



Research Article

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The Burnout Syndrome of Police Officers in Thailand

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Abstract

In Thailand, police officers at Metropolitan Police Bureau worked under pressure, stress, exhaustion, and discouragement. This situation leads to inefficient or diminishes performance, creating more resignations annually. However, there has been little discussion about this situation. The purpose of this study is to explore the Burnout syndrome of police officers, and test the relationship of the influences affecting the police officers. Both qualitative and quantitative methods were used. The quantitative sample included 398 police officers from Metropolitan Division 1-9, Investigation Division, and Traffic Police Division. The qualitative sample included twenty police officers and scholars, who were key informants. Questionnaires and in-depth interviews were used. The statistics were percentage, means, standard deviation, effectiveness index, and T-test. The findings showed that Inquiry Section was the most important and responsible missions, and high workloads, insufficient budget, personality and no human relations with colleagues causing burnout. Also, there was less opportunity for advancement than other fields. Other relevant factors were the relationship at work, with the police officers felt uncomfortable with their supervisors and having bad relations with their colleagues. The influential factors of age, income, duties and responsibilities, and working personality were found at a high level. The correlation of work environment factors organisational roles, and work relationships was high. The research concluded that police officers were overworked and experienced lack of budget, personnel, equipment, tools and no human relations with colleagues. The police administration is ineffective. However, this research was limited in terms of area and sample from Metropolitan Police bureau. Recommendations should be made to improve pay for Performance (P4P) for inquiry officials, including reviewing the promotional of inquiry officials for line growth, building human relations among supervisors, colleagues and subordinates, salary, compensation, and benefits base should be improved, and police organisations should be reformed based on legitimacy. The next recommendation is for future study to research on how to prevent police officers from the burnout syndrome.

Keywords: Burnout Syndrome; Burnout Syndrome of Police; Police Officer; Inquiry Section

1. Introduction

At present, burnout syndrome is considered a critical problem and is increasingly seen as a work-related syndrome. It was explained for the first time in 1970 as a common sickness among people

without mental disorder or psychopathy, and the syndrome derives from the differences of expectation and ideal among the individuals, the actual requirement of a position or chronic stress at work. Initially, individuals were increasingly stressed or discouraged at work, lose their ability to adjust with the environment and their job, and in the end, showed negative attitude towards their colleagues. Burnout syndrome can turn to exhaustion, and the sufferers will finally lose their motivation and feel less personal achievement (Bianchi et al., 2017; Santa Maria et al., 2021)

Police officer is considered a high stressful profession. Numerous studies have explored their duties, and it has been accepted widely that the police officers suffer from work stress, developed from the need to serve people justice (Violanti & Aron, 1995; Brown & Campbell, 1944; Gillet et al., 2013; Schaible & Gecas, 2010; Oligny, 1991).

In Thailand, police officer is also considered a stressful profession because they were handling too much workload under the shortage of budget, workforce, armament, tool and equipment, particularly in Bangkok, the capital of Thailand. Metropolitan Police Bureau are responsible for maintaining safety under the direct supervision by the Royal Thai Police. Their job descriptions included the following: 1) maintaining safety of the king, the queen, the heir to the throne, the regents, the royal family, the royal representatives, and the royal guests, 2) monitoring, controlling and supervising working of the police officers according to the criminal procedure code, 3) preventing and suppressing different crime offenses, 4) keeping peace and order, maintaining public safety and the stability of the kingdom, 5) doing other tasks as specified by the law to assist and developed the country as assigned by the prime minister, and 6) doing other tasks to promote and support the police operation effectively, as specified by section 6 of the National Police Act 2547 B.E. (2004). Based on the job descriptions, it was obvious that the police officers have too much workload and responsibility. The workload causes the police officers to work diligently, have insufficient rest, and prone to suffer from stress and burnout syndrome until they decided to retire early from their civil service.

Table 1 shows the number of police officers attending the reshuffle project by the Metropolitan Police Headquarters, fiscal year 2560-2564 B.E. (2017-2021), ranked by their positions.

Table 1: Number of police officers attending the reshuffle project.

