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The Success Factor Model of Service Quality Management of Police Station in Provincial Police Region 9

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Abstract:

The purposes of this research were 1) to study the success factors of service quality management of police station in Provincial Police Region 9, 2) to study the components of service quality management of police station in Provincial Police Region 9, and 3) to study the causal relationship between success factors of service quality management of police station in Provincial Police Region 9. The results showed that with regard to the success factors of service quality management of police station in Provincial Police Region 9, the aspect with the highest mean was management structure, followed by core value, working strategies, staff management, effective management system, police station management, and working skills of staff respectively. With regard to the components of service quality management, the aspect with the highest mean was the tangibility of service, followed by attention, responsiveness, assurance, and reliability respectively.

The hypothesis results showed that the success factors have causal relationship with service quality management of police station in Provincial Police Region 9 with the statistical significance at the level of .05; and the success factors can predict the opportunity in generating the service quality management of the police station in Provincial Police Region 9 at 77.5%.

Keywords: Service quality, management, public, structure, core value

1. Introduction

Due to the fast altering situation of the world, both public and private organization ought to adapt the service to satisfy the customer. The public organization, which is non-profit organization, also sees the importance of the service work as much as the private sector; and always develops the service quality in order to be sustainable. There are additionally the perpetual problems of Thai government system about innovation structure, the obstacle law, the repeating obsolete regulation and politics policy and the demand from many groups of people wanting to improve the government system to be up-to-date to satisfy the increasing demand of people.

Office of the Public Sector Development Commission (2013) has made the Thai government system development plan (2013 – 2018) to set the strategies and the measure for Thai government system to be prepared for driving the country to reach the goals and to work compatibly with other organization. The integration work was applied following the strategic purposes to “Build the Credibility, Develop the healthiness, and Lead to the sustainability (Office of the Public Sector Development Commission, 2013).”

Maintaining the security of the society, the government has established the police to be responsible to this important duty as “Royal Thai Police” (Tungwonglert, 2007). The police station can be compare to the headwaters of justice to provide service to decentralize the service to satisfy the people’s demand (Royal Thai Police, 2012), which people expect the better quality of the service. Consequently, the police must have the knowledge and abilities to manage the community in the responsible area (Wongthanawas, 2014).

The police station around the country is responsible to relieve the suffering and increase the happiness to people twenty-four hours per day, seven days per week. The work of the police always has to relate to people as “the guardian of public peace”. The problems of the police is that they are reprimanded from the people and the media, and are not accepted, the cause of this problems is about the

working of each police station, especially about providing service for people. The police who have to always contact with people is the police who are responsible to the crime control and planning, the traffic, and the investigation. From this problems, Royal Thai Police declares the policy to emphasize in developing the police station to be ready to work all the time by decentralizing more service resources to the police station aiming to improve the work on the station as the investigation, and the database collecting, the crime control and planning, the public relation, the traffic and other kinds of work to provide the most benefit to people (Veerakankul et al, 2011).

The researcher, as the officer in the police station in Provincial Police Region 9, saw the importance of the service quality management of the public organization, it is to create the Excellency in people service, hence studied the success factors of service quality management of the police station in Provincial Police Region 9 to use the research results for upgrading the service quality of the police station and as the direction to develop the service to satisfy the demand and provide the most benefit for all people.

1.1. Purposes of the Study

1. To study the success factors of service quality management of the police station in Provincial Police Region 9.
2. To study the components of the service quality management of the police station in Provincial Police Region 9.
3. To analyze the causal relationship between the success factors and the service quality management of the police station in Provincial Police Region 9.

1.2. Research Hypotheses

1. There is statistical significance in the success factors influencing the service quality management of the police station in Provincial Police Region 9.
2. There is statistical significance in the relationship between the success factors and the service quality management of the police station in Provincial Police Region 9.
3. There is statistical significance in the causal relationship of the success factors influencing the service quality management of the police station in Provincial Police Region 9.

