



## **Factors Affecting Work Behavior under the New Public Management System according to the Good Governance Principles of the City Law Enforcement Officers at Bangkok Metropolitan Administration**

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### **Abstract**

The purpose of this study was to examine a causal relation model of work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the New Public Management System concerning good governance. The sample consisted of 754 city law enforcement officers by multi-stage sampling; 368 government officers and 386 employees. Raw data collect by Questionnaires. LISREL was used to analyze the data. The results revealed that the proposal model fit the empirical data ( $\chi^2 = 576.23$ ,  $df = 135$ ,  $p = 0.00$ ,  $CFI = 0.97$ ,  $TLI = 0.96$ ,  $CN = 231.17$ ,  $RMSEA = 0.064$ ). Most of path coefficients were statistically significant at 0.05 levels.

**Key words:** Work behavior, city law enforcement officers, good governance

### **Introduction**

Bangkok is the capital and primate city of Thailand. It has grown to become the political, economic, finance and transportation center. At the present, Bangkok has been given as the status of a global city. There are many people who move to Bangkok. It has faced many problems such as social disorder, traffic jams and pollution. The city law enforcement office is the main agency to manage and order Bangkok to be the livable city. The city law enforcement officers have duties and responsibilities to enforce Bangkok's code of laws. (Morakot Sanithangkul. 2003: 7) To perform concerning laws lead to work problems for example, to be complained about corruption, differential treatment, (Work Performance of The city law enforcement office, 2007) and unfairness. In addition, The city law enforcement officers must facilitate services for people such as traffic and tourism. Bangkok Metropolitan Administration has the "city law enforcement for community" project aimed to train officers for closely working with community. Moreover, Bangkok Development Plan (2002-2006) identified administration strategy that emphasized quality, efficiency, transparency and accountability through administration by good government.

Because good government is necessary to the city law enforcement officers to morally perform and there aren't literatures examining work behavior under the new public management system according to the good governance principles of the city law enforcement officers, the researcher was interested in and attended to study factors affecting work behavior of the city law enforcement officers under the new public management system according to the good governance principles. This research focused on 3 concepts; participation, transparency and accountability, and efficiency and effectiveness to serve people in Bangkok. The research conceptual framework based on Social Cognitive Learning theory that explained the causes of individual's behaviors.

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It found two factors consisting of person and environment factors. Then, the researcher interviewed the officers and reviewed literatures founded that concepts which concerned with person factors causing work behavior under the new public management system according to the good governance principles were future orientation and self-control characteristics, moral reasoning, attitude and job satisfaction concepts. For environment factors, their concepts were work role model, role conflict, perceived patronage relations and perceived organizational justice. The purpose of this study was to develop and test the causal relationship model of work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles. The research examined what factors direct and indirect effected on work behavior. The results would be positive to plan and develop efficiency work behavior under the new public management system according to the good governance principles and built good image of the city law enforcement office.

**Research Framework**

This researchs conceptual framework based on Social Cognitive Learning theory by Bandura explained that learning was caused by interaction between learner and environment in society. Individual’s behavior was observational learning or modeling. The hypothesis model was :