Fiscal Year	Class	Number	Pol. Col.	Pol. Lt. Col.	Pol. Maj.	Pol. Capt.	Pol. Lt.	Pol. Sub. Lt.	Pol. Sen. Sgt. Maj.
2017	17	25	1	5	0	1	11	3	4
2018	18	25	1	13	0	0	6	0	5
2019	19	26	0	8	0	8	5	2	3
2020	20	53	0	17	1	17	10	1	7
2021	21	37	0	7	2	14	7	0	7
		166	2	50	3	40	39	6	26

Source: The Royal Thai Police, September 15, 2021

Furthermore, based on the data above, it reveals that the police officers belonging to Metropolitan Police Bureau chose early retirement, and the numbers are increasing annually. The year 2020 recorded the highest number of resignations, with 53 police. During fiscal year 2017-2021, the highest ranked resignations were 50 Pol. Lt. Col., 85 Pol. Sub. Lt. and Pol. Capt. The deputy superintendents have immense workload and responsibility, and they also supervise and work with non-commissioned police officers closely as assigned.

This research emphasised on investigating the influencing factors towards burnout syndrome of the police officers at Metropolitan Police Bureau specifically. In the sample, personal factors included their rank and position, gender, age, marital status, working experience, perception, organisation atmosphere, stress, individual expectation towards one's work, self-esteem and circumstance factors, namely social support, working environment, job description and responsibility, relations with the

colleagues, supervisors, subordinates and the public. There have been little studies about the above issues. Hence, the objectives of this research were to explore burnout Syndrome among police officers, and the findings can develop the guideline to correct, improve, reduce or eliminate burnout syndrome among the police officers. The study can help to develop a plan compliant with the current situation to improve working and living qualities of the police officers.

2. Research Methodology

This research was a mixed method research using qualitative and quantitative research methods. The researcher applied both qualitative and quantitative techniques, processes and concepts using induction approach to develop the model based on different facts, deduction approach to test different theories and consumptions, and abduction approach to conclude different thoughts and understandings. It was deemed using different methods, including qualitative and quantitative research can help in exploring knowledge (Johnson & Onwuegbuzie, 2004).

2.1 Quantitative Research

2.1.1 Population and Sampling

Population in this research included 15,871 police officers belong to Metropolitan Police Bureau (Metropolitan Police Division 1-9, Investigation Division and Traffic Police). The sample size for data collection was calculated by Taro Yamane's formula (1967) with 95% confidence and 5% random error as below.

$$n = \frac{N}{1 + Ne^2}$$

Where n = Size of sample group

N = Size of the population

e = Random error specified at .05

The sample in the research was 398 police officers belonging to the Royal Thai Police recruited by stratified sampling method to represent Metropolitan Police Division 1-9, Investigation Division and Traffic Police with the following details. Table 2 show the population for data collection for questionnaire and the sample groups recruited by stratified sampling method.

Table 2: The population for data collection for questionnaire and the sample groups recruited by stratified sampling method

Item	Divisions	Target Population	Sample groups recruited by the stratified sampling method
1	Metropolitan Police Division 1	1,699	43
2	Metropolitan Police Division 2	2,340	59
3	Metropolitan Police Division 3	1,305	33
4	Metropolitan Police Division 4	1,589	40
5	Metropolitan Police Division 5	1,993	50
6	Metropolitan Police Division 6	1,418	35
7	Metropolitan Police Division 7	1,334	33
8	Metropolitan Police Division 8	1,183	30
9	Metropolitan Police Division 9	1,555	39
10	Investigation Division	235	6
11	Traffic Police	1,220	30
	Total	15,871	398

Source: Office of Human Resources, the Royal Thai Police, 2563 B.E. (2020)

2.1.2 Research Tools

A questionnaire was used during data collection. The questionnaire has four sections as below.

- Section 1: Personal information of the respondents
- Section 2: Stress at work and burnout syndrome of the police officers
- Section 3: Relevant factors of work stress and burnout syndrome of the police officers
- Section 4: Open-ended questions

2.2 Qualitative Research

The key informants were twenty police officers and scholars belonging to Metropolitan Police Bureau 1-9, Investigation Division and Traffic Police. They were recruited by purposive sampling method, and they had good knowledge, expertise and experience of burnout syndrome of the police officers to ensure complete and correct data. The key informants were required to have the following qualifications.

1. Eighteen key informants who had or used to work as
2. The police officers belonging to Metropolitan Police Bureau in five divisions including administration, investigation, inquiry, prevention and suppress, and traffic police.
3. No less than 10 years working experience
1. Two key informants who were scholars had good experience and knowledge or had studied about burnout syndrome of the police officers.
2. Scholars in law, criminology, sociology or psychology.
3. Had or used to have studied about burnout syndrome of the police officers.

