

# **The Security Management in the Police Officer's Operation at Protection and Crowds Control Division**

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## **Abstract**

The purpose of this research was to study the level of the security management in the police officer's operation at Protection and Crowds Control Division, and to compare the personal factor with the security management in the police officer's operation at Protection and Crowds Control Division. This study adopted a quantitative research approach in which 400 crowds control police officers by using Krejcie & Morgan formula from an estimated population of 2079 participants. The results of the research can be summarized as follows: Firstly, the result of the overall internal & external factors that affects the security management in the police officer's operation at Protection and Crowds Control Division was at highest ( $\bar{x} = 4.14$ ), ( $\bar{x} = 4.17$ ) respectively. Secondly, the result of the comparison between the gender and the security management in the police officer's operation at Protection and Crowds Control Division were no different in statistically significant at 0.05 level, but the result of the comparison between the age rank, the rank, and the working experience and the security management in the police officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level.

**Keywords:** Security management, Police officer, Protection and Crowds Control Division

## **Introduction**

Crowds could happen in any circumstances, it is not a new issue, for example, the crowd celebrating the New Year, or a local football or ice hockey game all represent occasions when large numbers of people concentrate in a relatively small area for a particular purpose (Johansson et al., 2012). They have the same purpose of gathering together. The achieving of assembling would be done without injury or damage to the individual or to property or issues of antisocial behavior. However, a crowd does have the potential for disorder, antisocial behavior, and violence and, by extension, danger (Kingshott, 2014). Emotionally charged crowds have a potential to become violent and disruptive, damaging and destroying public properties (Simpson et al., 2018). Managing and controlling riotous crowds is an important responsibility for police officers to keep public order and safety. Devising and optimizing crowd management strategies is difficult without the

knowledge of the scale and situations of the crowd in advance (Park et al., 2019). Once the crowd lost control, the crowd control process the steps and protocol to suppress that action. These techniques include creating situations, models, and decision-making processes needed for the successful direction of equipment under a unified command (Moynihan, 2019).

In the Asia context, the passive crowd is one that may be willingly manipulated for their own needs and personal objectives. The obvious example would be the Tokyo rush hour where Japanese commuters are deliberately pushed into overcrowded trains. The protocol to manage a crowd in such incidents need to have responsible for rationalization of a passive crowd by the use of either temporary crush barriers or a simple cordon to exercise movement and control over the crowd. (Kingshott, 2014).

In Thailand, through the examination of protest

policing in Thailand's decade-long political conflicts, which reached the zenith in 2013–2014, it showed that police responses to these protests were a mixture of three approaches: accommodative, restrictive and hands-off. The Thai case illustrated that managing the protestors was very sensitivity. Otherwise, the government and especially the police can run the risk of further damaging public trust and institutional legitimacy. (Sombatpoonsiri, 2017) The measure of controlling the crowd have been increasing which starts from water cannons, tear gas, and rubber bullets if the protestors use the weapon, and have the violent behavior. (Thai pbs, 2021)

The Commissioner-General of the police issued an order to the Metropolitan Police Office regarding the training of police officers on March 23, 2021. Persons in charge of public assembly must be trained the skills, the understanding, to be the tolerance of public assembly situations, to wear uniforms, and to use crowd control equipment. The training followed the UN protocol. (Thairath Online, 2021). Also there were large number of the newly graduated police officers on duty. Therefore, the additional continuous training was required. (Bangkokbiznews, 2021).

