget shortage to pay the agents. Actually in the United States for examples, budget is officially provided to compensate agent but in Thailand
the investigation officers, sometimes, have to pay by themselves. It should later be solved.

2.2.10.3 Information Analysis and the Remodeling Criminal Chronology

Sometimes, probing fact of offense has been met with many difficulties in finding the data and evidence. Some cases are difficult to find the truth and the chronology. Therefore, fact finding of crimes must be remodeling by using witnesses of persons, documents or material found on the spot or the surrounding to determine or to remodel and reset the time and probability of crimes and the offender.

By experiences, it is found out those major cases of the National Police Bureau have been using repeated remodeling and chronology for their precision of offenses and the accusation. For examples, the officers have taken the route, which has been believed that the victim was taking with two ladies but met with death and by investigating the indicted along the route they have confessed and yielded to their accusation.

2.2.10.4 Raising Points of Investigation

In case of incompletion on its cause, traditionally practices are the raising of commenced point of investigation. Such points of investigation are resulted from witnesses and evidences of probing. They should be likely probable. Any improbable issues will be rejected. Such practices can frame investigation to the target. Many cases have been using this practice.

However, experiences and proofs are critical with such practices. In the United States, some police units have allocated “expert of raising points of investigation”, in particular, when major case are handled. In practice, there is shortage of specialists in investigation, interrogation, inquires, and forensics, such problems are caused from 2 bases i.e. no training of specialist and lack of interest in the fields of studies. Such problems must be treated. Therefore, in criminal justice e.g. the court or
the public prosecutor, it is found out that there are clear separation of units' and triaging of specialists of criminal case, narcotics, labor and revenue taxes and etc.

2.2.10.5 Historical Records of the Indicted

It is highly critical with the historical records of the indicted. Whether there is any offense, if the investigation or interrogation officers have collected data, details, photos or historical records of the indicted or person reliable to offense, it would be helpful in the investigation of the indicted. On account of many repeated cases have similar causes and from the same group of persons. By investigation, it has been found out that murderer should have been a lame, curvature back and raised chest. There are many persons of such features in the initial investigation and by collecting many data and details of the indicted, it was found out that one of the indicted has ever committed sexual abuses. After, background of the indicted has been studied both personal and in the family, the officers can frame down the indicted. When witness has been brought to identify the indicted, and the murder has been usher for interrogation, he later confessed and yielded to the accusation.

2.2.10.6 Probing, Tracking and Surveillance of Individual and of the Location

Undercover probing, tracking and surveillance of individual and of the location serve the purpose of information collection to prevent crime and the arrestment of the culprit or the indicted in order to gain reliable evidence. It directly raises the effectiveness in the prevention and suppression of crime, maintaining public order and the social security.

2 practices are applied to both the individual and the location of indictment

Proper planning is needed and personnel of enduring, persevere, cautious and good memory is required to such action. Each day must be planned and determined e.g. reports of spot surveillance, delivery of evidence for arrestment and in court, and
etc. It is observed that such action is always raised in the attachment to the court hearing. However, such practices require great effort and expertise.

Besides, a major task is the undercover works of the investigation, which has been long, practiced being applied to illegal import, drug distribution, fake banknote, gambling, illegal immigration and etc. Such work requires a person of honesty, experiences of probing news, stability, enduring, and self-confidence and calm. Such characters will help when being involve with offenders without any suspicion.

Therefore, being the investigation officers of top levels, who plan the operation must fulfill for the achievement of the investigation works is the perseverance in probing the fact and evidence to charge the offender and for the court to further examine penalty of the offense.

2.2.10.7 Police Sciences

Besides proper selection of the personnel in probing the fact and evidence, the another popular practice is using police sciences. i.e. using scientific devices and technology e.g. scientific tools, arms forensics, ammunition, finger prints, arms effect, x-ray, metal detector, explosive, computer, and tracking. Etc.

However, police sciences are rarely used since, there is shortage of experts and advanced devices and the shortage of interests within the investigation officers. Such male practices should be further handled.

2.2.10.8 Preparation of Criminal History or Information

Besides the above stated, effectiveness and efficiency of investigation rely much also on appendices of the criminal history ad information of offenses of the neighboring areas to be as evidence, which is helpful to examine. Typology is required in the arrangement of the filing e.g. types of crimes, crimes against property, hired gunmen, sexual abuses, gang robbery and etc. such filing would be helpful in the
searches of the indicted when there are crimes. It is always proved that there is repetition of offending.

The existing problem is the uninterested to keep file of the criminal history or the offense of the neighboring area records in each police station. It relies much on the responsible superior to handle such mal-practices. However, there are many imperfections with the stations that keep such record. What has been frequently found is the criminal or offense information is personally recorded and when there is transferring, such information will follow the police and such mal-practices should be handled.

Besides the above stated, the details of the court verdicts have not been kept properly, which leads to repetition of offense and became difficult in the pursuit or even becoming unclosed case.

2.2.11 Hindrance of Investigation

As above theories, concepts, there are studies in relation with factors and hindrances affecting achievement in investigation of police. They are summarized as follows:

1) Negative collaboration from the locality e.g. shortage of information viable to investigation from people, unwilling to be witness in critical case to verify offender.

2) Police have no expertise in investigation sciences and unlikely implement such sciences in investigation viability.

3) Stationed detectives unlikely meet collaboration from other units for effective investigation e.g. different police station, police scientific police, and police dog subdivision.

4) Detectives are unlikely trained in advanced investigation for their effectiveness. Experiences are mostly applied.

5) Detectives are unlikely supported in work from superiors e.g. when facing problems; there are no assistance or consultation.
6) Detectives are unlikely promoted causing low morale in work and unfulfilled task.

7) Most detectives are lacking investigation experiences. Some are immediately assigned to job after studies resulting unsuccessful investigation.

2.3 Divisions in the Metropolitan Police Bureau

Divisions of the Metropolitan Police Bureau are

2.3.1 Division of Children and Youth Security Welfare

2.3.2 Division of Administration is divided into 5 Subdivisions. i.e.

2.3.2.1 Personnel Subdivision
2.3.2.2 News Subdivision
2.3.2.3 People Service Subdivision
2.3.2.4 Plan Subdivision
2.3.2.5 Support Subdivision

2.3.3 The Traffic Police Division is divided into 6 Subdivisions, i.e.

2.3.3.1 Administration Subdivision
2.3.3.2 Subdivision 1
2.3.3.3 Subdivision 2
2.3.3.4 Subdivision 3
2.3.3.5 Subdivision 4
2.3.3.6 Subdivision 5

2.3.4 The Police Fire Brigade Division is divided into 6 Subdivisions, i.e.

2.3.4.1 Administration Subdivision
2.3.4.2 Subdivision 1
2.3.4.3 Subdivision 2
2.3.4.4 Subdivision 3
2.3.4.5 Subdivision 4
2.3.4.6 Subdivision 5

2.3.5 The Metropolitan Patrol and Special Operation Division is divided into 7 Subdivisions, i.e.
2.3.5.1 Administration Subdivision
2.3.5.2 Mounted Police Subdivision
2.3.5.3 Riot Prevention and Suppression Subdivision
2.3.5.4 News Center Subdivision
2.3.5.5 Patrol Subdivision
2.3.5.6 Dog Subdivision
2.3.5.7 Protection and Security Subdivision

2.3.6 The Metropolitan Police Division 1-9 is divided into 2 Subdivisions and the Metropolitan Police Station, i.e.
2.3.6.1 Administration Subdivision
2.3.6.2 Investigation Subdivision
2.3.6.3 Metropolitan Subdivision
Structure of the Metropolitan Police Subdivision 1-9

Subdivision Headquarters 1-9

Administration Section
- Job 1 (Office)
- Job 2 (Personnel)
- Job 3 (Finance & Materials)
- Job 4 (Pan & Budget)
- Job 5 (case)
- Job 6 (News Center)

Investigation Section
- Inv. Team 1
- Inv. Team 2
- Inv. Team 3
- Inv. Team 4
- etc

Metropolitan Police Station
2.4 Theories of Organization and Police Management

Even though this is the applied research to implement the findings, however, fundamental theories or principles must be directly applied. Organizational theories and police management will be discussed before entry of literature reviews, domestic research papers and related reports. To focus on these papers solely and ignoring the significance principles, which is the core and theories is only similar to learning from experiences. Completion of the study requires both studies as observed by Vocino and Rabin that there is nothing value in implementation alike good theories (T. Vocino and J. Rain 1981: 17). Since the police management is part of the criminal justice management, similarly, the criminal justice management is part of public management: therefore, principles and organizational development of the 3 subjects are relatively similar. In these regards, Purachai Piamsomboon significantly divides such development into 3 periods as follows:

2.4.1 Period 1 The Classical School of Organization (Structuralism)

Since the past, the management of the police organization was principally based on the nature of the military. Even in the period of pioneer of Sir Robert Peel in BE 2372, the units of British police was still further based on military because Peel mainly focused on personnel recruitment, i.e. Peel perceived that organizational structure is likely significance and the second was personnel quality. It was witnessed by the 12 principles of police reforms identified in the past 150 years, which were:

1) Police must be firm, effective and organize the unit like the military
2) Police must be subject to the government
3) The non-criminal state proves the police effectiveness
4) The distributions of criminal information to police is obligatory
5) Using police force must significantly contemplate on time and location
6) No other quality of police significant rather than self complete emotional control. The calm expression is more efficient than explosion.
7) Good personality of police humbles general people.
8) Proper morale supports and training is counted as foundation of effectiveness in police works

9) For public security, each police must have identical number

10) Police stations must be located in the center of community and easy to exit.

