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The elements of a learning model to enhance service mind of Thai police officer

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Abstract

The roles and responsibilities of Thai police were not only crime prevention and repression but also providing service to people. There were different problems when people living together in different neighbourhood such as rural and urban area; some might violate each other's right and freedom. From the past until now, Thai police were criticized either on the positive or negative duties. Based on the problem reviewing on people oriented public service delivery, the police officer tried to solved the negative criticized from the people. Royal Thai Police initiates the project “Police Station for People” this is indicated that Royal Thai Police realized the significance and emergency of people oriented public service providing and service mind. Either or the researcher believed that the non-formal education activities will help the organization to create the service mind for the organization culture. The purpose of this study was to develop a learning model to enhance service mind of Thai police officer. The design of this study was the qualitative study. The included documents were studies of police's service mind in different neighbourhood. The study explored and described the way to develop a learning model to enhance service mind of Thai police officer (working on official inquiry), the results were that 1) The elements of learning model to enhance service mind in Thai police’s organization culture 2) A model to enhance service mind of Thai police officer 3) The strategy presentation of a learning model to enhance service mind for Thai police officer. Right now this study on the process to find out the elements of service mind for development a learning model to enhance service mind of Thai police officer. In conclusion, police's service mind is important for social calmness and peaceful. The learning model to enhance service mind of Thai police should emphasize on organization culture, equality and policy or strategy.

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1. Introduction

The roles and responsibilities of Thai police (Royal Thai Police, 2012) are not only crime prevention and crime repression but also providing service to people. There were some problems when people living together in the society; some may violate each other’s rights and freedom. Ideology, if people lived together without violation each other’s rights, society will be in peace but in reality it is very difficult to control the crimes. Accordingly, the laws have been created to protect rights and freedom of people in society. Police has major role to enforce and implement the laws to keep society stay in peace. People have to follow the laws and police have role to interact with people regularly. The image of police is the protector for people. When people cannot find the solutions on some problem, one of the first priority that people think of is police. Hence, providing service to people is the major role and heart of police missions (PrasertMekmanee, 1976).

The Constitution of Thailand (2007) stated about the significance of service providing for people in Article 74 (Government gazette, 2008). Article 74 is about providing service for people according to the good governance and effective state management principles. The article stated that civil servants, government officers, employees of government offices or state enterprise offices must play the roles under the law to protect and provide benefits of the public, or facilitate and provide service to people according to good governance and effective state management principles. Providing diverse public services (Office of Research and Development, King Prajadhipok’s Institute, 2008) is the fundamental role of state or government. Based on principle, public services and deliveries provide benefit for people. In order to provide good services, state or government offices need to apply the effective management to enhance the effective direction of state administration and economic system as a whole. The effective service delivery was the reflection on capacity of state offices in responding to people’s needs. Providing service to the public is duty of all civil servants. The significance factor bring success to state’s service deliveries is the consciousness of service mind of civil servants (JintanaBoonbongkarn, 1996). Royal Thai Police is the national department unit with legal entity and report directly to the Prime Minister but neither under any Ministry nor Prime Minister Office. The roles of Thai Royal Office are providing services to people and reducing the complicated service deliveries process. People are able to quickly access the service. Based on the review problems of police’s missions, service providing needs to be improved(Royal Thai Police, 2012). According to the laws, civil servants of all government offices have roles to provide services to people, so service providing is the culture of Thai bureaucracy system (JintanaBoonbongkarn, 1996). This idea is in accordance to the “Organizational Culture Concept” (TianechaiChaiyasate, 2009). Organizational culture concept means lifestyle or continuous practices of people in one organization that become the specific characteristics of the group and the basic to keep organization run smoothly and sustainably.