Most of the previous papers focused on many areas in this issue, for example, the first one, Janjira Sombatpoonsiri studies about the Policing of Anti-government Protests: Thailand's 2013–2014 Demonstrations and a Crisis of Police Legitimacy. This article seeks to examine the way in which the police respond to anti-government protests, and how these responses influence the politics of legitimacy at stake (Sombatpoonsiri, 2017). The second one, Park et al. studied about the devising and optimizing crowd control strategies using agent-based modeling and simulation. This paper presented a three-dimensional (3D) simulation framework that simulates a riot and the police response to the riot (Park et al., 2019). The third one, Kingshott studied about the crowd management: Understanding Attitudes and Behaviors. The research found that in a democratic Under the community policing paradigm, consultation and contingency planning can allow for contentious protests to be policed in a professional manner. Private security personnel are among those tasked with managing the crowd, who may be either protesting or celebrating. Those

managing the crowd must be aware of the diversity and complexity of the individuals within that crowd. The attitudes found within crowds and the various psychological aspects of the individual, as well as the overall psychological dimensions of the crowd, are discussed in the context of public safety. (Kingshott, 2014). The fourth one, Purbrick studied about the 2019 Hong Kong protests. This article analyses the tactics employed by the protesters, and critically examines the tactical and strategic response to the protests by the Hong Kong police (Purbrick, 2019). The fifth one, Garbarino et al. studied about the Evaluation of Operational Stress in Riot and Crowd Control Police Units: A Global Challenge for Prevention and Management of Police Task-Related Stress. The aim of the current study was to evaluate stress levels during routine activities and during a major political event by members of the VI Reparto Mobile, an Italian specialized police unit exclusively deployed for riot and crowd control, which had undergone serious stress and liability consequences after the 2001 G8-Summit in Genoa. Results found that members of the specialized unit had good capacity to withstand stress. Chronic routine work might be significantly more stressful for these kinds of officers than assignment to a special high-risk political event when adequate training, positive psychosocial support and appropriate organization of the event are provided (Garbarino et al., 2012). The sixth one, Brown studied about the Cops and Chaos: A Historical Examination of the Police Role in Riot Control. This paper suggested that constant police professionalism and just treatment of the citizenry by police officers, thorough planning and preparation for crowd events, engagement of crowds, and rapid identification and removal of individual troublemakers may help reduce the potential for crowd violence (Brown, 2015). The last one, Gong et al. studied about the crowd characterization for crowd management using social media data in city events. This study show that it is possible to characterize crowds in city-scale events using social media data, thus paving the way for new real-time applications on crowd monitoring and management for city-scale events. (Gong et al., 2020).

The current study attempts to fill this gap in the literature by focusing on the dimension of the concept about the security management, the concept about the operation of the police officer's operation at Protection and Crowds Control Division, and the law

enforcement for studying the level of the security management in the police officer's operation at Protection and Crowds Control Division, and to compare the personal factor with the security management in the police officer's operation at Protection and Crowds Control Division.

## Method

### Participants

This study adopted a quantitative research approach in which 400 crowds control police officers by using Krejcie & Morgan formula from an estimated population of 2079 participants. The crowds control police officers who were drawn from Protection and Crowds Control Division which six division (Protection and Crowds Control Division office, Director department, Protection division 1, Protection division 2, Crowds control division 1, Crowds control division 2)

### Measure

A self-administered questionnaire adapted from literature was used to collect data from the crowds control police officers. The 49 items of the questionnaire sought information on the internal and external factors toward the security management from the respondents. Each item was scored on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha coefficient for the entire instrument was 0.97 indicating that it was higher than the benchmark of

0.70 and was thus considered reliable for data collection. The questionnaire was content-validated by a panel of three crowds control police officers who reviewed the initial draft of the instrument and confirmed its suitability to address the research questions, and before the data collection, ethics approval was obtained from Forensic Science Faculty for Research Ethics of the Royal Police Cadet Academy (RPCA).

### Data Analyses

Descriptive statistics such as means, standard deviations, percentages, and frequency counts were used to analyze the data. An independent t-test and One-way ANOVA were undertaken to compare the personal factors which the security management in the police officer's operation at Protection and Crowds Control Division.

## Results

The results can be described into two objectives. The first objective was to study the level of the security management in the police officer's operation at Protection and Crowds Control Division was analyzed by the descriptive statistics which was shown in the table 1. and table 2., and the second objective was to compare the personal factor with the security management in the police officer's operation at Protection and Crowds Control Division which was shown in the table 3, table 4, table 5, and table 6.

**Table 1** The result of analyzing the internal factor that affects the security management in the police officer's operation at Protection and Crowds Control Division.