11) New police must be allocated for probation at the period of time.

12) Criminal data is essential to the plan in proper police allocation to the locality.

At present, even police in general organize the unit and ranking personnel like military but it is observed that the nature of police job is different from the military in 4 areas, i.e.

First: police work alone and have opportunity to exercise extensive discretion under the interpretation of laws contradictorily to the military, which follow order under the strict supervision of the superiors and less chances of exercising discretion.

Second: Initiatives and plans of military are under the responsibility in lines of command and top-down order, whereas police job (e.g. criminal investigation, community services, and etc.,) begins from the fieldwork police to be proposed to the top superiors.

Third: The police team is a small size or often found lonely free work whereas the military work in big team such as a platoon, or a company, etc.

Finally: Police must directly connect people because the main task relates to people peace while the major task of military is the national defense from invaders abroad. Targets of military differ from police.
On these bases, the modern police administrators attempt to divert organizing police units from military to the public administration, as well as likely applying business administration. It is normal since then mid 20th Century that police organization is at least influenced by the Classical School of Organization with 3 natures, i.e.

*First Nature:* the following period of police administration is focusing highest effectiveness based on scientific administration under the theory of Taylorism or Scientific Management Work Process, which Frederick W. Taylor had explored during the beginning of the 20th Century under the 4 principles, i.e.

1. Develop work into scientific system
2. Select personnel with scientific approaches
3. Train scientific management o workers
4. Organize effective interaction among workers and managers.

Taylor and theorists of the classical school of organization is perceived as ignoring the complication and individual significance in the organization and comparing personnel as only a type of machines. August Vollmer, the father of the Advanced United States Police has implemented scientific management theories to improve police administration and many advanced technologies found in the early 20th Century have been modified for the benefits of police works, e.g. detector machine, installation of wireless communication devices in the patrol cars, and others. Further, Vollmer (A. Vollmer, 1934:2) envisioned in the development of police education, stating that

The selection of personnel by scientific method is unlikely adequate, Police work is unlikely reach standards of the reason that all can be accepted to police work without any training modern police must there fore be trained in professionalship similarly to other profession such as engineers, and physicians

Vollmer’s concepts were counted as apparently vital to the policy of personnel development for modern police at present.
Second Nature: the police administration is based on principles of tangibility. The principles are based on Henry Fayol, Luther Gulick, Lindal Ruwick and James D. Mooney. Also, Alan C. Riley observes that Fayol and Gulick are 2 theorists who play the vital role of structuralism. Fayol has developed Theory of Scalar Chain, which specifies the organization chart to illustrate the structuralism of the organizational structure. Besides, Taylor was interested in the work process of workers and Fayol focused on the process of organizational administration by proposing 14 principles. They were

1) Division of Work
2) Discipline
3) Unity of Direction
4) Subordination of Individual Interest
5) Authority
6) Unity of Command
7) Centralization
8) Order and Regulation
9) Remuneration
10) Stability of Tenure of Personnel
11) Chain of Command
12) Espirit de Corps
13) Equity
14) Initiation

Gulick defines administration into 7 natures known as POSDCORB, which are

1) Planning
2) Organizing
3) Staffing
4) Directing
5) Co-ordination
6) Reporting
7) Budgeting
Besides, Gulick found out that the organization could be structures based on many types e.g. target, process, location, and service provider, etc.

O.W. Wilson, one of the followers of Vollmer was highly successful in the batch of College Cope, who had properly implemented the concepts of Fayol and Gulick to fit the police work. It is witnessed in the book: "Police Administration", which specifies the principles of police administration and likely be concluded as follows: (O.W. Wilson and R.C. McLaren 1977 : 59-72)

1) Specialization
2) Unity of Command
3) Span of Control
4) Delegating of Authority

Since the beginning decade of 1960, the works of Wilson have been accepted widely among the democratic police systems that it has been the master plan in police administration based on the tangible organization.

Third Nature: the police administration is based on the bureaucracy and Max Weber. In Weber’s perspectives, the structural authority under the line of command is the component of the whole organization. Such authority is stick to the bureaucratic position rather than person as Weber observed that

The principles of line in command and levels of authority are referred to the firm regulated systems between superiors and subordinates, who supervise the lower position. The police organization likely reflects the nature of bureaucratic systems as Weber observed. He stated that the structure of the bureaucratic systems would be rationalized only if encompassing Ideal Type as follows: (Max Weber, 1947: 329-330)

- Rulification and Reutilization are referred to bureaucratic units constantly work with criteria as tools to help commanding.
- Division of Labor is the bureaucratic units with systematic work distinguishing as well as delegating power and authority to the position for its workability.

- Hierarchy of Authority: in organizing units, it is indispensable to specify order of responsibility for the higher position to supervise the lower position.

- Expertise: to establish expertise it mainly depends on training.

- Written Rule: it involves commanding as is necessary to keep records as evidence.

- Separation of Ownership is referred to the board of bureaucratic administrators owns no rights in Rational Legal under the perspectives of Weber. The more any units own similar nature to the stated factors, the merrier the units own the nature of bureaucratic units. With the bureaucracy of Ideal Type, it affects most police units to be subject to the supervision of the civil service commission. It must free the police unit from both internal and external influences, in particular the political net. The Royal Thai Police Department has been split from the Office of Civil Servants since Be 2521.

It is observed that the 3 attributes of police units according to the Classical School of Organization are not completely separated but related. However, with the perspective of Argyris, the line of command in the structure of High Administration resulted with the lag of communication and unlikely create unwanted nature in laziness and fuss. Besides, Munro criticizes that the structure of the Classical School of Organization with lengthen lines of command will find no agility and improper to the period of infected crimes. In the perspective of Munro, the police units based on the tangible structure create gaps between superiors and subordinates. It strongly requires improvement to provide opportunity for good educated police, high initiative, and high potentials to demonstrate opinion and to use capability in improving effectiveness and efficiency of police administration. However, the Royal Thai Police Department still sticks to the high tangible structure since 13th October BE 2458.
2.4.2 Period 2 Theory of Human Relations (Unstructuralism)

Renowned theorists were Elton Mayo, John Dewey, Kurt Levin and Mary Follet, who found out that there are sub groups within the large size organization and likely closed tide, which affected the products. Generally, within the unstructural organizations stay structural groups. The unstructural organization owns the nature of personal and mutual. The performance is set as Function of grouping, which might be as strongly collaborating teamwork. Intangible theorists focused on collaborated command, interpersonal and leadership. Organizational personnel are signified as dynamic and require spiritual support no less than material rewards. With these bases, work effectiveness will not only depend on external environments but significantly the harmony of the team. The intangible theorists emphasized small teamwork encompassing collaborated personnel to achieve to objectives.