2.2.1 Applied Tools in the Research

In data collection, the applied tool was a structured in-depth interview including 4 sections as below.

- Section 1: Personal data
- Section 2: Work stress and burnout syndrome of the police officers
- Section 3: Relevant factors of work stress and burnout syndrome of the police officers
- Section 4: Guideline to prevent and correct work stress and burnout syndrome of the police officers

2.3 Research Ethics

This study was approved by Office of The Committee for Research Ethics (Social Sciences), Faculty of Social Sciences and Humanities, Mahidol University, 25/25, Phuttamonthon Sai 4 road, Salaya Sub-district, Phuttamonthon District, Nakorn Pathom Province 73170, MUSSIRB No. 2020/042) B2) on March 4, 2020.

3. Results and Discussion

This study found that most respondents were male, complying with the genders found during the in-depth interview. It was considered an important factor, as it described how individuals showed their stress and managed their stress differently. Stress could happen to all genders at any age. The police officers could make adjustment using internal and external factors that influencing stress as they suffer from overbearing workload. Female officers were found to experienced higher stress levels than male officers. The possible reason was female officers were more likely to be emotionally sensitive to high expectation and target. Also, female officers usually put their more effort than the male officers. Furthermore, it was found that male officers could manage their emotion better than female officers through playing sports, listening to music or going out with their friends. The findings did not agree

with previous research by Laksana Ployluemsang (2000), who found that males and females have different figures, bodies, and biological and physical functions. Different gender is likely to self-adjust in stress differently. In some professions, males can solve the problem better than females. In contrast, some professions found that females can also solve the problem, are more patient and make better decision.

Other than the gender factor, both male and female officers could suffer from burnout syndrome according to their job and personality. Burnout syndrome can cause emotional discouragement and exhaustion and reduce the identity of their colleagues and the public as well.

Based on this study, the results found that most respondents aged between 30-40 years old. Steers (1983) reported that personal factors, including age and working experience are important factors influencing work stress. This finding was consistent with Ivancevich and Matterson (1987), who stated that personal factors such as age, marital status, domicile, education background and health profile influence work stress, and Somjit Hanucharoenkul (1991), who showed that age is an important factor influencing work stress because age is an internal factor affecting stress response. In a study of age and work stress by Montri Nammongkol et al. (1997), they compared stress with the suicide and murder ideations among government officers in Chiangmai province and found that those police officers had severe work stress. They had also found that stress level inversely related to policing service year. Gibson, Ivancevich and Donnelly (1982) found that age is an important variable towards stress. The older an individual is, the more mature the individual will be, and will be able to manage stress and solve different problems. Age, therefore, possibly influences burnout syndrome of the police officers.

The in-depth interview revealed that age represented working and life experience of the police officers. The older police officers had more working and life experiences, and they could make different decisions with discretion and diligence. In addition, older police officers were more emotionally mature than the younger ones, making them more well-adjusted with any situation.

For the monthly income, the finding found that most respondents earned 35,001-40,000 baht a month. Income or compensation was considered an important motivation to encourage an individual to put his or her best effort and have job satisfaction. When an individual could not afford his or her basic needs, he or she would have pressure and anxiety. When the income was imbalanced with the job, the individual lacked motivation, felt dissatisfied with the job, and felt stressful. This finding was found in a study by Supawadee Nuanmanee (1994), who found that most stressful police officers are low income officers. Income, therefore, indirectly influences burnout syndrome of the police officers and perceived as work stress. The in-depth interview also showed that income or compensation was an important condition or factor among the complicated elements. Income or compensation was considered important to motivate people to put their best effort with their job and satisfaction. Those who could not satisfy their basic needs feel the pressure and anxiety.

In terms of responsibility, this study showed that most police officers in a station were responsible for five divisions, including administration, inquiry, investigation, prevent and suppress, and traffic police (the Royal Thai Police, 2012). Most respondents were traffic police officers. The most stressful division was the inquiry because inquiry officials were considered the main and the first step to the judicial process. They play a critical role to promote legitimacy in the society. Further to the rapid economic and social changes, inquiry officials handle more duties. Although there were more police officers in a station, only few of them work in the inquiry division.

Inquiry officials must be prudent, hardworking and patient. They have to sacrifice themselves mentally and physically to achieve their tasks more than other officers in different divisions. For example, the police officers in traffic policing or prevent and suppress divisions have specific working hours and the tasks were completed daily. In contrary, inquiry officials could not complete their inquiry reports in a short time. They have to work overtime to gather evidence of the cases to prove the offenses and file a lawsuit accordingly. They were frequently complained, sued and disciplined, while they experienced some problems and barriers of the law, rule and regulation, and direction. In some cases, when the judicial process had been intervened, the enquiry officials had to follow their

supervisor's direction which was against their personal moral and value to survive in the organisation.

