

GUIDELINES FOR SERVICE QUALITY DEVELOPMENT AND OPERATIONAL SYSTEMS OF POLICE OFFICERS IN THAILAND : A STUDY OF POLICE STATIONS.

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ABSTRACT

The research objectives aimed to study the guidelines for service quality development and operational systems of police officers on the police stations. The research methodology approached on qualitative methods with the population who represented the head of the police station or superintendent and 30 officers were selected by purposive sampling. The research instruments represented in-depth interview and focus group discussion, the data analysis was obtained by the synthesis from the interview issues and extracted them for only answering research questions. The finding revealed that the significant issues of development of service quality and operational systems as following 1) Organizational and administrative improvement 2) Fighting with all forms of corruption 3) Making the police officers to be reliable to people 4) Fairness on judicial enforcement.

INTRODUCTION

Operational procedures of police had to contact the people all times as the guardian and server, therefore, it can be stated that the police duties represented the heart and considered a crucial mission of the Royal Thai Police and relied on the efficient performance of the police.

The mission of police in the level of police stations could be divided to be crime prevention and suppression, investigation, criminal prosecution, traffic work, directive and administrative work in which the nature of general operations remained public service. The police operations were frequently blamed on the people, the media and not well-accepted by society that it was widely articulated among the public and police themselves as the insignificant social cost person. One of the crucial factors represented the operations of police in each police station especially in matters of public service, because the people who came to the police station with troubles and hoped the rectification. In contrast, some police lacked of consciousness in performing their duties that caused the public to become disappointed and departed from faith with negative impact to the image of the police and throughout the organization of the police.

Police's operational problems of public services, especially various departments of police stations, the heads of the police station might be committed and paid attention to the development of service quality to people sincerely. Simultaneously, supervisors at all levels would closely control, supervise and provide supervision including all police would have service-mindedness. Therefore, problem solving guidelines represented improving the quality of public service at the police station level and the operational systems of the Thai police. Royal Thai Police acted as the largest house, the medium houses were divided by Police Bureau or Regional Police Bureau, the smallest houses represented the local police stations at the lowest level which the chief acted as a butler or leader and police acted as the house's members.

Theory and Literatures

1. Classical theories represented theories and concepts were emerged in late of the 19th century according with the change of social and the world adapted to be industrialization. The traditional theories in this prior period focused on effective and efficient productivity rather than personal attention. The administrative system focused on regulations, rules and formal structural organization with the maximum productivity. In this era, human labor was acted as a machine. The higher the efficiency of a human labor, the more productivity it would produce. Theories and concepts in this thought could be divided into two approaches as follows.

1.1 The Scientific Management Thought represented the systematic management by relying on scientific techniques or researches which represented rules to adopt in operations. The studies of cause and effect, data collection and analysis to discover the best ways for performing works that began in the beginning of the industrial revolution era and changed from human labor to machine. Theories in this era focused on goals and more efficient achievement.

1.2 Administrative Management Thought also emerged in classical era as well with more order, this concept originated from the consumption of the scientific management that the nature of scientific management universally existed in general but the theorists in this thought more focused on the executive work improvement in particular, not on lower level employees. They assumed the work achievement belonged to the top management.

2. Organizational theories and administrative processes that focused on the priority of executives more than the lower level employees, working methods and also administrative behavior of chief executives in term of the POSDCoRB. One of two groups represented academic scholars were combined on duties of US Army in the Second World War to evaluate mistakes in army administration and efficiency improvement. Two scholars proposed concepts that were executives' duties with seven functions as following.

P: Planning represented planning as well as the structure of the work including planning in advance and the collaborative planning of each department.

O: Organizing represented determining organizational structure, positioning, authority, responsibilities, assignment and division of work with order.

S: Staffing represented personal management, human resource planning, recruitment, selection and development.

D: Directing represented direction from the duties of decisions making, giving orders, and assigning tasks to subordinates as well as the leadership.

Co: Coordinating represented coordination and activities with achievement the goal well including coordination for each section in accordance with work successfully with maximum efficiency.

R: Reporting represented performance reporting from personal division to organization in order to recognize the work of various departments and controlling the advancement of plans and evaluation.

B: Budgeting represented budgeting management from the budgeting assessment, accounting, financial audit and the effective of budgeting.