Team organizing according to Human Relation Theory has been studied by the police administrators and applied in the police personnel management of teamworking with the same target and objectives called the “Team Policing”. Actually it has been started in 1966 by an English police administrator in Coventry called the “Unit Beat Policing”. Later, at the end of 1960 the concept of the “Team Policing” was widespread and became popular in the United States. The Team Policing was first formed in Syracuse, New York, in 1968. Later in 1970, different team policing had been named such as Safety Welfare Generalist Team Beat Policing Team and Neighborhood Policing Team, etc. Whatever names police used, the principle concepts were relative i.e. to reduce gaps between the superiors and the subordinates based on the policy that any commands of the superiors would be valid only when they did not conflict with goals and objectives of the organization and being supported by the subordinates. By reasons, the concepts of team policing were the bottom-up flows. Therefore, to be corresponding to the philosophy of “Team Policing”, the nature of Police structure has been improved from vertical to horizontal, as in Figure 1:
Horizontally organizing team policing has not yet been applied in the Thai society even now. The Thai police administrators might attach with the structuralism and likely solve problems with the former method of succession, even there were no studies on its effectiveness and efficiency. However, applying team policing in any police work has been cautioned by Sherman et al., that to what extent of effectiveness in team policing significantly depended on the quality of personnel in the police team and the levels of collaboration from the community. The performance of police team would have been better if it were required and supported by the community. On the contrary, in some communities where the people were not ready to collaborate and no interest in criminal problems, the police performance was not different from previous work method of succession. Vocino & Rabin (1981: 79) observed that in human relation organizing if
the administrators should more delegate discretion to the fieldwork team, it would impact the political leadership in supervising civil servants and so long as the public relied on political process in determining needs, the human relation organizing might draw 2 problems for the police administrators.

2.4.3 Period 3: Theory of Open Goal Seeking System (Integration)

While the structuralists focused on “Organization without Human”, and the Unstructuralists focused on “Human without Organization”, the third theory or the theory of open goal seeking system signified “Human with Organization.” Besides, while the structuralists and the unstructuralists were analyzing police organizations as closed or half closed organizations respectively, the present decade theorists attempts to develop police structures of Open Goal Seeking System. While the perspectives toward police organization has been changed from Structure to Process, when the “Process” was referred to scope engulfing the subsystems together with the clear goal for working process, and the “Open System” was therefore defined that it was the system that could be separated from environments. Such system had therefore to adopt resources and energy as inputs from the environments, and was able to process the outputs, which directly and indirectly influenced environments.

The fundamental principles of the theory of process is the phenomenon structure and duty of both in nature and in society, which can be well understood by studying the interaction in the overall of the subsystems and not separately study each of them. (T.H. Poister 1978: 33).

The process theorists were aware that the system of the integrating subsystem had deeper meaning than the sub units integrated. It requires studies of interaction of each sub units. With such necessity, the principles of the Open System had changed the structure from the immobility to the consistent mobility. Such transformation was the Goal Seeking System, which was under the control of Feedback Loops and by making shortcut of the feedback into the process of sending both positive and negative data to the center of administration to relevantly adapt the work with environment. The
consistent supervision and studies would therefore assure the whole system was
directing to the original goal and objectives. Besides, the process could be distinguished
into 5 significant attributes, i.e. goal and objective, environment, resource, composition
and management. The goal and objective are things, which the organization must
achieve in the future and they are used as criteria to compare the actual outputs to study
the achievements and failures of the organization. The environment contains restrictions
and opportunity comparing to both sides of a coin. The restrictions scope the deed
whereas the opportunity opens ways to deed. The resource is thing inside the system
fully ready for managing to achieve objectives, which includes man and materials. The
composition is referred to the subsystems of the whole. They are interacting to achieve
objectives. Finally, the management, which is the control center in planning, directing,
analyzing others attributes of the system in designing goals and objectives of the
subsystems and the allocation of resources.

Stanley Young observes the open system that whether they are government or
private units, they likely use the new scientific technology and the qualitative
researches. Using computer to proudly organize and analyze scientific data and
behavioral data is when the workunits are systematically structured to open for data
from the environmental resources.

By rationale necessity that the police organization must improve police units
from the close and half-close systems to the open system is likely be concluded as
follows:

First: The police unit is part of the criminal justice mainly aims at
controlling crimes. To develop the criminal justice from the state of unstructured, the
police, the public prosecutor, the court and the penitentiary, which are the subsystems
must adapt the structure into the interactive open system. More significant, these
subsystems must accept and attach the main goal in controlling crimes being aware to
the public needs and participation.
**Second:** The open system of the police organization will help police administrator to handle hindrances of inadequate data for discretion on the basis that it is significant in the inputs and feedback in relative to the open system to be proposed to the administrators. Besides, the open system requires researches and assessment from the actual global data reducing the influence to traditionalism, which is improper to time and drifting rationalization.

**Third:** Organizing the open system helps the police administrators to perceive the significance of the related workunits and the environment. Rationally, police units cannot be further isolated but necessarily work with other units and coordinate with other units to effectively and efficiently manage community works. Such necessity might reduce advantages taking within the units. P.M. Whisen and R.F. Ferguson (1973: 225) believe that contemplating police organization in terms of the open system should be the best in increasing effectiveness for the organization and increasing the satisfaction for the personnel. However, there is no suspicion that there will be more complication in perceiving police organization in terms of subsystems comparing to police organization in form of the immobile pyramid.

Even at present, concepts of police organization in the open system is in the initial stage but tendency in the administration of the criminal justice aims at more open system. To respond to the development, there are 9 vital parts as follows:

1) **Input:** the open system unit requires materials and energy of many kinds from external environments to input into the system.

2) **Process:** to significantly use the materials and energy according to the goal and objective of the organization.

3) **Output:** to emit outputs or results to environment. Any forms of results significantly depend on goals and objectives of the organization.

4) **Cyclic Character:** the procedure of the open system is in form of cycling such as the output is critical to the assessment for directly and indirectly improving the whole system.
5) **Arresting of Disorganization:** since the open system is not definite in itself, the assessment must be consistent.

6) **Information:** it is counted as a form of energy input for the benefit of processing or feedback of the output.

7) **Steady State:** the open system attempts to maintain ratio between the input and the output. The word “steady” is irrelevant to “constant”. “Steady” opens to changes but relatively between the input and the output.

8) **Specialization:** the open system mainly focuses on work effectiveness of the specialist.

9) **Equifinality:** the open system seeks new methods which is more economized and proper but reaching the same goals and objectives for consistency of work improvements.

The police organization is therefore charted as in Figure 2. However, some system theorists focus only on Input and Output ignoring the process. The ignorance of the “Black Box” of the system might be proper if in case of requiring only the output whether it reaches the required level in related to the Outcome Evaluation. However, the present tendency focuses to also study the process, not only to explain the connection between the input and the output but also to explain why is it successful or failing according to goals and objectives including defects leading to failures. Similarly, the assessment requires improvement from the evaluation of outcomes to the evaluation of the process.
Feedback

Inputs
(from /environments)
- personnel
- Materials & equipment
- Budget
- Data
etc

Process
- performance
- supports
- improvement
- management

Outputs
(to Environment)
- crime prevention
- crime suppression
- traffic control
etc

Figure 2  Opened-Structure of Police Organization

Source: Purachai Piamsomboon. Police Administration. Handouts of the Public Administration, Vol.36, Faculty of Public Administration, NIDA, BE 2525

The procedure of work is distinguished into 5 subsystem, i.e.

1) The Operative Subsystem is referred to subunits in the organization directly working to meet the objectives of the organization, e.g. crime prevention, crime suppression and crime investigation, and etc.

2) The Maintenance Subsystem is referred to subunits supervising personnel and organizing training, welfare, spiritual supports and material maintenance or this subunits strengthen the organizational security.

3) The Supportive Subsystem is referred to the subunits attempting the connection with public and community in special tasks beyond the responsibility of the taskforce units e.g. publicizing manuals of crime prevention, exhibition the police performance in many events. These subunits should coordinate to the task subunits.
4) *The Adaptive Subsystem* is significantly assigned to planning and researching for the improvement of the organization to lead to better agility, effectiveness and efficiency. However, the improvements require seeking the collaborations from related units both government and private, in particular the public collaboration is counted as vital force for the achievement of the police organization.

5) *The Managing Subsystem* is the unit directing the coordination and controlling other subsystems of their interaction and handing internal conflicts. Further, this unit has to communicate with related external units.

At present the police administrators become aware that crimes are more complicated beyond solely controlled by police units. The prevention and suppression of crime are the duty of criminal justice as a whole to share planning and policy including arouse public to participate in solving such problems. The advantages of each unit, i.e. the police, the public prosecutor, the court and the penitentiary must be second to the main goal and objectives of the criminal justice. When every subsystem own the same goals and objectives, it is indispensable to reorganize the process for collaboration. In brief, the police, the public prosecutor, the court and the penitentiary require improving the close structural process to the open structural process for mutual planning, action, coordination and assessment.