Though inquiry officials were compensated of preparing inquiry reports according to the order of the Ministry of Finance, the compensation was found insufficient. These results were also reported by Maslach (1986: 56-63) and Chemiss (1980) who described personal factors, including personality, stress and how to manage the problem contributed to burnout. Stress is considered the most important variable and the cause of tiredness at work, derived from too much working.

Stress produces chronic stress, affecting working and servicing quality in the end. It reduces effectiveness and causes tiredness at work. Burnout usually happens when the individual works too hard and chronic stress affects his or her servicing, performance, effectiveness and tiredness at work. Burnout syndrome starts when the individual puts his or her effort with work under pressure and cannot achieve one's task for a long time, and consistently cannot manage work stress. The above explanation agreed with the in-depth interview which demonstrated that responsibility was the intention of the police officer to work persistently and carefully to achieve one's goal, to maintain one's right, to accept one's action, and try to improve one's working. The responsibility includes behavioral characteristics, such as attention and perseverance at work, acceptance of one's action, willingness to help others, good awareness of one's duty and responsibility, not to infringe the rights of others, being punctual and obeying the rule and regulation as the main mission of the organisation.

3.1 Burnout Syndrome of the Police Officers

Table 3 shows that the police officers experienced fair burnout syndrome (\bar{x} = 2.643, S.D. = 1.221). Based on table 3, it was found that item 32, good teamwork relation requiring communication and connection in the team, has the highest mean average with fair interpretation (\bar{x} = 3.307, S.D. = 1.228), followed by item 26, insufficient income of the police officers with fair interpretation (\bar{x} = 2.781, S.D. = 1.458), item 33, creating more valued job than the current one with fair interpretation (\bar{x} = 2.726, S.D. = 0.988), item 12, working energetically with fair interpretation (\bar{x} = 2.693, S.D. = 1.290), item 9, one's current job had created better change or living of the public. with fair interpretation (\bar{x} = 2.681, S.D. = 1.178), item 4, being empathy easily, with fair interpretation (\bar{x} = 2.590, S.D. = 1.219), item 23, dissatisfaction towards the police working system with fair interpretation (\bar{x} = 2.578, S.D. = 1.410), item 1, being frustrated at work with fair interpretation (\bar{x} = 2.550, S.D. = 1.180), and the least mean average was item 35, the ability to manage one's emotional problem at work with fair mean average (\bar{x} = 2.548, S.D. = 1.046) respectively.

Table 3: Number, percentage, mean average (\bar{x}) and standard deviation of burnout syndrome of the police officers (n = 398) with fair mean average(\bar{x})

Burnout syndrome of the police officers	Level of Burnout Syndrome					\bar{x}	S.D.	Interpretation	Rank No.
	The highest	High	Fair	Little	The least				
32. Relationship in the teamwork: there must be good communication and connection in the team.	87 (21.9%)	98 (24.6%)	83 (20.9%)	110 (27.6%)	20 (5.0%)	3.307	1.228	Fair	1
26. Income of the police officers was not sufficient.	83 (20.9%)	33 (8.3%)	102 (25.6%)	74 (18.6%)	106 (26.6%)	2.781	1.458	Fair	2
33. Creating more valued job than the existing one.	18 (4.5%)	65 (16.3%)	140 (35.2%)	140 (35.2%)	35 (8.8%)	2.726	0.988	Fair	3
12. Work energetically.	35 (8.8%)	87 (21.9%)	93 (23.4%)	87 (21.9%)	96 (24.1%)	2.693	1.290	Fair	4
9. One's current job had created better change or living of the public.	26 (6.5%)	76 (19.1%)	119 (29.9%)	99 (24.9)	78 (19.6%)	2.681	1.178	Fair	5
4. Being empathy easily.	25 (6.3%)	76 (19.1%)	104 (26.1)	97 (24.4%)	96 (24.1%)	2.590	1.219	Fair	6
23. Dissatisfaction towards the police working system.	65 (16.3%)	40 (10.1%)	66 (16.6%)	116 (29.1%)	111 (27.9%)	2.578	1.410	Fair	7