Royal Thai Police has mission in providing services to people (Royal Thai Police, 2012) and Royal Thai Police Act, 2004 Article 37 stated that police must enforce the laws and ethics of police, 2008, especially on providing the services to people is mentioned in 3 parts of police ethics including; 1. General ethics, 2.Ethics in implementing the missions, and 3.Ethics that need to be developed. In these 3 police ethics, they mentioned about working for the public, devoting themselves to work and give priority to benefit of public, and people oriented working. Additionally, police also need to follow the ethics of a police who working on official inquiry (Ethics of A police who working on official inquiry s, 2011). Royal Thai Police always realizes the significance of people, so in designing the 4 years action plan of Royal Thai Police; (2012- 2015) determine the value of Royal Thai Police and also mentioned about people oriented service providing and service mind. Based on the 4 years action plan of Royal Thai Police, it indicates the most important working principle and practices of police and the police values is people oriented service deliveries. This is organizational culture of Royal Thai Police. Koberg and Chusmir (1987) defined organizational culture that it is common values and believes, and later develop to be behavior norm and lifestyle of organization. Most of organizations determines important expectations on working and share it with officers, so that they can participate in working and moving towards that goals, visions, and missions of organizations. Goals, vision, and mission are supporting and guiding factors for decision making of officers, and also they create common spirit among officers. Another terminology of this phenomenon is “Organizational Values”. Organizational value means the significant criteria influencing or guiding people to do or not to do, in order to reach the common preferable results. Values can determine behaviors and the following results (TianechaiChaiyasate, 2009).
From the past until now, police were criticized either on the positive or negative duties. Based on the problem review on people oriented public service delivery, the police officer tried to solve the negative criticized from the people. Royal Thai Police initiates the project “Police Station for People” by deviding into 3 phases implemented since 1998 until now. This is indicating that Royal Thai Police realize the significance and emergency of people oriented public service providing and service mind. The researcher believed that the non-formal education activities will help the organization to create the service mind for the organization culture.

1.1. Objective

The study goals are: 1) To analyze learning model to enhance organization culture of service mind for Thai police officer 2) To develop a learning model to enhance organization culture for Thai police officer and 3) To make the strategy presentation of a learning model to enhance service mind of Thai police officer, now on the process to find out the elements of service mind for development of a learning model to enhance service mind of Thai police officer.

2. Methodology

The design of this research was a qualitative study. The first step to find out the elements of service mind for Thai Police officer worked on official inquiry, the researcher find out the data from 1) documents reviewed and 2) database reviewed. The researcher determines the research methodology into 3 stages including;

2.1. Step 1 literature review or documentary study

In order to analyse and synthesize factors of organizational culture of Royal Thai Police on consciousness to providing people oriented services of Thai police officer. The documents, writing, textbook, articles, databases and researches were reviewed in this stage.

2.2. Step 2 field study

This stage applied multiple case-study by selecting 1 best practices from 5 regions of Thailand; the North, Central, Northeast, East, and South. The documentary study, participatory observation and interviewing key informants were applied. The key informants included the police working on the official inquiry and received the outstanding award during 2011-2013 amount 12 officers. The next step is all this information was analyzed and complemented with the information collected in the 1st stage.

2.3. Step 3 developing model

This stage is focusing on drafting and examining the learning model to promote consciousness on providing people oriented services of Royal Thai Police. The experiment was conduct in 1 focus group to analyzed related factors and guideline to apply the model. Finally, the recommendations came out from this process will be proposed to policy makers.

Now on the first step to find out the elements for service mind of Thai police officer, the researcher review the documents related and database reviewed such as 1) the organizational culture based on Office of Civil Service Commission and Royal Thai Police to define the proper organizational cultures for Royal Thai Police, 2) problems of policemen worked on official inquiry 3) the documents related service mind, code of Ethics of Thai police 4) the documents related service mind by the police worked on official inquiry based on the code of ethics of police worked on official inquiry and 5) Adult learning concept.