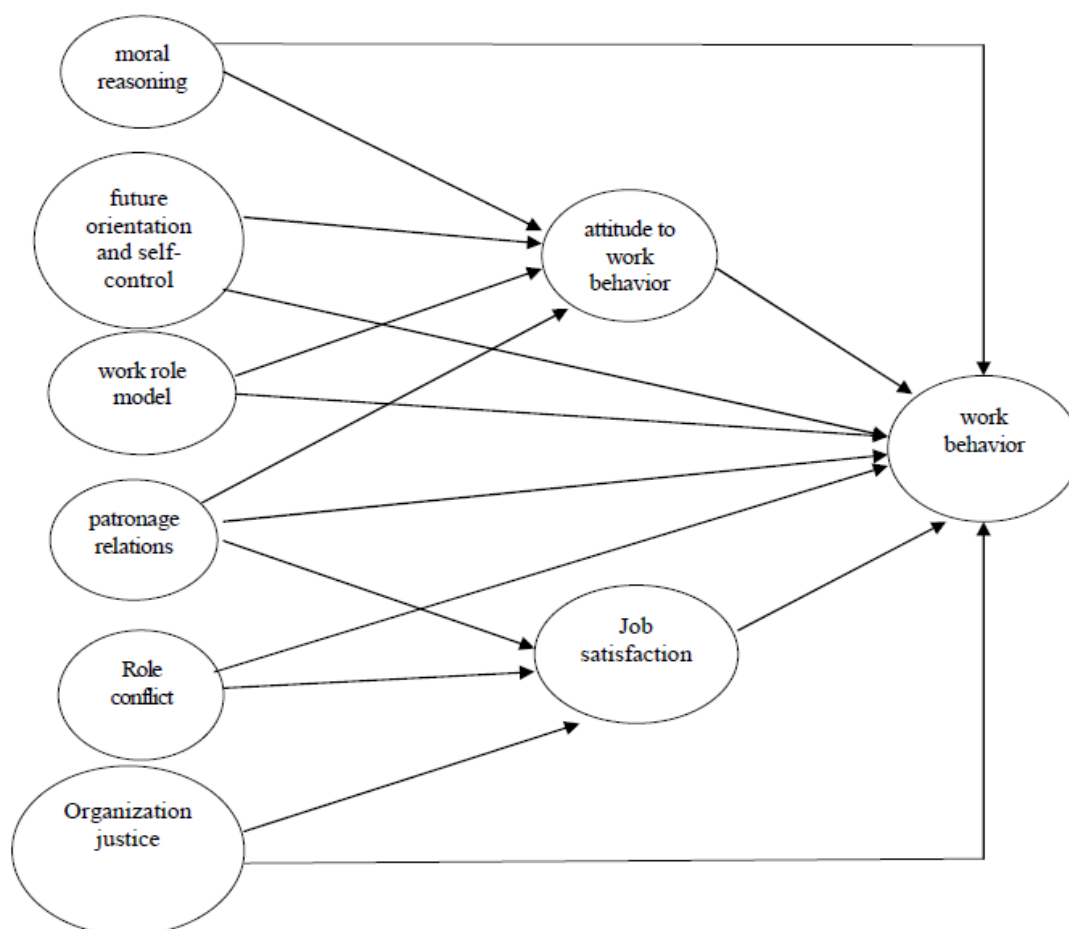


Figure 1 Research Framework



## **Research Variables**

Research variables consisted of

1. Person Antecedent variables
  - Future orientation and self-control characteristics
  - Moral reasoning
  - Attitude to work behavior
  - Job satisfaction
2. Environment Antecedent variables
  - Work role model
  - Role conflict
  - Perceived patronage relations
  - Perceived organizational justice
3. Dependent variable was work behavior under the new public management system according to the good governance principles consisting of participation, transparency and accountability, and work focusing on efficiency and effectiveness to serve people in Bangkok.

## **Research Objective**

The objective of this study was to develop the causal relationship model of work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles.

## **Research Hypothesis**

Hypothesis Model would be fitted with the empirical data. There are seven sub hypothesis

1. Moral reasoning would indirectly and directly effect on work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles through attitude.

2. Future orientation and self-control characteristics would indirectly and directly effect work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles through attitude.

3. Perceived patronage relations would indirectly and directly effect on work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles through attitude.

4. Work role model would indirectly and directly effect on work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles through attitude.



5. Role conflict would indirectly and directly effect work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles through job satisfaction.

6. Perceived organizational justice would indirectly and directly effect work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles through job satisfaction.

7. Attitude and job satisfaction would directly effect work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the new public management system according to the good governance principles

## **Research Method**

### **Sampling**

The sample consisted of 754 city law enforcement officers, including 368 government officers and 386 employees.

### **Instrument**

The questionnaires of 10 reliable and valid measures were used to collect data and consisted of biosocial data, work behavior under the new public management system according to the good governance principles ,future orientation and self-control characteristics ,moral reasoning ,attitude to work behavior, job satisfaction ,work role model., role conflict ,perceived patronage relations and perceived organizational justice Their alpha coefficients ranged from .79 to .93.

### **Data Collection**

Duration of data collection was December 2007 to January 2008.

### **Data Analysis**

Data were analyzed by LISREL program for linear structural model.