Burnout syndrome of the police officers	Level of Burnout Syndrome					\bar{x}	S.D.	Interpretation	Rank No.
	The highest	High	Fair	Little	The least				
1. Being frustrated at work.	23 (5.8%)	58 (14.6%)	134 (33.7%)	83 (20.9%)	100 (25.1%)	2.550	1.180	Fair	8
35. Ability to manage one's emotional problem at work.	12 (3.0%)	58 (14.6%)	140 (35.2%)	114 (28.6%)	74 (18.6%)	2.548	1.046	Fair	9
Overall						2.643	1.221	Fair	

3.2 Relevant Factors of Burnout Syndrome of the Police Officers

Table 4 shows the overall mean average of relevant factors of burnout syndrome among police officers in terms of working ($\bar{x} = 2.395$, S.D. = 0.717). It was found that item 1, working environment did not suit to one's ability, has the highest mean average with little interpretation ($\bar{x} = 2.482$, S.D. = 1.087), followed by item 5, the job was life risking with little interpretation ($\bar{x} = 2.477$, S.D. = 1.172), item 4, unable to catch up with the new technology with little interpretation ($\bar{x} = 2.415$, S.D. = 1.082), item 3, working too much and did not have personal time with little interpretation ($\bar{x} = 2.324$, S.D. = 1.148), and item 2, having too much workload, had got the least mean average with little interpretation ($\bar{x} = 2.276$, S.D. = 1.206) respectively.

Table 4: Shows the number, percentage, mean average (\bar{x}) and standard deviation (S.D.) of factors related to burnout syndrome of the police officers in terms of working (n=398)

Working	Level of Opinion					\bar{x}	S.D.	Interpretation	Rank No.
	The highest	High	Fair	Little	The least				
1. Working environment did not suit to one's ability.	17 (4.3%)	43 (10.8%)	146 (36.7%)	101 (25.4%)	91 (22.9%)	2.482	1.087	Little	1
2. Having too much workload.	27 (6.8%)	34 (8.5%)	95 (23.9%)	108 (27.1%)	134 (33.7%)	2.276	1.206	Little	5
3. Working too much and did not have personal time.	24 (6.8%)	37 (9.3%)	92 (23.1%)	136 (34.2%)	109 (27.4%)	2.324	1.148	Little	4
4. Could not catch up with the new technology.	17 (4.3%)	44 (11.1%)	115 (28.9%)	133 (33.4%)	89 (22.4%)	2.415	1.082	Little	3
5. The job was life risking.	24 (6.0%)	51 (12.8%)	116 (29.1%)	107 (26.9%)	100 (25.1%)	2.477	1.172	Little	2
Overall	2.395	0.717	Little						

Another important finding of burnout syndrome of the police officer revealed that little factors were related to burnout syndrome of the police officer. The researcher, therefore, deemed that most police officers used different methods to manage their stress because work stress caused burnout syndrome. The police officers have to catch up with and accept their work stress as a part of their life and it was inevitable. Stress is a nonspecific physical reaction towards different arousals that force either escape or face these arousals. It was also called adjustment with stress, which generated good results. If an individual was stressed for a long time, it would affect his or her physical and mental health. Suwanee Kiawkingkaew (2011) suggested three mental mechanisms to decrease mental pressure. The first is to escape and avoid (flight) through isolating oneself, drinking alcohol and other damaging actions. The second mechanism is to accept and face the stress (fight) by solving the external factors or correct oneself to be stronger. The third one is leaning to live with the stress (coexistence) by adjusting oneself mentally using suppression (to forget something intentionally or rationing to ease oneself), which was just a temporary solution against stress.

The most interesting finding was that factor with the highest average was the teamwork relation that required mutual communication and connection in the team. The mentioned aspect could make the teamwork successful. A good work environment should be friendly, warm, active and creative, all members work willingly and sincerely, no sign of tiredness, and mutual trust in the team is

considered critical. This finding is consistent with Maslach and Jackson (1981), who showed that good work relation refers to having all members believe that they can achieve their tasks, coordination in the team leading to the better effectiveness, and the members have self-confidence and self-esteem. On the other hand, if members have negative attitude towards others and ones' responsibility, it could reduce effectiveness.

The team members perceived these behavioral changes and feel unsuccessful cannot develop good relationships with others, feel ones' failure, lose their self-confidence and show poor performance. The primary causes of burnout syndrome of the enquiry police officials were too much workload and they deemed that they were not given justice by having police officers from other divisions be promoted/transferred to the enquiry division, and insufficient compensation. For the police officers in other divisions, the causes of their burnout syndrome included patronage system in the police organisations, lobbying on appointment, low salary, compensation and fringe benefit, too many rules, regulations and directions, getting older and could not catch up with the new technology, immoral supervisor, the police administration was not based on the rule of law and good governance.

