

# **The Influential Behavior of Individual, Group, and Organizational Levels towards Police Station Performance in the Task of Providing Security for the Public**

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## **Abstract**

The purpose of this study is to investigate the influential behavior from individual, group, and organizational levels most affect the task of providing public security for people's well-being. Two hundred police stations from Provincial Police Regions 1-9 in Thailand were selected for this study at the organizational level. Data collected by questionnaires and LISREL 8.80 was used to analyze the data. The results revealed that task performance, contextual performance, public service motivation, transformational leadership, and organizational justice have effects on the task of providing security for the public.

**Key Words:** Performance; Transformational Leadership; Organizational Justice; Public Service Motivation

## Introduction

Police are expected by society to uphold justice and protect the people (Kanniga, 2010). The job performance of the police may affect the organizational performance of police stations (Kim, 2005). According to Rampsey (2008), organizational performance is the final result of all activities that relate to everyone in an organization. There are many tasks involved in police stations' performance and one of them is providing security for the people with crime prevention responsibilities and maintaining peace in society (Pakdeenarounart, 2013). The performance of this function is obvious and objective as it is visible to the people, especially in the act of arresting criminal offenders (Klinpongsa, 2010). But the image of the police in Thailand is a negative because some policemen have relationship with the politics, made a lobbying toward authority, not politically neutral or without regard to the interests of the public or the interests of the nation. These create an image of the police decline.

The organizational behavior concept states that the study of cause and effect in organizational performance should include behavior at all levels because each level has both cause and effect (Greenberg & Baron, 2003), with these behaviors occurring as a result of the behavior of individuals in the work environment. Individuals generally do not work alone, but as a group. Thus, the study of the causes of organizational behavior leads to possible solutions to solve real problems (Salitthavinich, 2006).

Boosting overall work performance requires the study of the behavior associated with performance (i.e. job performance and organizational performance), at the individual, group, and organizational levels. Previous research studies investigating the factors affecting job and organizational performance revealed that transformational leadership, organizational justice, work engagement, and public service motivation are correlated with the performance of both the individual and organizational performance (Christian, Garza, & Slaughter, 2011; Kim, 2005; Moynihan, Pandey, & Wright, 2009; Wang, Oh, Courtright, & Colbert, 2011). As such, leadership is important for the success or the failure of the police organization in the provision of social services for crime control (Piumsomboon, 2003).

If organizational justice is acknowledged and recognized within their organizations, employees will perceive fair treatment at the workplace, which will help them become aware of their value and feel that they are a valued part of the organization (De Cremer, van Dijke, & Bos, 2007). However, if the person perceives unfairness, then this potentially creates less incentive to work productively (Greenberg & Baron, 2003) with the consequence that there may be an interference with the functioning of the administration of justice in terms of appreciation and gratitude to the people. Work engagement is where the person has invested in a variety of dimensions, including physical and emotional awareness. People who have a high sense of engagement tend to have a strong interest in their work and find that their dedication is like a variable, leading to performance at a higher level (Rich, LePine, & Crawford, 2010) as well as a concept that can be applied to terms of the performance of police officials (Storm & Rothmann, 2003). Therefore public service motivation is a variable that indicates the attitude of the employees in the organization who are willing to perform their duties with a focus on public services to benefit the public rather than for personal gain. All these factors and variables influence what policing should be because the police work inherently requires the need to sacrifice and is highly risky (Police Development Commission, 2007). Thus, this workforce should include people who are highly dedicated and motivated to perform public service.

The literature indicates that studies should have more variables at different levels that can predict performance (Kim, 2005; Nasurdin & Khuan, 2007), so this researcher is interested in studying which variables influence behavior levels regarding police stations' performance in the task of providing security for the public. The knowledge generated from this study can be used as a guide to improve individual performance in serving the public which will, in turn, encourage the implementation of more effective police station performance.

### **Objective/Research Question**

This research is to study which influential behavior from individual,

group, and organizational levels most affect the task of providing public security for people's well-being; therefore, the core research question becomes: what are the key influential behavior levels affecting police stations' performance in the task of providing security for the public?

## Materials and Methods

The subjects of this study are divided into two levels: 1) individual level, and 2) organizational level. Two hundred police stations from Provincial Police Regions 1-9 in Thailand were selected for this study at the organizational level. They were selected by proportional stratified random sampling. The subjects at the individual level consist of policemen, who are supervisors working in police stations responsible for the security of the people. Two hundred police were subjects in this study and they were selected by purposive sampling. Data collected by questionnaire and LISREL 8.80 was used to analyze the data.

## Results

The means, standard deviations, reliabilities, and intercorrelations are reported in Table 1. Structural equation modeling via LISREL 8.80 (Jöreskog & Sörbom, 2006) was used to test the study hypotheses. Model fit was assessed in several ways. First, we examined the chi-square statistic. However, because chi-square is highly sensitive to sample size and can create a biased indicator of fit (Bollen, 1989), we examined several indices including: the standardized root mean squared residual (SRMR), the root mean square error of approximation (RMSEA), the non-normed fit index (NNFI) (Hair, Black, Babin, & Anderson, 2010; Schumacker & Lomax, 2010). The results were analyzed by testing model fit, and by then examining parameter estimates relevant to specific hypotheses.