From data research, the researcher review considered research from over the world. The researcher only included literature published in well-known journal and between January 1990 and December 2013. The researcher chose to be as broad as possible in our sweep of the literature, and included research using a variety of methodological
designs (often an exclusion criteria), including the qualitative work, case studies, as well as surveyed-based research. The researcher only included empirical pieces published in peer reviewed journals in order to provide some initial quality assurance. This review was conducted by a researcher. The searches were conducted screening criteria, service mind. The quality appraisal process, data extraction, and themetic analysis were undertaken by the researcher. Research reported in book chapters, scholarly books and organization reports was excluded, and remains an area that future research may wish to examine. Six databases were searched: Emerald, Taylor and Francis, Wiley, Sage, Ebsco and Eric. These were selected they include key police and learning journals. Strict search terms were used to search these databases. The researcher try to find out the document related to the police officer, organizational culture. The researcher developed these terms through a series of scoping search searches to assess each term’s sensitivity and inclusivity before agree on final set. The target terms were police, service mind, learning model and associated terms of service mind were such as spiritual mind, social mind. The researcher were used in order to search multiple iterations of particular word. The researcher searches involved each word in target term and associated term in the title, abstract, and keyword fields.

Based on the integration and analysis of all information mentioned in the previous process, the output is the elements of service mind for Thai police officer worked on official inquiry.

3. Research framework

![Research Framework Diagram]

Figure 1. show the research framework

4. Result

Thai police context, documents reviews and the elements were organization culture, equality and strategy. The organizational culture on providing service to people is the major focus of Royal Thai Police and is always determined and implemented by the Royal Thai Police, especially determining the value of people oriented service providing in equality (Royal Thai Police, 2012) that all civil servant should follow. However, the organizational
culture for a police who working on official inquiry has never been mentioned specifically, hence researcher analysed information from the ethics of a police who working on official inquiry manual and found out that “organizational culture for a police who working on official inquiry are including to have service mind, to be honest and no bias during investigating process, to be assertive with the justice, to be proud of being police, and to devote themselves for the sake of public benefits. The learning program to develop organizational structure focusing on creating service mind need to apply and integrate the concept of enhancing organizational culture (Committee of Bureaucracy System Development, 2008), Creating consciousness on people oriented service providing of the Code of Police Ethics 2008, and the Code of A police who working on official inquiry Ethics, 2011.

Police stations are the important working unit of Royal Thai Police. Police stations have missions to take care of wellbeing of people for 24 hours and 7 days in a week. Missions of police station are heart of Royal Thai Police. When the police performs effective missions, people will definitely love and have faith in police, on the other hand when police performs low-efficiency work people will lose their faith and not accept the policemissions of police in general are “providing service to people” while investigation is the role of representative of the police station. A police who working on official inquiry has role in accepting the petition (report) and provide service to people (NarongAmphapai,2001). People depend on investigation officer and police station when they need helps or their freedom and rights are violated, so a police who working on official inquiry who is representing the police station to deal with people (ChachavarnSuksomjitr,2002), more or less a police who working on official inquiry are criticized by media or people, because investigating process may affect personal rights or freedom of a person such as calling to meet a police who working on official inquiry, inspecting a person or house, rib properties, arresting and so on. The obstacles or problems found in performing the roles of police or a police who working on official inquirey including; 1. A police worked on official inquiry abstain or inactive in performing their roles when people report their cases to police. In some case, police pay attention in some works which brought them the better benefit or the works that their commanders paid attention on. 2. A police who worked on official inquiry have tendency to work under some powerful group of people in the area. Some of those powerful people offered bribe to a police who working on official inquiry to control them abstain their roles. This situations created troubles to people, and 3. The increasing number of population brought more illegal or criminal cases in the area. This also influenced the law enforcement of a police who working on official inquiry in terms of providing service to all. The problematic situation mentioned above is indicating the weakness of a police who working on official inquiry who is representative of police station and Royal Thai Police. In perspective of the researcher of this study, a police who working on official inquiry who is representing the police station should provide help for people. According to research findings collected by the researcher of this study, if a police who working on official inquiry do not have service mind and not perform their tasks well, it will impact to the Royal Thai Police.