Item	Question	$\bar{x}$	SD	Interpret
<b>The mentality</b>				
1.	You are ready to operate in the risky situation for the population.	4.27	0.700	Highest
2.	In the risky situation, you have the full conscious.	4.37	0.666	Highest
3.	You used to be under pressure situation in your operation.	3.90	0.834	High
4.	You are always aware for your own safety.	4.59	0.617	Highest
5.	You are always aware for someone else's safety.	4.56	0.606	Highest
<b>Overall</b>		<b>4.34</b>	<b>0.512</b>	Highest
<b>The self-control</b>				
1.	You are able to control yourself for not to do the wrong things.	4.51	0.672	Highest
2.	You are always aware of yourself while you get angry.	4.36	0.684	Highest
3.	You are a hot temper person.	2.83	1.019	Average
4.	You always speak rude when you get angry.	2.65	1.094	Average
5.	You always counter another side by your furious even it is a little thing.	4.50	0.662	Highest
<b>Overall</b>		<b>3.77</b>	<b>0.505</b>	High

Item	Question	$\bar{x}$	SD	Interpret
<b>The patient</b>				
1.	You always overcome the working obstacle by the right thing.	4.36	0.618	Highest
2.	You have patient for your operation in any weather conditions.	4.21	0.711	Highest
3.	You never show your weakness when you are sick.	3.73	0.969	High
4.	You are able to stand for the tempting things.	4.20	0.696	Highest
5.	You have the ability to ignore when you are very angry.	4.26	0.702	Highest
<b>Overall</b>		<b>4.15</b>	<b>0.598</b>	<b>Highest</b>
<b>The wisdom</b>				
1.	You often think carefully before the operation.	4.15	0.741	Highest
2.	You focus on every works.	4.35	0.657	Highest
3.	You always spent some times to consider before getting into action.	4.30	0.662	Highest
4.	You often have the conscious, and aware in every action.	4.35	0.641	Highest
5.	You understand in the context and the environment of what you are doing.	4.39	0.629	Highest
<b>Overall</b>		<b>4.31</b>	<b>0.584</b>	<b>Highest</b>
<b>Overall of the internal factors</b>		<b>4.14</b>	<b>0.460</b>	<b>Highest</b>

From the table 1 found that the overall internal factors that affects the security management in the police officer's operation at Protection and Crowds Control Division was at highest ( $\bar{x} = 4.14$ ). The highest average was in the mentality

( $\bar{x} = 4.37$ ). The second highest average was in the wisdom ( $\bar{x} = 4.31$ ), and the least average was the self-control ( $\bar{x} = 3.77$ ).

**Table 2** The result of analyzing the external factor that affects the security management in the police officer's operation at Protection and Crowds Control Division.

Item	Question	$\bar{x}$	SD	Interpret
<b>The responsibility</b>				
1.	You work base on the justice and the responsibility toward people.	4.34	0.656	Highest
2.	You believe in an ideology.	4.47	0.623	Highest
3.	You allow someone else to take your benefit, but you are allow to lose your benefit for the public.	4.30	0.675	Highest
4.	You never give up for your difficult work.	4.22	0.645	Highest
5.	You are assigned to define the security protocol.	4.42	0.791	Highest
<b>Overall</b>		<b>4.32</b>	<b>0.568</b>	<b>Highest</b>
<b>The leadership</b>				
1.	You are regarded to the right thing while you're working.	4.42	0.622	Highest
2.	You are able to create the inspiration for the team in your operation.	4.15	0.710	Highest
3.	You work by regarding to the public benefit.	4.39	0.631	Highest
4.	You are able to adjust the plan as the situation.	4.23	0.686	Highest
5.	You accept the working confliction.	4.26	0.682	Highest
<b>Overall</b>		<b>4.29</b>	<b>0.573</b>	<b>Highest</b>