2. Literature Survey

2.1. Policy and Strategy of Royal Thai Police

Royal Thai Police set the working plan for fiscal year 2014 by applying the policy of Royal Thai Police to guideline the working plan which is relevant to the strategy of Royal Thai Police 2012 – 2021 and the four-year working plan (2012 – 2015) of Royal Thai Police; consisting of; 1) vision, “To be professional police for the cosines of people”, 2) core value of Royal Thai Police means thoughts or shared belief of the organization; 3) competency means necessary knowledge, skills, and behavior for personal work to be successful, 4) overall fairness means working with transparency, equity, fairness, and can be verified, 5) people oriented means the working of police should aim at the cosines of people, , 6) service mind means the consciousness to provide service with equal willingness to people.

Governmental administration policy of Royal Thai Police for fiscal year of 2014 in developing the work of police station and service center is as follow; 1) Prioritize the police station, as the heart and strategy (breaking point), 2) Leader of police station should study to understand and to follow the basic principles in good working, 3) The police station should consider establishing the service center and mobile service unit, 4) To expand and to increase the service channels, 5) The development of serviced personnel to have consciousness in equally provides service to people, 6) To prioritize the distribution of administrative resources to the police station and service center, 7) To reduce the process and the time in working to be one-stop service, 8) To create the connection with every sectors to provide service to people, 9) To prepare to assist people who face the vexation from the public danger until the usual situation, and 10) To develop every dimension of police station work for being ready to enter ASEAN Economic Community: AEC.

2.2. Governmental Development Strategy Year 2013 – 2018

Office of the Public Sector Development Commission (2012) launched the Thai governmental development strategy (2013 – 2018), which is the direction of the Thai governmental system to reach the goal and the compatible working, and to adjust the balance in working with other sectors in an integrating style, to have the immunity to self-adjust to the internal and external environments for responding the people need, with the purposes “to create the credibility, to develop the happiness, and to achieve the sustainability”.

The trouble should be analyzed to find the solution and to support the governmental system to be high-competency to cope with the new problem or change for satisfying the people need. These can be divided into 4 main issues; Service quality: even though people increasingly satisfy with the service quality of the public organization, it found that the organization that presented the task to receive the reward is limited in small amount; The organization competency: the governmental system development should aim at the adaptation of working method to reach high competency; The operational integration between organizations and the cooperation with other organizations; The transparency in governmental working: the problem about corruption is hard to be resolved because a lack of serious and continual operation to eliminate this problem.

2.3. *The Concept of New Public Management*

The new public management should also be concerned; Noiwad (2013) presented the concept about new public management that the old governmental system prioritized making work task by the explicit knowledge from books, journals, but nowadays with the prosperity of economic and technology, the organization has to change the thinking and working method aiming at the cooperation from many organizations from various sector: private, public, education, and people.

New public management is the basic idea of public management leading to the alteration in the system of public organization as the seven following method; 1) Provide the quality service to people, 2) The recognition of people need, 3) The government should mind their own business, 4) The reduction of the control from central government and increase the freedom to each organization, 5) The work system aiming to the results, 6) The support of the personnel and technology, 7) Emphasizing the competition between the public and private organization.

2.4. *The Concept of Service Quality Management of Public Sector*

The service quality management of public sector is the method for internal organization management; comparing the provincial organization as the four-wheel trolley which is movable but having strong resistance, the problem is as the resistance. The organization thus has to find the method to drive faster; it is to make the wheel to be more rounded to reduce the resistance comparing to have the flexible management style to move on the organization to effectively reach the goal (Office of the Secretary of the Senate). The service quality criteria of the public sector, which has the basic of technology and process as the international reward criteria, this paradigm about management, can be applied with the governmental management for having the effective working process and results aiming at the highest benefit of people and of country.

2.5. *McKinsey 7s Framework*

Waterman, Peters & Philips (1980) presented the McKinsey 7s model to show how 7 elements of the company can be aligned together to achieve effectiveness in a company. The key point of the model is that all the seven areas are interconnected to function effectively.