Even currently, the police administration is unlikely successful in its organization but the societal necessity both at present and in future will drive the consistent and indispensable development of the police organization. On the basis of the current societal fact that the more the society expands its materialization, the harder the police task. ON these principles, the police administration becomes scientific indispensable to society both at present and in the future.
2.5 Related Researches

Somkiat Puangsap (BE 2523: 1-102) studies, “Factors Affecting Achievement of Performance in Probing of Metropolitan Police”. It is found out that people has moderately collaborated with the guidance of police. The implementation of police sciences have least been attentive, while there is moderate collaboration from other units in assisting of probing offenders both with request and non-request. There is likely low level in training of advanced training to leverage police knowledge. There is immoderate level in police advancement and experiences.

Wathin Khamsongsri (BE 2528) studies, “Some Factors Relating Performance in Investigation of Deputy Inspector of Investigation in Police Station of the Metropolitan Police Division”. It is found out that there is statistical significant difference in relative to learning achievement, training results, experience and marital status, which affect investigation performances of the deputy inspectors. Deputy inspectors with higher learning achievement and experience gain better performances than deputy inspector with lower learning achievement and less experience. Whereas age duration in work, general knowledge, major in learning and domicile have no effect in investigation performance of the deputy inspectors of investigation.

Wichai Wongwiroon (BE 2529) studies “Factors Influencing Investigation of Capital Offense of the Investigation Officers in the Metropolitan Police Division.” It is found out those internal factors, i.e. budget, welfare, tools and equipment, communication devices, vehicles and petrol influence the investigation of capital offense. The external factors i.e. collaboration of people, coordination of related units, agent, influential groups, laws, regulations, obligations, police sciences of investigation influence investigation of capital offense. Social background of the investigation officers i.e. age, number of dependents, marital status, education, years in services, ranks and training do not influence the investigation of capital offense of the investigation officers. Social background, internal factors and external factors have no influence on attitudes towards investigation of capital offense of the investigation
officers. Different social backgrounds of the investigation officers have no differences in opinion of factor influencing investigation of the capital offense.

Thanongsak Thanakarn (BE 2533:) studies, “Some Factors Relating Performance of Investigation in the Metropolitan Police Division”. It is found our that most detective group views that there are fewer detectives assigned to the office comparing to the work quantity. Skilled detectives have been asked to help in other civil services. Investigation equipment is not advanced and insufficient to the critical job. Successful detective should have been trained with special courses in investigation. Investigation job is life risk. There are special expenses provided but low in morale.

Karun Buapuein (BE 2535). Studies, “Factors Affecting Performance of Detective in the Metropolitan Police division. “ It is found out that detective with different social background have different performance. Different work situation differently affects the investigation works. Work condition, which make the highest effectiveness are as follows: positive relation with colleagues, positive relation with superiors, private communication devices, proper daily work hour, recognition from superiors, retreat with reading books and detective in Metropolitan police station should have positive personality i.e. opened-stable, and reserved-stable are 44.3% of the total number and tend to be more effective than those with negative personality. Whereas, there are 55.7% of detective with negative personality i.e. openness-unstable and reserved-unstable tend to create problems at work.
CHAPTER III

METHODOLOGY

3.1 The Focus Population and Sampling

160 commissioned and noncommissioned detectives assigned to The Metropolitan police station of Dusit, Payathai, Makkasan, Huaykwang, Dindaeng, Nanglerng, Samsen, Chanasongkram, and Bangpho were the focus population in the study of FACTORS AFFECTING MANAGEMENT TO ACHIEVEMENT IN INVESTIGAITON: A CASE STUDY IN THE METROPOLITAN POLICE SUBDIVISION 1. There was no sampling.

3.2 The Research Instrumentation

Questionnaires has been used in data collection for analysis and the methodology in formulation was as follows:

3.2.1 Procedures of Questionnaire Formulation

3.2.1.1 Literatures related to the research have been reviewed by studying theories, principles, laws, regulations, order, textbooks, journals, research findings, theses and documents related.

3.2.1.2 The Social Sciences methodology and techniques have been reviewed in relative to questionnaire formulation.

3.2.1.3 Questionnaire contents have been drafted to cover topic of study, respondents would be able to respond according to the research objectives.

3.2.1.4 The drafted questionnaire was submitted to experts for corrections and improvements on its content clarity.

3.2.1.5 The improved questionnaire has been again returned to experts to examine its Logical Analysis and Content Validity.
3.2.1.6 The improved questionnaire has been pre-test before the actual data collection

Questionnaire was divided into 4 parts as follows

**Part 1:** The Social Backgrounds which encompass age, years in civil services, position, rank, education, marital status, salary, and duration of working in investigation.

**Part 2:** The Factors of Management, which were planning, organizing, staffing, directing, coordinating, reporting, and budgeting

**Part 3:** the Achievement in Investigation, which were investigation methods, results of investigation, target of arrestment, results of arrestment, and result of trials.

**Part 4:** The additional suggestions

3.2.2 *The Pre-test of the Instrument*

3.2.2.1 The improved questionnaire by the expert has been undergoing the Pre-test with 30 detectives under the Metropolitan Police Subdivision 5.

3.2.2.2 the Reliability was tested with the returned questionnaire.

3.2.2.3 The questionnaire has been improved and submitted to experts to examine its Logical Analysis and Content Validity as well as the proper wordings

3.2.2.4 After all defects have been improved the questionnaire was distributed for actual data collection

3.3 Data Collection

3.3.1 After questionnaire has been formulated and tested, they were distributed to 160 focused commissioned and the noncommissioned detectives. 145 or 90.6% Questionnaire sets were returned

3.3.2 All questionnaire sets were checked for their validity for further research methodological studies.
3.4 Data Analysis

3.4.1 When the questionnaire has been returned, they were properly coded for further analysis.

3.4.2 Manual and codes for analysis have been constructed for further computerized analysis.

3.4.3 Coded data have been recorded in the computerized magnetic diskette to be analyzed and test the statistical relationship of the variables.

3.5 The Statistical Application

3.5.1 Percentage

3.5.2 Standard Deviation

3.5.3 ANOVA (Analysis of Variance)

3.5.4 MCA (Multiple Classification Analysis)
CHAPTER IV
RESULTS

Findings are presented as follows

4.1 Social Backgrounds
4.2 Factors of Management
4.3 Concepts of Achievement in Investigation
4.4 Test of Hypotheses

4.1 Social Backgrounds (Table 1)

4.1.1 44.8% of the focus population are not more than 30 years, 30.3% are 31-35 years, and 24.8% are more than 36 years: the average age is 32.54 years and SD = 3.21.

4.1.2 17.2% of the focus population related to years in civil service are not more than 5 years, 55.2% are 6-10 years, and 27.6% are more than 11 years: the average is 7.32 years and SD = 4.17.

4.1.3 49.0% of the focus population are the rank and file – group leader, 44.1% are deputy inspectors, and 6.9% are inspector / deputy superintendent.

4.1.4 49.0% of the focus population are police private – police saber sergeant, 44.1% are police sub-lieutenant – police captain, and 6.9% are police-major – police lieutenant colonel.

4.1.5 10.3% of the focus population earn vocational certificate/diploma/pre-bachelor degree, 84.8% earn bachelor degree, and 4.8% earn master degree.
4.1.6 36.6% of the focus population are single, 49.0% are married and co-stay, and 14.4% are married but separated.

4.1.7 49.0% of the focus population monthly earn 5,000 -10,000 Baht, 35.9% earn 10,001-15,000 Baht, 11.7% earn 15,001-20,000 Baht, and 3.4% earn more than 20,000 Baht.