Based on the criminal cases statistic reported during 2012-2013, it shows the increasing trend of criminal case dramatically year by year. The criminal cases were classified into 5 types under consideration of Royal Thai Police (Royal Thai Police, 2014) including; 1. Serious offense and awful case 2. Offenses causing death, body and sexual injury 3. Offense causing damage to individual properties 4. Other offenses and 5. Offense causing damage to government for example weapon, gambling, drug, prostitution and so on. According to the statistic; in 2011 there were 582,636 criminal cases reported to police, in 2012 there were 603,245 criminal cases reported to police, in 2013 there were 667,794 criminal cases reported to police. Also the population of Thailand is increasing year by year. Demography statistic of Thailand in 2013 shown that Thailand has 64.45 million population (considered as the 4th rank of Southeast Asia after Indonesia, the Philippines, and Vietnam). However, Thailand has police approximately 207,384 people (1 police per 311 people) and among this number only 30,000 policemen performing as a police who working on official inquiry (Royal Thai Police, 2014).

Through the literature reviewed, four characteristics were regularly perceived to be attributes of effective police service mind. First was “Communication”, which was a key characteristic, and the literature conceptualized this in terms of communication within the police organization as well as communication with everyone (Bryman & Stephens, 1996; Dantzker, 1996; Beck & Wilson, 1997; Duncan et al., 2001; Densten, 2002; Murphy & Drodge, 2004; Silvestri, 2007; Schafer, 2008; 2010; Steinheider & Wuestewald, 2008; Dick, 2011; O’Leary et al., 2011). Second was being “ethical”, which was generally defined as exhibiting a sense of integrity and honesty, being to generate a sense of trustworthiness among everyone (Bryman & Stephens, 1996; Fleming, 2004; Murphy & Drodge, 2004).
Third was having ability to generate a sense of “trust” and “trustworthiness” within the police organization, as well as operationally between the police and community (Beck & Wilson, 1997; Atwater et al., 2000; Schafer, 2008, 2010; Wheatcroft et al., 2012). The last was effective “thinking ability” was important with critical, strategic, and creative thinking regarded as key attributes of successful service mind (Gaston, 1997; Davies, 2000; Coleman 2008; Miller et al., 2009; Meaklim and Sims, 2011; O’Leary et al., 2011).

Four activities that effective police service mind engaged from literature review. “Creating a shared perspective” was one, relating to setting, developing, and sharing goal for the organization that create a sense of purpose for other police (Bryman & Stephens, 1996; Dantzker, 1996; Beck & Wilson, 1997; Densten, 1999, 2002, 2003; Davies, 2000; Duncan et al., 2001; Engel, 2001; Murphy & Drodge, 2004; Buterfield et al, 2005; Schafer, 2008; 2010; Steinheider & Wuestewald, 2008; Miller et al., 2009; Andreescu & Vito, 2010; Vito & Higgins, 2010; O’Leary et al., 2011; Vito, 2011) Related to this was the need to “engender organization commitment” which should be a strategy and organization culture by providing support to subordinates, providing feedback, promoting collaboration, and giving them a perspective sharing (Beck & Wilson, 1997; Dick, 2011; Metcalfe & Dick, 2000, 2001; Densten, 2002, 2005; Steinheider & Wuestewald, 2008; Vito & Higgins, 2010; Johnson, 2012). For equality and organization culture, effective police service mind should demonstrate “care for subordinates”, which requires them to seek out and take responsibility, coaching and mentoring (Moore, 1994; Bryman & Stephens, 1996; Densten, 1999, 2003; Davies, 2000; Metcalfe & Dick, 2000; Davies & Thomas, 2003; Buterfield et al., 2004; Fleming, 2004; Murphy & Drodge, 2004; Andreescu & Vito, 2010; Schafer, 2010; Vito & Higgins, 2010). For organization culture and strategy, “problem solving” was an activity that emerged, with particular reference to proactive and collaborative styles of problem solving to address complex, interdependent, and unforeseen problems such as service mind problem (Davenport, 1999; Atwater et al., 2000; Davies, 2000; Davies & Thomas, 2003; Buterfield et al, 2004, 2005; Silvestri, 2007; Miller et al., 2009; Meaklim & Sims, 2011; O’Leary et al., 2011).

From database search from the journals, articles or other documents related to service mind and learning model. In total 81 searches were completed, which returned 1,624 pieces of literature. These record were then imported into reference management database for further analysis, duplicate removal and application of screening criteria to exclude items not relevant to the review as showed in Figure 2.