1. Strategy is a plan to achieve competitive advantage and successfully compete in the market.
2. Structure represents the way business regions and units are organized.
3. Systems are the processes and procedures, which reveal business' daily activities.
4. Skills are the abilities that firm's employees perform very well.
5. Staff element is concerned with the type and the numbers of employees and how they will be recruited, trained, motivated and rewarded.
6. Style represents the way the company is managed by top-level managers.
7. Shared Values are at the core of McKinsey 7s model.

2.6. *Concepts about the Quality of Services*

Schmenner (1995) said that the quality of services comes from the result of the anticipation minus the apprehension of the customers. If the apprehension is less than the anticipation, it is the negative result. On the other hand, if the apprehension is more than the anticipation, it is the positive result. Parasuraman et al. (1985) also prescribed the 10 dimensions traits for measuring the quality of services as below; Reliability, Responsiveness, Competence, Access, Courtesy, Communication, Creditability, Security, Understanding / knowing the Customer, Tangibles.

Nudang et al (2009) concluded the principles of service; 1) The accordance with the people need, 2) The regularity, the continuity of the operation, 3) The equity to provide service to everyone, 4) The completion and accuracy, 5) The adequacy and the appropriateness to the customers, 6) The convenience and the up-to-date, 7) Not to cause the disadvantages to people or stakeholders, 8) To create the satisfaction.

2.6.1. *The SERVQUAL Model*

The SERVQUAL model proposes that customers evaluate the quality of a service on five distinct dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the service providers (Zeithaml *et al.*, 1990). It can be argued that the factor underpinning the delivering of good perceived service quality is actually meeting the expectations of the customers. Thus, excellent service quality is exceeding the customers' expectations. Zeithaml and Bitner (2000) suggested that customer expectations are beliefs about a service that serve as standards against which service performance is judged.

2.6.2. *Service Quality in the Public Service*

Public sector services are responsible and accountable to citizens and communities as well as to its customers. Several researchers have dealt with service quality in public services (Wisniewski and Donnelly, 1996; Rowley, 1998; Wisniewski, 2001; Brysland and Curry, 2001). Brysland and Curry (2001) stated that the literature clearly supported the use of SERVQUAL in the public sector. According to Gowan et al. (2001), service provision is more complex in the public sector by a matter of meeting expressed needs, but of finding out unexpressed needs. In addition, Caron and Giauque (2006) pointed out that public sector employees confronted with new professional challenges from the new principles and tools inspired by the shift to new public management. Anderson (1995) also

measured the quality of service provided by a public university health clinic. Using 15 statements representing the five-dimensions of SERVQUAL (Parasuraman et al., 1988), she assessed the quality of service provided by the clinic at the University of Houston Health Center. The highest dissatisfaction was felt with assurance. On the other hand, tangibles and empathy exhibited the lowest level of dissatisfaction.

3. Research Methodology

Both quantitative and qualitative methods were used in conducting this research; Primary data were derived from the research questionnaires, responded by 380 samples of populations. The secondary data were from books, academic articles, journals, previous researches, and other reliable references. The statistics used in this research were frequency, percentage, mean, standard deviation, the hypotheses testing, and the structural equation model: SEM and the in-depth interview of the key informants.

4. Research Findings

4.1. Demographic Profiles

With regard to the demographic profiles, the total numbers of the samples are 339 people. The results show that 321 of the samples or 94.7% are male, and 18 of the samples or 5.3% are female. 157 samples or 46.3% aged between 26 – 35 years old. 164 samples or 48.4% graduated the Bachelor's Degree. 182 samples or 53.7% are Squad Leader. 97 samples or 28.6% have worked for 11 – 15 years.