The structural equation results initially indicated that the model did not fully fit the data:  $\chi^2(df = 150) = 378.82$ ,  $sig = 0.000$ ,  $\chi^2/df = 2.525$ ,  $CFI = 0.97$ ,  $NNFI = 0.97$ ,  $RMSEA = 0.088$  ( $CI = 90\% 0.077 ; 0.099$ ),  $SRMR = 0.075$ . Thus, the model was modified by correlating observations and drew the relationship between contextual performance to task performance

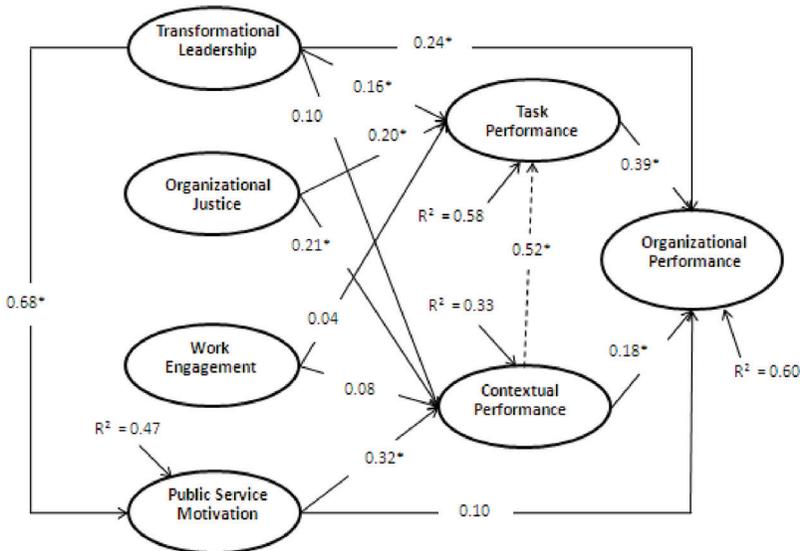
because contextual performance was serving for task activities (Motowidlo, Borman, & Schmit, 1997). Results of the structural equation after modification indicate that the fully-mediated model fits the data quite well:  $\chi^2(df = 148) = 313.57$ ,  $sig = 0.000$ ,  $\chi^2/df = 2.119$ ,  $CFI = 0.98$ ,  $NNFI = 0.98$ ,  $RMSEA = 0.075$  ( $CI = 90\% 0.063 ; 0.087$ ),  $SRMR = 0.062$ . Therefore, this model was used to test the study hypotheses and is presented in Figure 1.

An examination of the path coefficients in Figure 1 reveals task performance, contextual performance, and transformational leadership have direct significant effects on the task of providing security for the public ( $\beta = .39, 0.18, \text{ and } 0.24$ , respectively), and that transformational leadership and organizational justice have indirect effects on organizational performance via task performance. Moreover, it was found that organizational justice and public service motivation were found to have indirect effects on organizational performance via contextual performance. These main effect results generally indicate that task performance and transformational leadership are strongly related to organizational performance, while contextual performance has a weak relationship. On the other hand, public service motivation and work engagement have no direct and indirect relationship to organizational performance respectively.

**Table 1** Descriptive statistics, correlations, and reliability indices for key variables (N = 200).

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
<b>1. Organizational performance</b>	3.62	.42	(.94)						
<b>2. Task performance</b>	3.74	.53	.69**	(.74)					
<b>3. Contextual performance</b>	3.64	.44	.50**	.64**	(.90)				
<b>4. Public service motivation</b>	2.42	.25	.50**	.52**	.45**	(.83)			
<b>5. Transformational leadership</b>	3.70	.43	.54**	.55**	.43**	.62**	(.96)		
<b>6. Organizational justice</b>	3.54	.55	.57**	.57**	.40**	.38**	.58**	(.79)	
<b>7. Work engagement</b>	5.27	.59	.50**	.46**	.33**	.42**	.51**	.52**	(.98)

\*\*p < .01 values in parentheses represent Cronbach alpha.



Note Fit:  $\chi^2$  (df = 148) 313.57 sig = 0.000,  $\chi^2$ /df = 2.119, CFI = 0.98, NNFI = 0.98, RMSEA = 0.075, SRMR = 0.062. Parameter estimates are from the completely standardized solution. \*\*p < .01

**Figure 1** The standardized coefficients.

**Conclusion**

The goal of the current study was to examine the influential factors at the individual, group, and organizational levels on the task of providing security for people’s well-being. In order to assess the above relationships, the study was undertaken in two hundred police stations from Provincial Police Regions 1-9 in Thailand at the organizational level and the subjects at the individual level consisted of two hundred policemen, who are supervisors working in police stations responsible for maintaining public security, supervisors were used to represent the organization, From the created conceptual framework, the study findings show that task performance, transformational leadership, and contextual performance have direct effects on the task of providing security for the public. Transformational leadership and organizational justice have indirect effects on the task of policing in the community via task performance. Furthermore, organizational justice and public service motivation have indirect effects on the task of providing

security for the public via contextual performance.

The results revealed the perspective of the supervisors that performance of the followers, task performance and contextual performance are the important factors relate to the goals of the performance in the task of the police force as well as transformational leadership is the essential variable that direct and indirect effect on the task of providing security. It shows that transformational leadership can motivate the followers to perform the task in their duties to the objective of the task of providing security for the people. In the other hand, organizational justice has indirect effect on the task of providing security for the public via task performance and contextual performance. It demonstrates that supervisors who perceive the fairness can encourage their subordinates to perform activities that contribute to organizational performance and to show the behavior that can assist co-workers' performance as well as, public service motivation has the indirect effect on organizational performance via contextual performance. It indicates that the supervisors' public service motivation inspires followers to encourage the behaviors that can assist co-workers' performance.

Future research should examine followers' perceptions of organizational justice because the notion of fairness is formed in the relationship between organizational factors, supervisors and followers. In the other hand, the results revealed public service motivation has no significant direct effect on the task of providing security for the public but public service motivation is a variable that necessary to study in the public service because public sector employees are supposed to place a higher value on serving others and performing work that is meaningful to society. In this research, the measurement of public service motivation came from translation from original measurements that may be unsuitable for the culture of Thailand; consequently, the future research should look into this issue.

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