4.1.8 3.4% of the focus population related to the duration of working in investigation are 6 months-1 year, 17.9% are 1-3 years, 64.8% are 3-5 years, and 13.8% are more than 5 years.
Table 1: Frequency and Percentage of the Samples Distributed by Social Backgrounds

<table>
<thead>
<tr>
<th>Data</th>
<th>Frequency (145)</th>
<th>Percentage (100.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not more than 30 years</td>
<td>65</td>
<td>44.8</td>
</tr>
<tr>
<td>31 – 35 years</td>
<td>44</td>
<td>30.3</td>
</tr>
<tr>
<td>more than 36 years</td>
<td>36</td>
<td>24.8</td>
</tr>
<tr>
<td>Average age</td>
<td>32.54 years</td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>3.21</td>
<td></td>
</tr>
<tr>
<td><strong>2. Years in Civil Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not more than 5 years</td>
<td>25</td>
<td>17.2</td>
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<tr>
<td>6 – 10 years</td>
<td>80</td>
<td>55.2</td>
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<tr>
<td>More than 11 years</td>
<td>40</td>
<td>27.6</td>
</tr>
<tr>
<td>Average</td>
<td>7.32 years</td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>4.17</td>
<td></td>
</tr>
<tr>
<td><strong>3. Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The rank and file – Group Leader</td>
<td>71</td>
<td>49.0</td>
</tr>
<tr>
<td>Deputy Inspector</td>
<td>64</td>
<td>44.1</td>
</tr>
<tr>
<td>Inspector/ Deputy Superintendent</td>
<td>10</td>
<td>6.9</td>
</tr>
<tr>
<td><strong>4. Rank</strong></td>
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<td></td>
</tr>
<tr>
<td>Pol. Pvt – Pol. Saber Sgt.</td>
<td>71</td>
<td>49.0</td>
</tr>
<tr>
<td>Pol. Sub-Lt. – Pol. Capt.</td>
<td>64</td>
<td>44.1</td>
</tr>
<tr>
<td>Pol. Maj. – Pol. Sub-Lt. Col.</td>
<td>10</td>
<td>6.9</td>
</tr>
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Table 1: Frequency and Percentage of the Samples Distributed by Social Backgrounds (continued)

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<tr>
<td>Voc. Cert./dip./pre bachelor degree</td>
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<td>Bachelor degree</td>
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<td>84.8</td>
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<tr>
<td>Master degree</td>
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<td>6. Marital Status</td>
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<tr>
<td>Single</td>
<td>53</td>
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<tr>
<td>Married and co-stay</td>
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<tr>
<td>Married but separated</td>
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<td>14.4</td>
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<td>Widow/divorce</td>
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<td>0</td>
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<td>7. Monthly Income</td>
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<td>5,000 – 10,000 Baht</td>
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<td>more than 20,000 Baht</td>
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<td>3.4</td>
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<tr>
<td>8. Duration of Working in Investigation</td>
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<td>6 months – 1 years</td>
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<td>64.8</td>
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<tr>
<td>more than 5 years</td>
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<td>13.8</td>
</tr>
</tbody>
</table>
4.2 Factors of Management (Table 2)

4.2.1 95.2% of investigation job have systematically set plans, and 4.8% have not.

4.2.2 66.2% of the investigation job have systematically organized, and 33.8% have not.

4.2.3 70.3% of the investigation job have systematically staffed in related to office and investigation, and 29.7% have not.

4.2.4 51.7% of the investigation job have organized directions to support investigation jobs, and 48.3% have not.

4.2.5 44.8% of the investigation job have systematically coordinated with other units or locality, and 55.2% have not.

4.2.6 53.8% of the investigation job have reported outcomes of investigation year round of 6 months or 1 year, and 46.2% have not.

4.2.7 54.5% of the investigation job have systematically organized budgeting, and 45.5% have not.
**Table 2:** Frequency and Percentage of the Samples’ Concepts Distributed by Factors of Management

<table>
<thead>
<tr>
<th>Data</th>
<th>Frequency (145)</th>
<th>Percentage (100.0)</th>
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<tr>
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<td></td>
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<tr>
<td>Yes</td>
<td>138</td>
<td>95.2</td>
</tr>
<tr>
<td>No, but case by case only</td>
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<tr>
<td>2. The investigation job has systematically organized</td>
<td></td>
<td></td>
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<tr>
<td>Yes</td>
<td>96</td>
<td>66.2</td>
</tr>
<tr>
<td>No, but individual job descriptions</td>
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<td>33.8</td>
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<td>3. The investigation job has systematically staffed in related to office and investigation</td>
<td></td>
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<tr>
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<td>102</td>
<td>70.3</td>
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<tr>
<td>No</td>
<td>43</td>
<td>29.7</td>
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<tr>
<td>4. The investigation job has organized directions to support investigation jobs, and etc.</td>
<td></td>
<td></td>
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<tr>
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<td>75</td>
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<tr>
<td>No</td>
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<td>48.3</td>
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<tr>
<td>5. The investigation job has systematically coordinated with other units or locality.</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>65</td>
<td>44.8</td>
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<tr>
<td>No but special relation is used</td>
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Table 2: Frequency and Percentage of the Samples’ Concepts Distributed by Factors of Management (continued)

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<tr>
<td></td>
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<td>(100.0)</td>
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<tr>
<td>6. The investigation job has reported outcomes of investigation year round of 6 months or 1 year.</td>
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<tr>
<td>No</td>
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<td>46.2</td>
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<tr>
<td>7. The investigation job has systematically organized budgeting.</td>
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<td></td>
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<tr>
<td>Yes</td>
<td>79</td>
<td>54.5</td>
</tr>
<tr>
<td>No, but in the master budgeting</td>
<td>66</td>
<td>45.5</td>
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</table>
4.3 Concepts of Achievement in Investigation (Table 3)

4.3.1 24.1% strongly agree with the existing investigation methods are satisfactorily achieved, 46.2% agree, 15.9% uncertain, 10.4% disagree, and 3.4% strongly disagree.

4.3.2 58.6% strongly agree with the investigation methods rely on knowledge and experience of the detectives rather than scientific equipment and tools, 14.5% agree, 9.0% uncertain, 11.7% disagree and 6.2% strongly disagree.

4.3.3 14.5% strongly agree with the investigation job is unlikely get assistance and supports on approaches and new knowledge of investigation, 44.8% agree, 21.4% uncertain, 8.3% disagree and 11.0% strongly disagree.

4.3.4 22.1% strongly agree with problems in investigation methods become another critical hindrance in complicated cases, 49.0% agree, 12.4% uncertain, 9.0% disagree and 7.6% strongly disagree.

4.3.5 53.8% strongly agree with if there are many investigation cases, the major problem is shortage of detectives to pursue the cases, 21.4% agree, 13.1% uncertain, 5.5% disagree and 6.2% strongly disagree.

4.3.6 43.4% strongly agree with the investigation results are sometimes unlikely rapids but to wait for clarity of evidences, 16.6% agree, 28.3% uncertain, 9.0% disagree and 2.8% strongly disagree.

4.3.7 11.7% strongly agree with most investigation results are found satisfactory when being assessed its achievement in trial, 44.8% agree, 32.4% uncertain, 5.5% disagree and 5.5% strongly disagree.
4.3.8 7.6% strongly agree with assistance from other station is sought if the investigation results are beyond the capacity of the station level, 20.0% agree, 19.3% uncertain, 31.7% disagree and 21.4% strongly disagree.

4.3.9 55.9% strongly agree with the achieved investigation results illustrate performance, repute of the investigation job at station and the court discretion, 16.6% agree, 22.1% uncertain, 4.8% disagree and 0.7% strongly disagree.

4.3.10 36.6% strongly agree with targeting of arrestment is sometimes unlikely causing prudent investigation , 43.4% agree, 8.3% uncertain, 7.6% disagree and 4.1% strongly disagree.

4.3.11 8.3% strongly agree with targeting of arrestment requires definite dedication from detectives , 9.7% agree, 29.5% uncertain, 42.8% disagree and 13.8% strongly disagree.

4.3.12 33.1% strongly agree with arrestment results affect the promotion of the detectives, 31.0% agree, 15.2% uncertain, 13.1% disagree and 7.6% strongly disagree.

4.3.13 51.0% strongly agree with at present, arrestment of the indicted or defendants requires more sensibility of rights and freedom under the Constitutions , 23.4% agree, 18.6% uncertain, 43.8% disagree and 2.1% strongly disagree.

4.3.14 55.9% strongly agree with if the detectives rapidly arrest the indicted or the defendants, the people will recognize their effectiveness, 13.1% agree, 22.1% uncertain, 7.6% disagree and 1.4% strongly disagree.

4.3.15 28.3% strongly agree with arrestment results and trail results are likely differed , 46.9% agree, 6.9% uncertain, 12.4% disagree and 5.5% strongly disagree.
4.3.16 37.2% strongly agree with the duration between the arrestment and trial likely causes evidences changeable, 15.9% agree, 22.1% uncertain, 12.4% disagree and 12.4% strongly disagree.

4.3.17 64.8% strongly agree with the current probing focuses on narcotics, 19.3% agree, 9.0% uncertain, 2.8% disagree and 4.1% strongly disagree.

4.3.18 16.6% strongly agree with the security in investigation affects the achievement of investigation, 46.9% agree, 22.1% uncertain, 9.0% disagree and 5.5% strongly disagree.