4.2. The Success Factors of Service Quality Management of the Police Station in Provincial Police Region 9

With regard to the success factors of service quality management of the police station in Provincial Police Region 9, the results show that in total the success factors of service quality management is at high level with mean score of 4.03 (S.D. = 0.391). In particular, structure is at the highest level with mean score of 4.30 (S.D. = 0.661), followed by core value with mean score of 4.14 (S.D. = 0.553), strategy with mean score of 4.06 (S.D. = 0.633), staff 4.00 (S.D. = 0.535), system with mean score of 3.92 (S.D. = 0.597), style with mean score of 3.91 (S.D. = 0.569), and skill with mean score of 3.88 (S.D. = 0.578) respectively (see table 1).

Success Factors of Service Quality Management	\bar{X}	S.D.	Translation	Ranking
Structure	4.30	0.661	highest	1
Strategy	4.06	0.633	high	3
System	3.92	0.597	high	5
Style	3.91	0.569	high	6
Staff	4.00	0.535	high	4
Skill	3.88	0.578	high	7
Core Value	4.14	0.553	high	2
Total	4.03	0.391	high	

Table 1: Mean and Standard Deviation of the Success Factors of Service Quality Management of the Police Station in Provincial Police Region 9

4.3. The Components of Service Quality Management

With regard to the components of service quality management of the police station in Provincial Police Region 9, the results show that in total the components of service quality management is at high level with mean score of 3.95 (S.D. = 0.410). In particular, tangibility is at high level with mean score of 4.04 (S.D. = 0.557), followed by empathy with mean score of 4.01 (S.D. = 0.525), responsiveness with mean score of 3.94 (S.D. = 0.620), credibility with means core of 3.92 (S.D. = 0.612), and reliability with means core of 3.87 (S.D. = 0.597) respectively (see table 2).

Components of Service Quality Management	\bar{X}	S.D.	Translation	Ranking
Tangibility	4.04	0.557	high	1
Reliability	3.87	0.597	high	5
Responsiveness	3.94	0.620	high	3
Credibility	3.92	0.612	high	4
Empathy	4.01	0.525	high	2
Total	3.95	0.410	high	

Table 2: Mean and Standard Deviation of the Components of Service Quality Management in Total and in Particular

4.4. Correlation between the Noticeable Variables in the Form of Causal Relationship of the Components of Service Quality Management

With regard to correlation between the noticeable variables in the form of causal relationship of the components of service quality management, the results show that all the success factors have relationship with service quality management of the police station in Provincial Police Region 9 with statistical significance at the level of .01, by that the highest aspect is effective system and the overall service quality management (see table 3).

		Structure	Strategy	System	Style	Staff	Skill	Core Value	Overall
Structure	Pearson Correlation	1	.539**	.223**	.260**	.258**	.351**	.486**	.409**
Strategy	Pearson Correlation		1	.367**	.321**	.248**	.318**	.309**	.400**
System	Pearson Correlation			1	.525**	.351**	.258**	.289**	.520**
Style	Pearson Correlation				1	.457**	.273**	.395**	.498**
Staff	Pearson Correlation					1	.396**	.305**	.421**
Skill	Pearson Correlation						1	.454**	.414**
Core Value	Pearson Correlation							1	.481**
Overall	Pearson Correlation								1

Table 3: Correlation between the Noticeable Variables in the Form of Causal Relationship of the Components of Service Quality Management

** Correlation is significant at the 0.01 level (2-tailed).

4.5. Important Weight of the Success Factors Influencing Service Quality Management of the Police Station in Provincial Police Region 9

With regard to the influence analysis of prediction from the success factors influencing service quality management of the police station in Provincial Police Region 9, the results show that the equation in predicting service quality management of the police station in Provincial Police Region 9, by $F = 42.042$ $P\text{-value} = .000$ and all 7 success factors can predict the variables of service quality management at 47.1%.

Considering each factors, the factors influencing service quality management of the police station in Provincial Police Region 9 consisted of structure with the statistical significant at the level of .027, system with the statistical significant at the level of .000, style with the statistical significant at the level of .004, staff with the statistical significant at the level of .022, skill with the statistical significant at the level of .017, core value with the statistical significant at the level of .000, and strategy with the statistical significant at the level of .156 (see table 4).