These results conformed to Maslach and Leither (1997), who found that responsibility, pressure and frustration at work, too much workload, injustice at work, the work did not match with one's aptitude, the imbalance of performance and prize, conflicting value management, the administrative policy is against one's ethic and value are the causes of stress.

4. Conclusion

The present study was designed to determine the effects of burnout Syndrome of the police officers. This study was a mixed method research using qualitative and quantitative methods. The population in the research were the police officers belonging to Metropolitan Police Division 1-9, Investigation Division, and Traffic Police. Questionnaire and in-depth interview were applied to collect data from 398 police officers in the quantitative study, and 20 key informants were interviewed in the qualitative study.

These experiments confirmed that responsibilities of the police officers were divided into five divisions including administration, inquiry, investigation, preventing and suppress and traffic policing. The overall burnout syndrome of the police officers was fair. Based on the police's opinions, inquiry officials got the highest responsibility and workload. They had to work with lacking budget, workforce, and tool and equipment and had less chance to be promoted than other divisions. They also faced different problems and barriers, such as too many rules and regulations, complaints, and prosecutions.

Other factors related to burnout syndrome of the police officers with little mean average included personal factors; gender - both male and female officers could suffer from burnout syndrome, age - older officers could adjust themselves better, marital status - single officers tended to experience burnout more than the married ones because they highly sacrificed themselves with the job and focused on one's success. When things went wrong, they became stressed out. In terms of responsibility, the most stressful task was inquiry since inquiry officials handled too much workload. Although they were paid inquiry allowance according to the regulation of the ministry of finance, this allowance was insufficient. In terms of personality, police officers who were weak, incompetent, or worked under supervision tended to suffer from emotional frustration and burnout syndrome.

In terms of environment, too much workload of the police officers in any division could cause burnout syndrome. Since the main missions of the Royal Thai Police were to guard the king and the royal family, prevent and suppress criminal offense, keep peace, order and safety of the society, maintain the stability of the kingdom, and promote participation by the public and the community in preventing and suppress offense. Particularly, the order of the Royal Thai Police Number 419/2556, dated August 1, 2013, required the inquiry officials to maintain criminal justice and complete the inquiry report, thus, the inquiry officials were responsible for too much workload. Meanwhile, most

police officers held the value of working for prevent and suppress division and they did not want to work in the inquiry division. They misunderstood that the primary tasks of the police were prevent and suppress crime. Regarding to the career development, the police officers were not satisfied with their current salary. They deemed that the police administration was centralised and did not comply with inquiry duties. They were not supported and motivated sufficiently, and there was no support team for the inquiry division. In term of the organisation, the police organisation was still a patronage system.

There was lobbying for an appointment in the inquiry division although the appointed officers did not have inquiry experience. They just moved to be promoted a higher rank or transferred to assist other organisations. Eventually, there was an intervention in the judicial process, making inquiry officers are needed to prosecute the case and this ruined public confidence in the police officers in the judicial process. However, the scope of this study was limited only in terms of area and sample from Metropolitan Police bureau.

5. Operational Suggestions

1. To appoint sufficient police officers, especially in the inquiry division, as appropriate with the physical areas and circumstances.
2. Inquiry officials should have advancement in career path and appraised appropriately and impartially.
3. To create good relation among the supervisor, colleagues and subordinates in the organisation.

6. Policy Suggestion

1. The police officers in the prevent and suppress division should be responsible for crime prevention and suppress. Other irrelevant tasks should be assigned to other divisions, such as traffic policing or forensic science.
2. Compensation for the police officers should be improved according to their performance (pay for performance: P4P).
3. Basic salary, compensation and fringe benefits of the police officers should be improved.
4. The police organisations should be reformed based on the principles of good governance and rule of law by the amendment of National Police Act B.E. 2547 (2004).

7. Suggestion for the Next Research

1. The next research should investigate the guideline of preventing burnout syndrome of the police officers.
2. The next research should study other sample groups belonging to the Royal Thai Police, such as provincial police region and provincial police.
3. The next research should explore burnout syndrome of the police officer together with other variables to identify other factors that influenced burnout syndrome of the police officers and develop the guideline to develop police operation later on.

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