4.3.19 40.0% strongly agree with most of the detectives satisfy with duty rather than other job-line e.g. interrogation or suppression, 29.0% agree, 14.5% uncertain, 14.5% disagree and 2.1% strongly disagree.

4.3.20 30.3% strongly agree with the detectives observe that if it is systematically organized or managed, the investigation job will be more effective, 40.0% agree, 7.6% uncertain, 8.3% disagree and 13.8% strongly disagree.
### Table 3: Concepts of Achievement in Investigation

<table>
<thead>
<tr>
<th>Data</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(145)</td>
<td>(100.0)</td>
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1. The existing investigation methods are satisfactorily achieved.

<table>
<thead>
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<th>Frequency</th>
<th>Percentage</th>
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<tr>
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</tr>
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<td>Agree</td>
<td>67</td>
<td>46.2</td>
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<tr>
<td>Uncertain</td>
<td>23</td>
<td>15.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>10.4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>3.4</td>
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</table>

2. The investigation methods rely on knowledge and experience of the detectives rather than scientific equipment and tools.

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<td>9.0</td>
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<tr>
<td>Disagree</td>
<td>17</td>
<td>11.7</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>6.2</td>
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3. The investigation job is unlikely get assistance and supports on approaches and new knowledge of investigation.

<table>
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<td>21.4</td>
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<td>8.3</td>
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<tr>
<td>Strongly disagree</td>
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<td>11.0</td>
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Table 3: Concepts of Achievement in Investigation (continued)

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<td><strong>Frequency</strong> (145)</td>
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4. Problems in investigation methods become another critical hindrance in complicated cases

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<td>13</td>
<td>9.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>11</td>
<td>7.6</td>
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</table>

5. If there are many investigation cases, the major problem is shortage of detectives to pursue the cases.

<table>
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<th></th>
<th>Frequency</th>
<th>Percentage</th>
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<td>21.4</td>
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<tr>
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<td>13.1</td>
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<tr>
<td>Disagree</td>
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<td>5.5</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>6.2</td>
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6. The investigation results are sometimes unlikely rapid but to wait for clarity of evidences.

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<td>9.0</td>
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Table 3: Concepts of Achievement in Investigation (continued)

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<th>Frequency (145)</th>
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</table>

7. Most investigation results are found satisfactory when being assessed its achievement in trial.

<table>
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<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>Frequency</td>
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<tr>
<td>Percentage</td>
<td>11.7</td>
<td>44.8</td>
<td>32.4</td>
<td>5.5</td>
<td>5.5</td>
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</table>

8. Assistance from other unit is sought if the investigation results are beyond the capacity of the station level.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>Frequency</td>
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<td>29</td>
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<td>46</td>
<td>31</td>
</tr>
<tr>
<td>Percentage</td>
<td>7.6</td>
<td>20.0</td>
<td>19.3</td>
<td>31.7</td>
<td>21.4</td>
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</table>

9. The achieved investigation results illustrate performance, repute of the investigation job at station and the court discretion.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
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<tbody>
<tr>
<td>Frequency</td>
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<td>24</td>
<td>32</td>
<td>7</td>
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</tr>
<tr>
<td>Percentage</td>
<td>55.9</td>
<td>16.6</td>
<td>22.1</td>
<td>4.8</td>
<td>0.7</td>
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Table 3: Concepts of Achievement in Investigation (continued)

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<tr>
<td></td>
<td>(145)</td>
<td>(100.0)</td>
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<tr>
<td>10. Targeting of arrestment is sometimes unlikely causing prudent investigation.</td>
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<td>43.4</td>
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<td>8.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>7.6</td>
</tr>
<tr>
<td>Strongly disagree</td>
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<td>4.1</td>
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<tr>
<td>11. Targeting of arrestment requires definite dedication from detectives.</td>
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<td>8.3</td>
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<td>9.7</td>
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<tr>
<td>Strongly disagree</td>
<td>20</td>
<td>13.8</td>
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<tr>
<td>12. Arrestment results affect the promotion of the detectives.</td>
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<td></td>
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<tr>
<td>Strongly agree</td>
<td>48</td>
<td>33.1</td>
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<tr>
<td>Agree</td>
<td>45</td>
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<tr>
<td>Uncertain</td>
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<td>15.2</td>
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<tr>
<td>Disagree</td>
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<td>13.1</td>
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<tr>
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Table 3: Concepts of Achievement in Investigation (continued)

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<td>13. At present, arrestment of the indicted or defendants requires more sensibility of rights and freedom under the Constitutions.</td>
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<td>18.6</td>
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</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>2.1</td>
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<tr>
<td>14. If the detectives rapidly arrest the indicted or the defendants, the people will recognize their effectiveness.</td>
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<td>81</td>
<td>55.9</td>
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<td>Agree</td>
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<tr>
<td>Uncertain</td>
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<td>22.1</td>
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<td>7.6</td>
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<tr>
<td>Strongly disagree</td>
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<td>1.4</td>
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<td>15. Arrestment results and trail results are likely differed</td>
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<td>6.9</td>
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<td>12.4</td>
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<tr>
<td>Strongly disagree</td>
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Table 3: Concepts of Achievement in Investigation (continued)

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<thead>
<tr>
<th>Data</th>
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16. The duration between the arrestment and trial likely causes evidences changeable.

<table>
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<tr>
<td>Agree</td>
<td>23</td>
<td>15.9</td>
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<tr>
<td>Uncertain</td>
<td>32</td>
<td>22.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>12.4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>18</td>
<td>12.4</td>
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</table>

17. The current probing focuses on narcotics.

<table>
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<th>Percentage</th>
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<td>28</td>
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<td>9.0</td>
</tr>
<tr>
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</tr>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>4.1</td>
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18. The security in investigation affects the achievement of investigation.

<table>
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<th>Percentage</th>
</tr>
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<td>68</td>
<td>46.9</td>
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<tr>
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Table 3: Concepts of Achievement in Investigation (continued)

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<td>Most of the detectives satisfy with duty rather than other job-line e.g. interrogation or suppression</td>
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<td>Strongly disagree</td>
<td>3</td>
</tr>
<tr>
<td>20.</td>
<td>The detectives observe that if it is systematically organized or managed, the investigation job will be more effective.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>Uncertain</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>20</td>
</tr>
</tbody>
</table>
4.4 Test of Hypotheses (Tables 4, 5, and 6)

It is assumed that

_Hypothesis 1_ : Detectives with different social background and factors of management have different concepts of achievement in investigation.

Factors of management affect the achievement in investigation at statistically significant level.

From the analyses of ANOVA, MCA and correlation toward the achievement in investigation, findings are as follows

Detectives with different social background and factors of management have different concepts of achievement in investigation, in relative to years of civil service, education, and duration of working in investigation

The Hypothesis 1 is retained

It is find out in Hypothesis 2 that social backgrounds i.e. years of civil service, education, and duration of working in investigation and factors of management encompassing organizing and coordinating have statistically significant relationship at 0.01 level

The Hypothesis 2 is retained
Table 4: ANOVA of Concepts of the Achievement in Investigation Distributed by Social Backgrounds

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Squares</th>
<th>DF</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Effects</td>
<td>23481.076</td>
<td>12</td>
<td>1322.714</td>
<td>63.316</td>
<td>0.127</td>
</tr>
<tr>
<td>Age</td>
<td>4640.021</td>
<td>3</td>
<td>3120.125</td>
<td>40.055</td>
<td>0.347</td>
</tr>
<tr>
<td>Year in civil service</td>
<td>5342.296</td>
<td>2</td>
<td>2416.688</td>
<td>65.019</td>
<td>0.001*</td>
</tr>
<tr>
<td>Position</td>
<td>2135.034</td>
<td>2</td>
<td>1321.344</td>
<td>23.473</td>
<td>0.528</td>
</tr>
<tr>
<td>Rank</td>
<td>1245.112</td>
<td>2</td>
<td>735.128</td>
<td>11.472</td>
<td>0.637</td>
</tr>
<tr>
<td>Education</td>
<td>1981.644</td>
<td>1</td>
<td>324.138</td>
<td>32.217</td>
<td>0.021**</td>
</tr>
<tr>
<td>Marital status</td>
<td>1001.380</td>
<td>2</td>
<td>432.145</td>
<td>56.300</td>
<td>0.454</td>
</tr>
<tr>
<td>Monthly income</td>
<td>783.670</td>
<td>2</td>
<td>212.075</td>
<td>43.128</td>
<td>0.789</td>
</tr>
<tr>
<td>Duration of working in</td>
<td>1231.448</td>
<td>4</td>
<td>315.789</td>
<td>28.129</td>
<td>0.001**</td>
</tr>
<tr>
<td>investigation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explained</td>
<td>22984.075</td>
<td>12</td>
<td>1876.617</td>
<td>70.316</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>6638.416</td>
<td>143</td>
<td>31.875</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>29622.591</td>
<td>145</td>
<td>128.32</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### Table 5: MCA of Concepts of the Achievement in Investigation Distributed by Social Backgrounds