Model	Variables	β	SE_b	b	t	p
1	Constant	1.108	.171		6.477	.000
	Structure	.072	.032	.116	2.216	.027
	Strategy	.046	.033	.072	1.420	.156
	System	.184	.034	.267	5.456	.000
	Style	.109	.037	.152	2.936	.004
	Staff	.084	.037	.110	2.303	.022
	Skill	.081	.034	.115	2.392	.017
	Core Value	.133	.038	.179	3.534	.000

Table 4: Important Weight of the Success Factors Influencing Service Quality Management of the Police Station in Provincial Police Region 9

$R^2 = .471$

$F = 42.042$ $P\text{-value} = .000$

From these 7 variables, the equation can be created the prediction of service quality management of the police station in Provincial Police Region 9 as follow;

Service quality management = 1.108+ .072 Structure +.046 Strategy +.184 System +.109
Style +.084 Staff + .081 Skills +.133 Core Value

According to the prediction equation of these 7 success factors caused the opportunity in service quality management of the police station in Provincial Police Region 9; that when it occurs the quality development of success factors which enables the service quality changes in the same way.

Success Factors Influencing Service Quality Management	Estimate	P-value
Structure	0.571*	.000
Strategy	0.564*	.000
System	0.609*	.000
Style	0.645*	.000
Staff	0.562*	.000
Skill	0.560*	.000
Core Value	0.633*	.000

Table 5: Standard Correlation in the form of Raw Score between Success Factors Influencing Service Quality Management
* Estimate: $p < .05$

Components of Service Quality Management	Estimate	P-value
Tangibility	0.597*	.000
Reliability	0.642*	.000
Responsiveness	0.615*	.000
Credibility	0.609*	.000
Empathy	0.573*	.000

Table 6: Standard Correlation in the form of Raw Score between Components of Service Quality Management
* Estimate: $p < .05$

	Success Factors	Service Quality Management
Success Factors	-	.881*
Service Quality Management		-

Table 7: Standard Influence Correlation between the Noticeable Variables in the Form of Causal Relationship of Factors Influencing Service Quality Management of Police Station in Provincial Police Region 9

$R\text{-Square} = .775$ $P\text{-value} = .000$

* Estimate: $p < .05$

Considering the appropriateness in the overall of the model referring from the book of Hair, J.F. et al. (2010). "Multivariate data analysis: A global perspective". (7th ed.). New York: Pearson International. With the number of samples 373 people, found that Chi-square = 1323.835 (P-Value = 0.000) and RMSEA = 0.117 (P-Value = 0.000).

The inside relationship of the variables from 7 factors; structure, strategy, system, style, staff, skills, and core value, with the statistical significance at the level of .000, which means all factors have an influence on success factors.

With regard to the inside relationship of the variables as the components of service quality management; tangibility, credibility, responsiveness, reliability, and empathy, with the statistical significance at the level of .000, which means all components have an influence on components of service quality management.

In conclusion, the success factors have causal relationship with service quality management of the police station in Provincial Police Region 9 with the statistical significance at the level of .05 and the success factors can predict the opportunity to occur service quality management of the police station in Provincial Police Region 9 at 77.5%; and the correlation in the form of raw score between the success factors Influencing service quality management and the components of service quality management (see figure 1).