Figure 2. Show diagram of systemic reviewing of this research

From the documents reviewed and database reviewed, the researcher analyzed the elements of service mind of Thai police officer in 3 criteria elements. 1. The elements of general service mind are included; to deliver with fast
service, dedication on duties, use polite speech verbs, willing to service the people, proud on the duties, to make the 
people trust and control the temperate. 2. The elements of service mind of Thai police officer are included; to deliver 
with fast service, dedications on duties, to sacrifice for the common good, the public, use the polite speech verbs, 
willing to service the people, control the temperate and to idolized monarchy. 3. The elements of service mind of Thai 
police officer worked on official inquiry are included; to nonalignment, to deliver with fast service, working with 
transparency and check by the people, dedication on duties, to regard the justice, to sacrifice for the common good, 
the public, use the polite speech verbs, willing to service the people, conduct oneself and being the simple life, 
proud on the duties and to make the people trust.

The conclusion for 13 elements from analyzed the documents related are grouping included: 1. to nonalignment, 2. 
to deliver with fast service, 3. working with transparency and check by the people, 4. dedication on duties, to regard 
5. the justice, 6. to sacrifice for the common good, the public, 7. use the polite speech verbs, 8. willing to service the 
people, 9. conduct oneself and making the simple life, 10. proud on the duties, 11. to make the people trust, 12. 
control the temperate and 13. to idolized monarchy.

5. Discussion

According to the documents related to the action plan of Royal Thai Police and guideline to develop 
organizational culture of Office of the Civil Service Commission of Thai police. The documents of a police who 
working on official inquiry group whom received the outstanding a police who working on official inquiry award 
during 2011-2013. The document of Senior officers of Royal Thai Police, Office of the Civil Service Commission 
and informal education plan. The document from systemic reviewing showed that it is necessary of development of a 
learning model to enhance service mind of Thai police officer (working on official inquiry). The reason is in the 
future, if demographic structure is expanding every year, this may create the new form of crime and more problems 
on police forces. Thailand will face the lack of policeman to protect people and protect society from crimes and also 
will lack of a police who working on official inquiry to collects evidences and provide service for people. This will 
later influence people to criticize police in the negative sides. The most unpreferable problems reflected by people is 
not enough officers to take care of them and the next ones are police perform their tasks with bias and police slowly 
arrive place. The recommendations of this research are people are expecting to see police actively and seriously 
perform their tasks and also they would like to see honest policemen without corruption and exploitation on people. 
Lastly, people would like to see policemen respect and be friendly with them (ABAC Poll Office, 2004). The 
mentioned situation on lacking of service mind consciousness among policemen and non education program on this 
issue for policemen when considered learning outside the classroom program provided by the Royal Thai Police 
(Education Division, 2012), hence the researcher of this research is interested to develop learning program to 
advance “organizational culture” on service mind among policemen, especially a police who working on official 
inquiry. A police who working on official inquiry are representatives of the police to provide service to people for 
instance being mediator of the argument and collecting evidence before submitting the case to the court (The 

The findings of this documents reviewed and database reviewed (a systematic reviewed) suggest that there are 
three issue to enhance service mind of Thai police: 1) organization culture 2) A learning model for service mind of 
Thai Police officer and 3) Strategy presentation guideline or policy. There is some consensus as to what characterizes 
effective police service mind, and the activities that they tend to undertake in a learning model. Four key 
characteristics emerged as an important for service mind: ethical behavior, trustworthiness, communication and 
critical, creative, and strategic thinking ability. Four activities emerged as important for service mind to engage in: 
creating a share perspective, engendering organization commitment, caring for subordinates and problem solving.

The aims of providing this learning program on “service mind” is to reduce the problems on criminal case reports 
and create better image on Royal Thai Police emphasize on organization culture, equality and strategy is necessary.
6. Conclusion

The results of this study are that: 1) The elements of learning model to enhance service mind of Thai police’s organization culture, 2) Learning model to enhance service mind of Thai police officer 3) The strategy presentation of a learning model to enhance service mind for Thai police officer. The results of this study indicated the police's service mind is important for social calmness, peaceful and better image of Thai police.

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