#### Grand Mean = 42.538

<table>
<thead>
<tr>
<th>Variable + Category</th>
<th>N</th>
<th>Unadjusted Dev’n</th>
<th>Eta</th>
<th>Adjusted for Independents Dev’n</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not more than 30 years</td>
<td>65</td>
<td>5.34</td>
<td>16.71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 – 35 years</td>
<td>44</td>
<td>-12.10</td>
<td>-12.77</td>
<td></td>
<td></td>
</tr>
<tr>
<td>more than 36 years</td>
<td>36</td>
<td>3.61</td>
<td>-12.27</td>
<td>0.57</td>
<td>0.13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years in civil service</th>
<th>N</th>
<th>Unadjusted Dev’n</th>
<th>Eta</th>
<th>Adjusted for Independents Dev’n</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not more than 35 years</td>
<td>25</td>
<td>6.29</td>
<td>4.12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-10 years</td>
<td>80</td>
<td>3.48</td>
<td>2.32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>more than 11 years</td>
<td>40</td>
<td>1.85</td>
<td>12.12</td>
<td>0.19</td>
<td>0.94</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>N</th>
<th>Unadjusted Dev’n</th>
<th>Eta</th>
<th>Adjusted for Independents Dev’n</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>The rank and file – Group</td>
<td>71</td>
<td>3.24</td>
<td>-2.45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leader</td>
<td>64</td>
<td>0.08</td>
<td>0.34</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Inspector</td>
<td>10</td>
<td>-0.38</td>
<td>6.51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspector/ Deputy</td>
<td></td>
<td>0.45</td>
<td>0.32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superintendent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Table 5:** MCA of Concepts of the Achievement in Investigation Distributed by Social Backgrounds (continued)

*Grand Mean = 42.538*

<table>
<thead>
<tr>
<th>Variable + Category</th>
<th>$N$</th>
<th>$Dev'n$</th>
<th>$Eta$</th>
<th>$Dev'n$</th>
<th>$Beta$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rank</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pol. Sub-Lt. – Pol. Capt.</td>
<td>64</td>
<td>0.45</td>
<td></td>
<td>0.78</td>
<td></td>
</tr>
<tr>
<td>Pol. Maj. – Pol. Sub-Lt. Col.</td>
<td>10</td>
<td>1.24</td>
<td>0.13</td>
<td>1.11</td>
<td>0.04</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voc. Cert./dip./pre</td>
<td>15</td>
<td>-2.18</td>
<td></td>
<td>-2.76</td>
<td></td>
</tr>
<tr>
<td>bachelor</td>
<td>123</td>
<td>1.15</td>
<td></td>
<td>2.24</td>
<td></td>
</tr>
<tr>
<td>Bachelor degree</td>
<td>7</td>
<td>1.78</td>
<td>0.19</td>
<td>1.24</td>
<td>0.15</td>
</tr>
<tr>
<td>Master degree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Marital status</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>53</td>
<td>4.14</td>
<td></td>
<td>-0.34</td>
<td></td>
</tr>
<tr>
<td>Married and co-stay</td>
<td>71</td>
<td>-3.67</td>
<td></td>
<td>-0.11</td>
<td></td>
</tr>
<tr>
<td>Married but separated</td>
<td>21</td>
<td>3.87</td>
<td>0.31</td>
<td>0.70</td>
<td>0.30</td>
</tr>
</tbody>
</table>

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Table 5: MCA of Concepts of the Achievement in Investigation Distributed by Social Backgrounds (continued)

*Grand Mean = 42.538*

<table>
<thead>
<tr>
<th>Variable + Category</th>
<th>Unadjusted</th>
<th>Adjusted for Independents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Dev'n</td>
</tr>
<tr>
<td>Monthly income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,000 – 10,000 Baht</td>
<td>71</td>
<td>3.11</td>
</tr>
<tr>
<td>10,001 – 15,000 Baht</td>
<td>52</td>
<td>-4.39</td>
</tr>
<tr>
<td>15,001 – 20,000 Baht</td>
<td>17</td>
<td>-2.38</td>
</tr>
<tr>
<td>more than 20,000 Baht</td>
<td>5</td>
<td>3.10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.18</td>
</tr>
<tr>
<td>Duration of working in investigation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 months – 1 years</td>
<td>5</td>
<td>2.45</td>
</tr>
<tr>
<td>1 – 3 years</td>
<td>26</td>
<td>-1.29</td>
</tr>
<tr>
<td>3 – 5 years</td>
<td>94</td>
<td>3.15</td>
</tr>
<tr>
<td>more than 5 years</td>
<td>20</td>
<td>-2.22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.22</td>
</tr>
</tbody>
</table>

Multiple R Squared: 0.676
Multiple R: 0.534
Table 6: Correlation of Factors of Management toward the Achievement in Investigation

<table>
<thead>
<tr>
<th>Variables</th>
<th>Planning</th>
<th>Organizing</th>
<th>Staffing</th>
<th>Directing</th>
<th>Coordinating</th>
<th>Reporting</th>
<th>Budgeting</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning</td>
<td>0.678</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Organizing</td>
<td></td>
<td>1.004**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.01**</td>
</tr>
<tr>
<td>3. Staffing</td>
<td></td>
<td></td>
<td>0.231</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Directing</td>
<td></td>
<td></td>
<td></td>
<td>0.101</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Coordinating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.024**</td>
<td></td>
<td></td>
<td>0.01**</td>
</tr>
<tr>
<td>6. Reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.145</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Budgeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.212</td>
<td></td>
</tr>
</tbody>
</table>

**p < .01**
CHAPTER V
DISCUSSION

It is found out in the study of FACTORS AFFECTING MANAGEMENT TO ACHIEVEMENT IN INVESTIGATION: A CASE STUDY IN THE METROPOLITAN POLICE SUBDIVISION 1 that

5.1 the focus population are 145 commissioned and noncommissioned detectives with the age of not more than 35 years, years in civil service of 6-10 years, positioning of deputy inspector, and ranking of police sub-lieutenant – police captain with bachelor degree and some earn master degree. However, the noncommissioned earn vocational certificate/diploma/ pre bachelor degree. Some are single and earn 5,000 – 20,000 Baht and work in the investigation job for 3-5 years.

It illustrates that focus population is young adults with reasonable years in civil services and good education, which reflect the good and proper staffing in the investigation job.

Whereas it is found out in factors of management that most population comment there is systematic planning, organizing, staffing, directing of office and investigation. However, they are not sure whether there is any coordination but there is report years round of 6 months or 1 year and budgeting. It illustrates that population working the investigation job perceive that here is POSCORB set to meet this job-line.

5.2 It is found out in the concepts of achievement in investigation that most population the existing investigation satisfactorily achieved. The current methods of investigation is using knowledge and experience rather than scientific equipment and tools. Also, the investigation job is unlikely assisted and supported in relative to approaches or new knowledge in investigation. In the complicated case, it is found out that investigation methods critically hinder the investigation. The major
problem when there are many cases for investigation is the shortage of detectives to pursue the cases. Also, investigation results are sometimes unlikely rapid but to wait for the clarity of evidences. However, it is satisfactory when assessing the achievement in investigation in lights of court discretion. If it is beyond capacity, assistance from other units will be sought. If there is targeting the arrestment, it affects the prudent investigation. The detectives therefore have to provide definite dedication. The arrestment results affect the promotion but the investigation must be more sensible to the rights and freedom of people under the Constitutions. At the meantime, if the indicted or the defendant is rapidly arrested, the people will sense the effectiveness of the detectives. However, the duration between the arrestment and the trial is likely causing the evidence changeable and currently, it is focused on arrestment of narcotics.

In relative to the security in duty, the population believe that it affect the achievement of investigation. They are satisfied with their duty rather than other job-line. Besides, the detectives find that if there is systematic organization and management, the investigation is likely more effective.