Item	Question	$\bar{x}$	SD	Interpret
<b>The situation</b>				
1.	There is the co-assessment for the situation.	4.13	0.754	Highest
2.	You are able to use the backup plan as the occurred situation.	4.14	0.700	Highest
3.	There are always have the backup plan.	4.12	0.716	Highest
4.	You have the backup plan for the emergency when it comes to the critical stage.	4.09	0.738	Highest
5.	When it comes to the emergency situation, you are always call the backup team.	4.10	0.742	Highest
<b>Overall</b>		<b>4.12</b>	<b>0.652</b>	<b>Highest</b>
<b>The operation process</b>				
1.	Before you're working, you will attend the training session.	4.24	0.692	Highest
2.	You have the specific skill in your operation.	4.09	0.714	Highest
3.	You can handle with the situation that may take you endanger.	4.14	0.703	Highest
4.	You have the skill of stopping the danger from the crowd.	4.08	0.724	Highest
5.	You are able to convince the crowd to cooperate with the officer.	3.90	0.829	High
<b>Overall</b>		<b>4.09</b>	<b>0.643</b>	<b>Highest</b>
<b>The equipment</b>				
1.	You study the manual before working.	4.15	0.699	Highest
2.	You are able to use the equipment efficiency.	4.14	0.703	Highest
3.	You wear the quality equipment for preventing the danger in your operation.	4.13	0.783	Highest
4.	You examine the readiness of the equipment before using.	4.27	0.657	Highest
5.	When the tool was out of order while there was the emergency situation, you are able to use another equipment immediately.	4.02	0.776	Highest
<b>Overall</b>		<b>4.14</b>	<b>0.630</b>	<b>Highest</b>
<b>Overall of the external factors</b>		<b>4.17</b>	<b>0.494</b>	<b>Highest</b>

From the table 2 found that the overall external factors that affects the security management in the police officer's operation at Protection and Crowds Control Division was at highest ( $\bar{x} = 4.17$ ). The

highest average was the responsibility ( $\bar{x} = 4.32$ ). The second highest average was the leadership ( $\bar{x} = 4.29$ ). The least average was the operation process ( $\bar{x} = 4.09$ ).

**Table 3** The result of the comparison between the gender and the security management in the police officer's operation at Protection and Crowds Control Division

Gender	n	$\bar{x}$	SD	t	p-value (1 tailed)
Male	296	4.18	0.462	0.736	0.212
Female	135	4.15	0.447		

\*The statistically significant at 0.05 level ( $p < 0.05$ )

From the table 3 found that p-value = 0.212 which concluded that the comparison between the gender and the security management in the police officer's operation at Protection and Crowds Control Division were no different in statistically significant at 0.05 level.

**Table 4** The result of the comparison between the age range and the security management in the police officer's operation at Protection and Crowds Control Division

Age range	$\bar{x}$	SD	Asymptotically F-Test	Sig
18-30 years	4.19	0.481	2.647	0.049*
31-40 years	4.06	0.539		
41-50 years	4.09	0.515		
51-60 years	4.30	0.465		

\*The statistically significant at 0.05 level ( $p < 0.05$ )

From the table 4 found that Sig = 0.049 which can be concluded that the comparison between the age range

and the security management in the police officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level.

**Table 5** The result of the comparison between the rank and the security management in the police officer's operation at Protection and Crowds Control Division

Rank	n	$\bar{x}$	SD	t	p-value (1 tailed)
Commissioned officer	75	4.16	0.435	0.183	0.040*
Noncommissioned officer	374	4.17	0.505		

\*The statistically significant at 0.05 level ( $p < 0.05$ )

From the table 5 found that p-value = 0.040 which can be concluded that the comparison between the rank and the security management in the police

officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level.