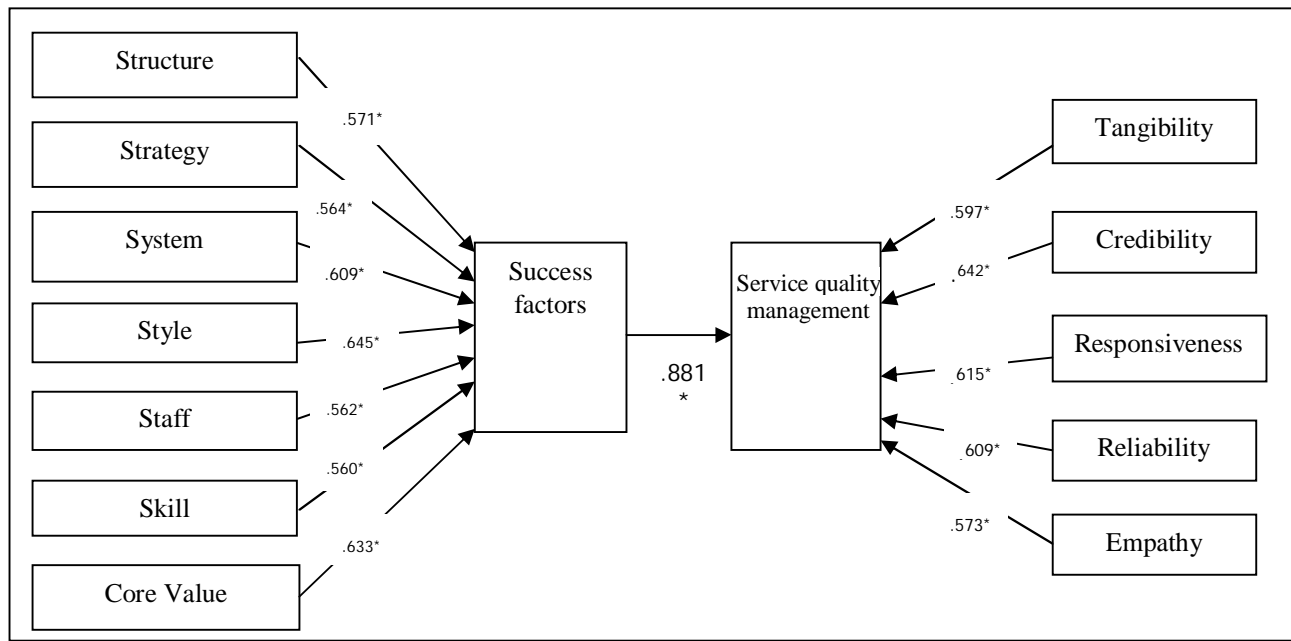


Figure 1: correlation in the form of raw score between the success factors Influencing service quality management and the components of service quality management in the form of causal relationship created by the researcher

5. Conclusion

The success factors have causal relationship with service quality management of the police station in Provincial Police Region 9 with the statistical significance at the level of .05 and the success factors can predict the opportunity to occur service quality management of the police station in Provincial Police Region 9 at 77.5%; and the correlation in the form of raw score between the success factors influencing service quality management and the components of service quality management (see figure 2).

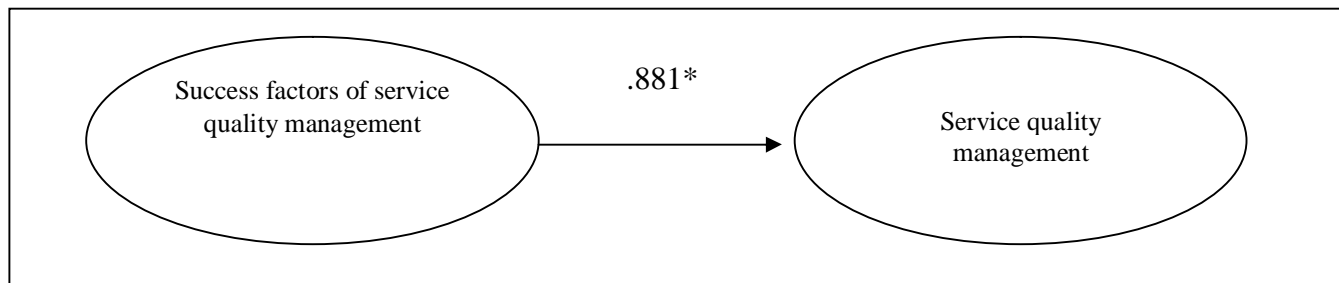


Figure 2: model of success factors of service quality management in the form of causal relationship created by the researcher