### **Research Results**

The developed model fitted the empirical data ( $\chi^2 = 576.23$ ,  $df = 135$ ,  $p = 0.00$ ,  $CFI = 0.97$ ,  $TLI = 0.96$ ,  $RMSEA = 0.064$ )

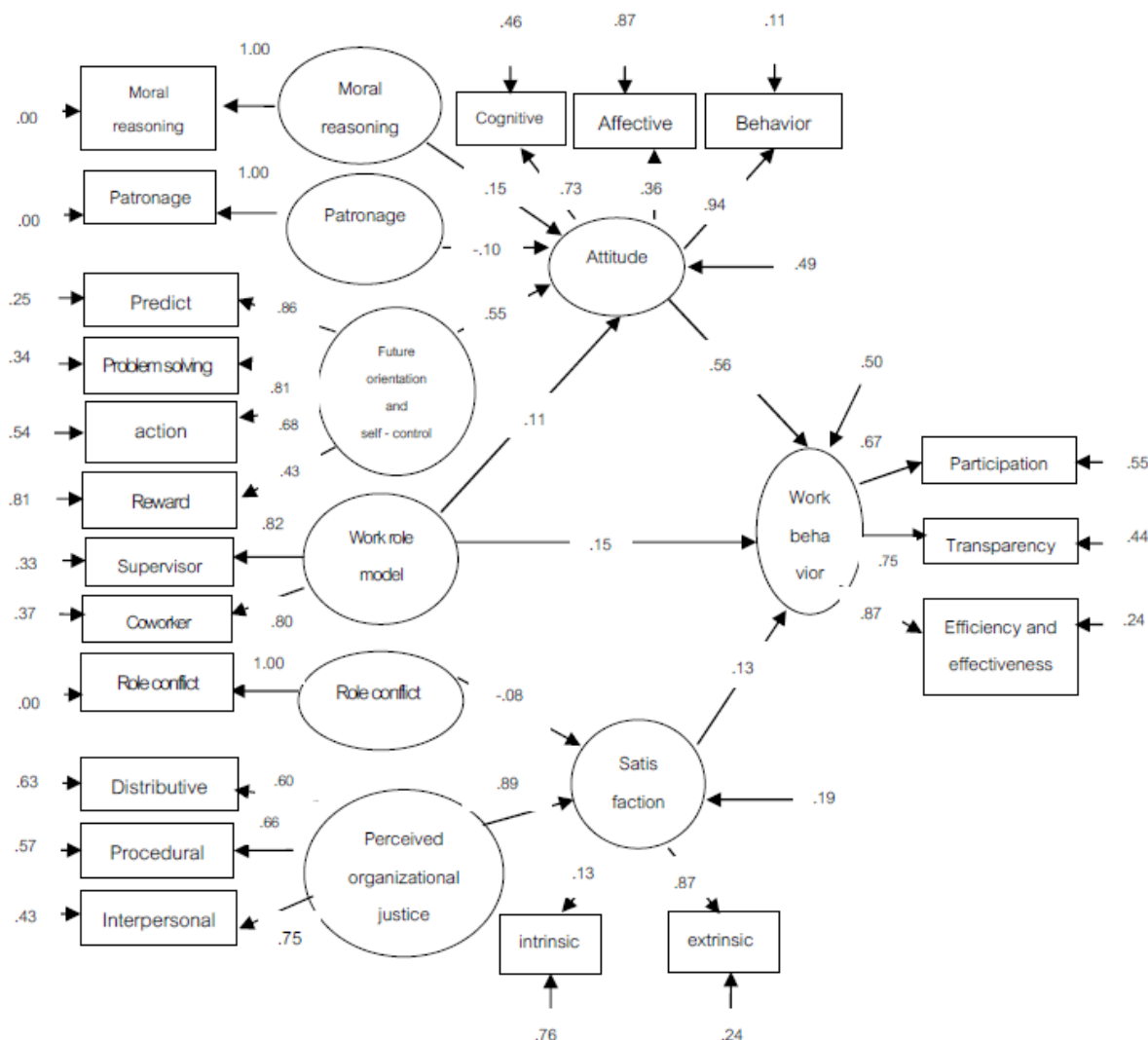


Figure 2 Modification causal model of work behavior under the new public management system according to the good governance principles

From figure 2 shown that the variable which had the highest positive direct effect to work behavior under the new public management system according to the good governance principles was *attitude to work behavior* (coefficient = .56) and the next variable was *future orientation and self-control characteristics* that had positive indirect effect on work behavior through the attitude (coefficient = .31). *Work role model* had both positive direct effect and positive indirect effect through the attitude (total coefficient = .21). *Job satisfaction* had positive direct effect on work behavior (coefficient = .13). *Perceived organizational justice* had positive indirect effect on work behavior through job satisfaction (coefficient = .11). *Moral reasoning* had positive indirect effect through the attitude (coefficient = .08). *Perceived patronage relations* had negative indirect effect through the attitude (coefficient = .05). *Role conflict* had negative indirect effect on



work behavior through job satisfaction (coefficient = .01). These variables accounted for 50 percent of the variance of work behavior.