5.3 In the test of hypotheses, it is found out that detectives with different social background and factors of management have different concepts of achievement in investigation. However, such differences do not reduce the effectiveness of investigation.

At the meantime, it is found out that the social background and the factors of management have relationship toward the concepts of achievement in investigation such as relationship related to years in civil service, education, and the duration of working in investigation. Besides the concepts in organizing of the investigation job and coordinating are also affecting the work achievement.
CHAPTER VI
CONCLUSION AND RECOMMENDATION

The study of FACTORS AFFECTING MANAGEMENT TO ACHIEVEMENT IN INVESTIGATION: A CASE STUDY IN THE METROPOLITAN POLICE SUBDIVISION 1 to investigate factors affecting management to achievement in investigation of the criminal cases, and to investigate the state of problems and hindrances in the management. Questionnaire is used as instrument for collecting data from 145 detectives leveling of both the commissioned and the noncommissioned officers assigned to 9 police stations under the Metropolitan Police Subdivision 1. SPSS is used in analyses and the results are concluded follows:

6.1 Conclusions

6.1.1 Most of the focus population are young adults with moderate years in the civil service ranking from police sub-lieutenant to police captain, and positioning of deputy inspector with bachelor degree but some earn master degree while the noncommissioned earn vocational certificate/ diploma /pre-bachelor degree. Most are married but some are single with low income and working experiences are 3-5 years.

6.1.2 The focus population comments about factors of management by overview that the units have applied principle of POSCORB in all aspects. However, there is inconsistency and seriously pursuing in some areas e.g. coordinating with other units. Whereas, the focus group finds that the investigation is effective in the satisfactory level.

6.1.3 The comments of the achievement in the investigation management are concluded that the investigation requires both knowledge and experiences but scientific technologies share more roles. The achievement relies on the
court discretion in penalization of the offender. Problems and hindrances of the investigation are if societies, new knowledge, evidence, and dedication had been prioritizing, the performance and promotion would have been better driven.

6.1.4 It is found out in the test of hypotheses that the differences of social backgrounds and factors of management are different but do not affect the work effectiveness.

6.2 Recommendations from the Research

6.2.1 It has been found out in the studies that the investigation systems of the Thai police still use individual capacity. There is shortage of scientific technologies and supports. Had it been seriously promoted and supported, the investigation systems of the Thai police would have been better effective.

6.2.2 It has been found out in the factors of management that the police own management structures but lack in the seriousness in implementation, which leads to shortage of rapidity, precision and inspectability. The administrator should prioritize implementing more modern management in the prevention and suppression of crimes

6.2.3 The Royal Thai Police Bureau must further provide additional training on investigation for the fieldwork police

6.3 Recommendations for Further Studies

6.3.1 There should be studies of proper police sciences for implementation in the investigation systems of the Royal Thai Police.

6.3.2 Techniques and investigation methods in abroad should be comparatively studied and applied to the situational problems of crimes in Thailand.
BIBLIOGRAPHY

THAI


Assadang Panikkabut. (BE 2524). *Duty and Role of Police toward Society*. Ramkhamhaeng Journals, Year 8 Vol.6
ENGLISH


Subject: Request Response of Questionnaire

To: All Detectives

I, Pol. Capt. Pornsak Laorujiralai, a Master student, Faculty of Master of Arts, Program of Criminology and Criminal Justice, am conducting a study of Factors Affecting Management to Achievement in Investigation: a Case Study in the Metropolitan Police Subdivision 1, requesting responding questionnaire as to your knowledge, understanding and experiences. Your responses will be advantages for police and further studies.

Anticipating thanks for your cooperation.

Sincerely yours,

Pol. Capt. Pornsak Laorujiralai
QUESTIONNAIRE
TITe
Factors Affecting Management to Achievement in Investigation:
A Case Study in the Metropolitan Police Subdivision

Instruction: this questionnaire is divided into 4 parts, i.e.
Part 1: Social Backgrounds
Part 2: Factors of Management
Part 3: Concepts of Achievement in Investigation
Part 4: Additional Suggestions

Please mark ✓ in □ or fill in the blanks in each item.

Part 1: Social Backgrounds

1. Your current age...........................................years

2. Years in civil services.....................................years

3. Position
   □ 1. The rank and file – Group Leader
   □ 2. Deputy Inspector
   □ 3. Inspector
   □ 4. Deputy Superintendent

4. Rank
5. Education

- 1. Secondary School
- 2. Voc. Cert./dip./pre bachelor degree
- 3. Bachelor degree
- 4. Master degree
- 5. Others (specify)............................

6. Marital Status

- 1. Single
- 2. Married and co-stay
- 3. Married but separated
- 4. Widow/divorce

7. Monthly income

- 1. 5,000 - 10,000 Baht
- 2. 10,001 - 15,000 Baht
- 3. 15,001 - 20,000 Baht
- 4. More than 20,000 Baht

8. Duration in investigation job

- 1. 6 month - 1 year
- 2. 1 - 3 years
- 3. 3 - 5 years
- 4. More than 5 years
Part 2: Factors of Management

1. Whether the investigation job has systematically set plans or not.
   - 1. Yes
   - 2. No, but case by case only

2. The investigation job has systematically organized such as inspector, deputy inspector, police force, budget, welfare and etc.
   - 1. Yes
   - 2. No, but individual job descriptions

3. The investigation job has systematically staffed in related to office and investigation
   - 1. Yes
   - 2. No

4. The investigation job has organized directions to support investigation jobs, e.g. material supports, arms, vehicles and budget
   - 1. Yes
   - 2. No but dividing duty to each individual.

5. The investigation job has systematically coordinated with other units or locality.
   - 1. Yes
   - 2. No but special individual relation is used

6. The investigation job has reported outcomes of investigation year round of 6 months or 1 year.
   - 1. Yes
   - 2. No but reporting case to case or summary in each six month round.
7. The investigation job has systematically organized budgeting.
   
   - 1. Yes
   - 2. No, but in the master budgeting

**Part 3 Concepts of Achievement in Investigation**

Please mark ✓ as you perceive most precise to your sensations

SA = strongly agree, A = agree, U = uncertain, D = disagree, SD = strongly disagree

<table>
<thead>
<tr>
<th>Descriptions</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The existing investigation methods are satisfactorily achieved.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The investigation methods rely on knowledge and experience of the detectives rather than scientific equipment and tools.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The investigation job is unlikely to get assistance and supports on approaches and new knowledge of investigation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Problems in investigation methods become another critical hindrance in complicated cases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. If there are many investigation cases, the major problem is shortage of detectives to pursue the cases.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. The investigation results are sometimes unlikely rapid but to wait for clarity of evidences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Most investigation results are found satisfactory when being assessed its achievement in trial.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Descriptions</td>
<td>SA</td>
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<td>U</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>----</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>----</td>
</tr>
<tr>
<td>8. Assistance from other unit is sought if the investigation results are beyond the capacity of the station level.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. The achieved investigation results illustrate performance, repute of the investigation job at station and the court discretion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Targeting of arrestment is sometimes unlikely causing prudent investigation.</td>
<td></td>
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<td>11. Targeting of arrestment requires definite dedication from detectives.</td>
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<td>12. Arrestment results affect the promotion of the detectives.</td>
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<td>13. At present, arrestment of the indicted or defendants requires more sensibility of rights and freedom under the Constitutions.</td>
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<td>14. If the detectives rapidly arrest the indicted or the defendants, the people will recognize their effectiveness.</td>
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<td>15. Arrestment results and trail results are likely differed</td>
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<td>16. The duration between the arrestment and trial likely causes evidences changeable.</td>
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<td>17. The current probing focuses on narcotics.</td>
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<td>18. The security in investigation affects the achievement of investigation.</td>
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<td>19. Most of the detectives satisfy with duty rather than other job-line e.g. interrogation or suppression</td>
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<td>20. The detectives observe that if it is systematically organized or managed, the investigation job will be more effective.</td>
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Part 4 Additional suggestions
### BIOGRAPHY

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<thead>
<tr>
<th>Name</th>
<th>Pol. Capt. Pornsak Laorujirala</th>
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<tbody>
<tr>
<td>Date of Birth</td>
<td>13 April BE 2517 (1973)</td>
</tr>
<tr>
<td>Place of Birth</td>
<td>Songpinong District, Province of Suphanburi</td>
</tr>
<tr>
<td>Education</td>
<td>Public Administration (Police Academy) Batch 50</td>
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<td>Mahidol University</td>
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<tr>
<td>Position and Office</td>
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