6. Discussion

The research results show that the success factors of service quality management of the police station in Provincial Police Region 9, the aspect with the highest mean is structure, by that having the explicit structure in the chain of command, having the tangible decentralized work structure to the leader of each unit, and having the appropriate standard frameworks of the working operation of the police station, this is relevant to the public management setting integrating with the sustainable development of the developing strategies of the governmental system which require the improvement of structure, innovation, law, old complicated regulations to respond the high-expected need of people and appropriate with current situation (Office of the Public Sector Development Commission, 2012). This is also relevant to the concept of Waterman, Peters & Philips (1980), they presented the concept in measuring the efficiency of the organization operation by analyzing the relationship of structure. This is also relevant to the concept of Khreuthep (2004) that the main idea of the new public management emphasized the improvement of the structure and the working system to be more compact and flexible and it can work effectively, and also prioritize the professional management. With regard to the components of the service quality management, the aspect with the highest mean is the tangibility. It can be said that the service quality of the police station can impress people since the first pace to the police station; with the beautiful atmosphere and the facilities for every level of people to equally access. This is also relevant to the concept about service quality of Zeithaml, Berry & Parasuraman (1990) that the tenth dimension of the service quality measurement is the tangibles, means the appearance of personnel, service equipments and media is appropriate, attractive and modern; this is easier for people to the touchable things. The research results also relevant to the interview of the key informants; Pol. Col. Athip Sangwanloy (interview on 31st March 2014) that "...The service

quality of the provincial police station should base on the local information: population, location, culture, geography, occupation and life quality in order to set the working direction to satisfy the people need. The information would help improving the work place to be clean and livable, including with the officers look smart, especially that people can be conveniently provide the service. There should adjust people thought that the police is responsible to provide service to people, to take well care of them, to be a good consultant. In addition, to develop the police station according with the performance of each police station: it is the cooperation from people to tangibly develop the police station so that people see and admire the service location leading to the trust and credibility and also the cooperation, this is to build the fence of relationship with people...” This is also relevant to the concept of Pol. Col. Sumit Srinual (interview on 1st April 2014) that “...I had conducted the research about people’s attitude toward the police station, and found that originally the police station put the inappropriate officers to be the first person whom people met, this affected the people satisfaction. I think that providing service is to create good attitude to people, thus the research results was applied in improving the reception aiming that the people who got suffering and coming to the police station would get good feeling and their problem is resolved...” In the aspect of the service quality of the police station, the key informants have the opinion in the same direction that “... The police station should focus on the service; the work place to be one-stop service by applying the technology in helping people. Including with working with honesty in creating relationship and trust to people. Moreover, good services, polite speaking, especially smiling and good manner are the cheapest tools but the most effective (Pol. Col. Athip Sangwanloy, Pol. Col. Boonrod Nanthasut, interview on 31st March 2014; Pol. Col. Chatphisit Nakharawong, interview on 1st April 2014). This also relevant to the study of Pol. Col. Athiwit Kamolrat (2014) that the factors influencing the service quality and the safety of Thai immigration bureau entering ASEAN Community in 2015, the aspect with the highest mean is the assurance, followed by the tangibility of service, the empathy, the responsiveness, and reliability. In addition, the service quality of the public sector should be mainly assessed by the satisfaction of people, means that the police station is the public organization which provides public service to people focusing on the tangible service, service-mind and the people-orient.

7. Recommendations

1. The police station in Provincial Police Region 9 can apply the results in developing the service quality in order to create the reliability and impression to the customers.
2. The police station in Provincial Police Region 9 can apply the results in upgrading the service to be international and acceptable in ASEAN.
3. The police station in Provincial Police Region 9 can apply the results in developing the service quality performance in order to be the model of provincial police in the regional level of the country.
4. There should be the additional study about lifestyle, society, culture in each region in order to improve the service quality of provincial police to be appropriate to the local area.
5. There should be the study about the success factors influencing the service quality management of the provincial police in an eye of people for upgrading the service quality to be in the international level.
6. There should be the comparison study of the service quality management between provincial police and metropolitan police for obtaining the information to develop the service quality of police station to be reachable by people in every level.

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