For attitude to work behavior, the variable which had the highest positive direct effect on the attitude was *future orientation and self-control characteristics* (coefficient = .55) and the next variable was *moral reasoning* that had positive direct effect on the attitude (coefficient = .15). *Work role model* had positive direct effect on the attitude (coefficient = .11). *Perceived patronage relations* also had negative direct effect on the attitude (coefficient = .10). Fifty-one percent variance of the attitude was explained by all these variables.

In terms of job satisfaction, there were only two variables having direct effects but in opposite directions; the effect of *perceived organizational justice* was positive (coefficient = .89). whereas that of *role conflict* was negative (coefficient = .08). Eighty-one percent variance of job satisfaction was explained by these two variables.

### **Discussion**

The research results indicated that :

1. Results partly supported hypothesis 1 - 4 because moral reasoning, future orientation and self-control characteristics , perceived patronage relations and work role model had direct effect on the attitude and indirect effect on work behavior through the attitude but the result didn't found the direct effect on work behavior except work role model had direct and indirect effect on work behavior through the attitude. It shown that the attitude was the important variable to work behavior.

For work role model was the only variable that had direct effect on work behavior and indirect on work behavior through the attitude. It could be discussed by Social Learning Theory explained that way or process influenced by society led to accept social norms into self. Work behavior was caused by learning consisted by learning by experience or performance outcome and learning by model observation to learn what they do, how they do and what rules concerned and finally design new behaviors. This results followed to previous researches identified the relation of good role model and desired behaviors in society such as Wiladlak Chuawanlee's research results (2004) found that good role model had direct effect on behavioral values directly. It meant that the officers' supervisor and coworker effected on work behavior under the new public management system according to the good governance principles. They were role model for the officers to work.

1. For hypothesis 5 - 6, results partly supported. Role conflict and perceived organizational justice had direct effect on job satisfaction ,it meant that if both would concern with and effect on work behavior, job satisfaction must be mediator. So, job satisfaction was variable directly concerning with work behavior.

2. The results found that the attitude and job satisfaction directly effected on work behavior. It fully supported in hypothesis 7 It meant that the officers who had cognitive component affective component , behavioral component ,intrinsic satisfaction and extrinsic satisfaction, would have good work behavior under the new public management system



according to the good governance principles in participation, transparency and accountability, and efficiency and effectiveness to serve people.

3. The attitude to work behavior had the highest direct effect on work behavior .56 The most previous researches found that attitude closely concerned with human behavior and was the predictor of desired behaviors such as Sakchai Nirunthawee's research (1999) found that attitude to work condition was the first predictor of teaching behavior and Vichian Thamathon 's research (2003) shown that the officers who had good attitude to work ,would morally work higher than who had attitude to work lower.

4. Job satisfaction had direct effect on work behavior under the new public management system according to the good governance principles. Job satisfaction was the variable that many researchers were interested in studying because it involved in organizational outcomes for example, organizational commitment and work performance. If organizations emphasized and built it within organization including understood its nature, the positive outcomes would occur. The previous research shown the relation between job satisfaction and work performance for example, Petty, Mcgee; & Cavender (1984: 712-721) found that job satisfaction highly correlated with work performance (mean corrected correlation = .31) , Meta research of Judge; et. al. (2001) shown relation between intrinsic job satisfaction and work performance (mean true correlations = .30) It meant that the attitude and job satisfaction were important for work behavior. If the officers had good attitude to work behavior under the new public management system according to the good governance principle and high job satisfaction ,it could support work behavior under the new public management system according to the good governance principle.

### **Suggestion**

#### **Operational Suggestion**

1. Organizations concerning with the city law enforcement officers' work behavior should train them to have correct knowledge and emphasize the benefits of work behavior under the new public management system according to the good governance principle including to support and develop future orientation - self-control characteristics and psychological traits such as need for achievement and self esteem. into the officers.

2. Supervisors and coworkers should be good role model especially the officers who were newcomers. Good work behavior was able to socialize the work behavior under the new public management system according to the good governance principle to them.

#### **Research Suggestion**

1. This causal relation model of work behavior of city law enforcement officers at Bangkok Metropolitan Administration under the New Public Management System concerning good governance might be developed in other career groups that were similar to the city law enforcement officers.



2. Variables such as need for achievement and self esteem that concerned with work behavior of city law enforcement officers might be examine to explain work behavior under the New Public Management System concerning good governance more clearly.

3. To confirm antecedents, outcomes and development of work behavior under the New Public Management System concerning good governance, the next research might study the officers who were newcomers. Longitudinal study and repeated measure should be use to test.

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