METHODOLOGY

The research methodology approached on qualitative methods with the population who represented the head of the police stations or superintendent and 30 officers were selected by purposive sampling. The research instruments represented in-depth interview and

focus group discussion, the data analysis was obtained by the synthesis from the interview issues and extracted them for only answering research questions.

RESULTS

The research finding revealed guidelines of operational procedures as following.

1. Organizational and administrative improvement.

1.1 To improve the structure and develop management systems at all levels to be modernized and global to support the current situation by providing the linkage of integration between the local police, the specific function and other government agencies by a short chain of command as well as prioritizing the administrative work to be ready for responsiveness the new structure.

1.2 To administrate according to criteria and procedures of good governance through decentralization in resources and decision making to operational units as much as possible and promote the public participation in all level of police offices to boost more faith for the organization

1.3 To develop extensive and intensive education and training work that represented the true foundation of the police profession according to professional police requirement with morality, ethics, as well as working attitude, culture and desirable characteristics of police.

1.4 To coordinate with government agencies and private sectors both of inside and outside the country for joining of people and national problems solving.

2. Fighting all forms of corruption.

2.1 To eliminate the deteriorated person who sought benefits from the organization and performing duties, build the awareness and values of police officers in fighting and cooperating to suppress corruption.

2.2 To improve work systems and develop human resources to be the readiness for assessment and examination in terms of fairness and transparency from all departments.

2.3 To carry out the suppression of corruption and misconduct in governmental agencies on their authority and cooperate with other agencies as a whole based on rules and regulations enforcement.

2.4 To provide welfare and compensation for police officers appropriately and widely, change living habits to be in accordance with the sufficiency economy model with fundamental, economical and not extravagant spending.

2.5 To boost the police officers to live by adhering to the four virtues that His Majesty the King bestowed upon the Thai people during the Rattanakosin bicentennial celebration, which were to preserve the truth self-restraint, patience and long-suffering which supervisors at all levels would behave to remain a successful model for their subordinates.

3. Making the police to be reliable to people.

3.1 To serve the people seriously according to the police station development project for the people with concrete and continuous service improving in a masterful manner on the people-centric, to provide one-stop service and raise awareness of police officers to serve with a willingness, smiling, clear, fast, equal, transparent and fair.

3.2 To strive for the efficiency in preventing and combating crime by using prevention policies by developing news seeking, community and mass relations work for cooperation seeking from the public and allowing all sectors to participate with the police work in all areas. To emphasize on monitoring and evaluation of achievement or prevention in quality, especially the work of officials that contacted with the public and evaluated on monthly basis.

3.3 To conduct the fighting on drugs within the authority and responsibility by proactively operation to be the Strengthen the Land including prevention, suppression,

treatment and rehabilitation according to government policies to enhance tangible results at the practical level through seeking against drugs cooperation from both government agencies and the participation of private organizations.

3.4 To carry out suppression of the mafia including networks and supporters of crime in all areas of Thailand as well as government officials who maintained a significant associated behavior so that people were equally of judicial enforcement and in peace for society.

3.5 To proceed to resolve the unrest in the southern border provinces by introducing the royal speech of His Majesty the King and the superior orders of the Queen as guidelines in generating an understanding of problems and gaining people fairly. In order to rectify problems as a whole as soon as possible and to strengthen peaceful coexistence under the rule of law and the identification of diversity on religions and cultures, including confidential building in problems solving ways with peaceful methods by integrating jurisprudence and politics for the peace and coziness of the Thai people.

3.6 To support the government on social order by tightening the suppression of illegal service providers.

4. Fairness on judicial enforcement.

4.1 To improve and develop the quality of investigative officers with morality, ethics and professionalism in order to be able to serve the people to be protected with equal and fairness.

4.2 To improve and develop the system of administrative investigation, technology and forensic science to have expertise, modern and effective as well as to enhance the cooperation among organizations or other involved agencies in the justice process.

4.3 To develop the awareness for police officers on seriously judicial enforcement without neglect or discriminating against specific groups or situations for the peace and order of society and encouraging the sustainable discipline of people.

4.4 To perform their duties with authority and according to prescriptive guidelines on the framework of policies in order to contribute the rapid concrete results. Besides the office hour the supervisor had to supervise and restrain subordinates at all levels closely as well as having to follow up the operational results and adjust the appropriate guidelines to the situation for the benefit of the people with effective and worthwhile achieving.

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