

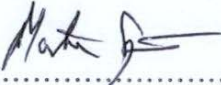
**FACTORS AFFECTING THE MANAGEMENT
SUCCESS OF CUSTOMS HOUSES**

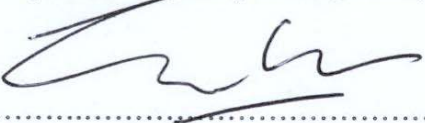
Kanchana Suwanicho

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Public Administration
School of Public Administration
National Institute of Development Administration
2015**

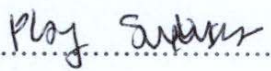
**FACTORS AFFECTING THE MANAGEMENT
SUCCESS OF CUSTOMS HOUSES**

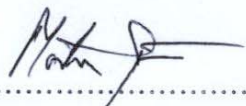
Kanchana Suwanicho
School of Public Administration


Associate Professor.......... Major Advisor
(Montree Socatiyanurak, Ph.D.)


Assistant Professor.......... Co-Advisor
(Thanapan Laiprakobsup, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of Doctor of Public Administration.

Assistant Professor.......... Committee Chairperson
(Ploy Suebvises, Ph.D.)

Associate Professor.......... Committee
(Montree Socatiyanurak, Ph.D.)

Assistant Professor.......... Committee
(Thanapan Laiprakobsup, Ph.D.)

Assistant Professor.......... Dean
(Pairote Pathranarakul, Ph.D.)

October 2015

ABSTRACT

Title of Dissertation	Factors Affecting the Management Success of Customs Houses
Author	Mrs. Kanchana Suwanicho
Degree	Doctor of Public Administration
Year	2015

This research aims to study the factors affecting the management success of Customs houses and to systemically explain the relations of those factors. The quantitative and qualitative methods were used to conduct the study of 30 Customs houses in Thailand. The data collection methods include survey questionnaires of 200 Customs officers who work in Customs houses located in the provinces where borders are connected with the neighboring countries and also in-depth interviews of 30 Customs house executives and 4 private sectors whose offices are in the provinces near the Customs houses. The method of mean interpretation was used to determine the average score of each key factor affecting the successful management of Customs houses. The qualitative instrument was also employed.

The study results are as follows; 1) factors in every dimension affect the management success of the Customs houses at a 'high' level. The influential factors could be ranked by the highest to the lowest average scores as follows; leadership, role of media, clarity of mission statement, managerial competency, skills and knowledge of human resources, and organizational competency; 2) The degree of the management success of the Customs houses in an overall picture was at a 'high' level; 3) The correlation between factors affecting the management success of the Customs houses and the degree of the management success found that all six factors, comprising of clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and role of media, have a correlation that conforms to the degree of the management success of the

Customs houses with a static significance at 0.01. The factor that is relevant to the degree of the management success of the Customs houses at a medium level is only the managerial competency. Apart from the aforementioned factors, the factors that affect the management success of the Customs houses at a quite “low” level can be ranked by the highest to the lowest correlation coefficient as follows; skills and knowledge of human resources, organizational competency, role of media, clarity of mission statement, and leadership.

The study by interviewing the Customs house executives and the private operators shows that all the above six factors have an effect on the management success of the Customs houses. Moreover, it is found that there are other factors that could also affect the management success of the Customs houses these are, government policy, organizational structure, the organizational commitment, the organizational norms and culture, the manpower, laws and regulations, and the economic system. An analysis of these factors should be carried out in more details in the future.

Policy and management recommendations can be summarized as follows; 1) A succession plan for the Customs Department should be made clear. Short term plans and long term plans should be set in order to support the mission of the Customs Department. There should be an overall responsible person in charge with a proper timeline and budget to carry out the plans together with indicators to measure the success of the operations; 2) There should be a system to monitor, control and evaluate the action plan to ensure that it is going in the right direction. Any problems along the way should be analyzed to find ways to solve them. Close supervision is recommended in order to action the policies efficiently and effectively; 3) There should be communication channels to convey the mission of Customs houses preferably in a written form so that all the officers are aware of the mission.

Recommendations for future research are; 1) Further investigation should be carried out to investigate what type of leadership affects the management success of Customs houses the most; 2) Further investigation should be performed for activities on land, by sea, and by air to see if there are any similarities or differences between them and what they might be; 3) Further study can be extended to cover case studies of success factors of Customs house management in other countries, which can be used for comparison with Thailand and how Thailand can learn from those countries.

ACKNOWLEDGEMENTS

The dissertation “Factors Affecting the Management Success of Customs Houses” was supported by Associate Professor Dr. Montree Socratyanurak, Assistant Professor Dr. Ploy Suebvises, and Assistant Professor Dr. Thanapan Laiprakobsup who provided insightful comments that greatly assisted the research.

I thank the rest of lecturers at National Institute of Development Administration, School of Public Administration, for their insightful motivation and immense knowledge. I would also like to express my sincere gratitude to all staff at the Doctor of Public Administration for providing me with all necessary facilities during the course.