**Table 6** The result of the comparison between the working experience and the security management in the police officer's operation at Protection and Crowds Control Division

Working experience	$\bar{x}$	SD	Asymptotically F-Test	Sig
1 year	4.15	0.471	2.663	0.048*
2 years	4.25	0.547		
3 years	4.22	0.501		
More than 4 years	3.97	0.485		

\*The statistically significant at 0.05 level ( $p < 0.05$ )

From the table 6 found that Sig = 0.048 which can be concluded that the comparison between the working experience and the security management in the police officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level.

research issue which were as follows;

The result from the first objective found that the level of the security management in the police officer's operation at Protection and Crowds Control Division was analyzed by the descriptive statistics which were as follow:

1) The highest average internal factors that affects the security management in the police officer's operation at Protection and Crowds Control Division was in the mentality which related to the research of Hermanto and Zuroff in the title of "The social mentality theory of self-compassion

### Discussions

The findings of this study were consistent with previous research that related to the topic in this research which can be described following the

and self-reassurance: The interactive effect of care-seeking and caregiving". The aim of this study was to test social mentality theory, which views self-compassion/reassurance as a form of intrapersonal relating in which the interpersonal mentalities of care-seeking and caregiving are activated. Findings suggest that fostering a kinder way of relating to oneself may be achieved through more effective care-seeking and caregiving with others (Hermanto & Zuroff, 2016).

2) The highest average external factors that affects the security management in the police officer's operation at Protection and Crowds Control Division was the responsibility. This finding related to the work of Kingshott in the title of "Crowd Management: Understanding Attitudes and Behaviors". The findings indicated that all personnel tasked with public safety responsibility must be aware of the complexity of that crowd (Kingshott, 2014).

The result from the second objective found that the personal factor with the security management in the police officer's operation at Protection and Crowds Control Division which were as follow:

1) The comparison between the gender and the security management in the police officer's operation at Protection and Crowds Control Division were no different which related to the research of Dawson and Davies in the title of "Gender differences in understanding police perspectives on crowd disorder". The purpose of this paper is to examine the nature and dynamics of crowd disorder from the perspective of the police in a Canadian context, as well as to extend this perspective to include the opinions of female police officers. The results suggest that the male and female police officers may have some differing views about the nature of crowds and the type of police response required to manage disorderly crowd situations (Dawson & Davies, 2017).

2) The comparison between the age range and the security management in the police officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level. This finding related to the work of Daddis in the title of "Adolescent peer crowds and patterns of belief in the boundaries of personal authority". The results of this study provided that patterns of Participants reported beliefs regarding the boundaries of personal authority across personal, prudential, conventional, moral, and multifaceted issues. As expected, analyses revealed persistent differences in belief patterns among crowds within each age group (Daddis, 2010).

3) The comparison between the rank and the

security management in the police officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level. This finding related to the work of Parsons et al. in the title of "Effective policing: management influence and the commitment of senior police personnel". This study explores the factors influencing senior police officer (Inspector level and above) commitment. Previous research with lower level officers suggests that both are strongly influenced by how these individuals are managed. (Parsons et al., 2011).

4) The comparison between the working experience and the security management in the police officer's operation at Protection and Crowds Control Division were different in statistically significant at 0.05 level. This result related to the work of Hasenstab in the title of "An exploration of reflective practice in security risk management: how senior security managers experience reflective practice". This study explored how senior security risk managers experience reflective practice. It looked specifically at the extent to which the practitioners reflected on their own practice, the ways in which they did so, and the usefulness of reflective practice for security risk management managers. From a professional practice angle, the study offers essential functional information about reflective practice in security risk management (Hasenstab, 2018).

## Recommendation

1) The national police office should drive the policy about the proper welfare to those police officer who are working at the Protection and Crowds Control Division

2) The national police office should have the policy about setting up the specific department about the Protection and Crowds Control Division by having the two task dimension the first one is the dimension in the normal situation, and the second one is in the operational period on the field.

3) The Protection and Crowds Control Division should have the policy about the awareness in operation as the protocol the policeman officer ideology.

4) The Protection and Crowds Control Division should have the policy about the collaboration with the psychology department in order to create the project of "Happy workplace".

5) The Protection and Crowds Control Division should have the security management course training at less twice a year.

6) The Protection and Crowds Control Division should make the manual of the Standard Operation

Procedure – SOP.

### Declaration of conflict interests

The authors declared no potential conflicts of interest with respect to the research, authorships, and/or publication of this article.

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