I take this opportunity to record my sincere gratitude to the Directors of Customs House, the officers, and also the private operators located at border Customs houses, for their contributions to the survey and the interviews that provided valuable information to the research.

I would also like to thank my classmates of Doctor of Public Administration (DPA 4) for their kind help, advice and encouragement during the research.

I am very grateful to the Director and my colleagues at Customs Standard Procedures and Valuation Bureau, the Customs Department, for giving me an opportunity to pursue my study. I thank Ms. Jaruega Khamsuk, Ms. Apirak Phayuha, Ms. Parnchanok Prasongnijjakij, Mr. Kamic Yodkong, and my colleagues, for all their support with the translation and preparation of the documents.

Last but not least, my deepest gratitude goes to my parents, my family, for their unconditional support throughout my studies.

Finally, I dedicated this thesis to my parents and my beloved family who have always encouraged me in realizing my dreams.

Kanchana Suwanicho

October 2015

TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	xi
ABBREVIATIONS AND SYMBOLS	xii
CHAPTER 1 INTRODUCTION	1
1.1 Statement and Significance of the Problem	1
1.2 Research Questions	10
1.3 Objectives of the Study	10
1.4 Scope of the Study	10
1.5 Benefits of the Study	11
CHAPTER 2 LITERATURE REVIEW AND RESEARCH FRAMEWORK	12
2.1 Definition of Management and Administration	12
2.2 Reinventing Government	13
2.3 Modern Management Theory	15
2.4 Management Concept for Organizational Excellence	18
2.5 Strategic Direction for Customs in the 21 st Century	21
2.6 Concept of Coordinated Border Management	24
2.7 Concept of Public Policy	27
2.8 Concept of Success Factors	38
2.9 Management Model for Successful Organization	41
2.10 Leadership	45
2.11 Motivation	51
2.12 Concept of Participatory Management	55

2.13 Related Research	60
2.14 Conceptual Framework	74
CHAPTER 3 RESEARCH METHODOLOGY	78
3.1 Unit of Analysis	78
3.2 Population, Sampling and Samples	78
3.3 Instruments and Research Method	80
3.4 Designation and Characteristics of the Research Instrument	81
3.5 Measuring the Quality of Instrument	85
3.6 Data Collection Procedures	85
3.7 Data Analysis and Statistical Instrument	86
3.8 Research Hypothesis	88
3.9 Indicators for Variables	89
3.10 Technical Definition of Factors	91
CHAPTER 4 RESEARCH RESULTS	93
4.1 The Results of Quantitative Analysis	94
4.2 The Results of Qualitative Analysis	107
4.3 The Mixed Method of Quantitative and Qualitative Research	154
CHAPTER 5 CONCLUSION AND RECOMMENDATIONS	179
5.1 Research Conclusion	182
5.2 Discussion of Research Results	192
5.3 Recommendations	202
BIBLIOGRAPHY	208
APPENDICES	219
Appendix A Research Tools	220
Appendix B The Reliability of the Questionnaire	232
Appendix C An Overview of Border Trade	234
Appendix D An Overview of Framework Agreements	238
Appendix E The Overview of the Customs Department	258
Appendix F Informants from Interview	273
BIOGRAPHY	277

LIST OF TABLES

Tables	Page
1.1 Value of Border Trade and Expansion Rate from 2007-2011	6
1.2 Value of Border Trade in 2012-2014	7
1.3 Expansion Rate of Border Trade in 2012-2014	8
2.1 Success Factor, Related Scholars and Theoretical Framework	75
3.1 Number of Questions for Each Factor	82
3.2 Comparison of Scores in Each Degree of Opinion Toward the Key Factors Affecting the Successful Management of Customs Houses	82
3.3 Interpretation of Mean and Influential Degree of Factors Toward the Successful Management of Customs Houses	83
3.4 Comparison of Scores and Each Degree of Opinions on the Successful Management of Customs Houses	84
3.5 Interpretation of Average Scores and Degree of Success in the Customs House Management	84
3.6 Interpretation of Relation and Pearson's Correlation Coefficient Value	87
3.7 Indicators of Independent Variables (X1-X6)	89
4.1 Frequency and Percentage of the Respondent by Gender	94
4.2 Frequency and Percentage of the Respondent by Age	94
4.3 Frequency and Percentage of the Respondent by Position	95
4.4 Frequency and Percentage of the Respondent by Highest Education	95
4.5 Frequency and Percentage of the Respondent by Tenure	96
4.6 Frequency and Percentage of the Respondent by Total Revenue Per Month	96

4.7	Mean, Standard Deviation and Level of the Success of the Customs House Management	97
4.8	Mean, Standard Deviation and Level of the Clarity of Mission Statement Factor Influencing the Success of the Customs House Management	98
4.9	Mean, Standard Deviation and Level of the Organizational Competency Factor Influencing the Success of the Customs House Management	99
4.10	Mean, Standard Deviation and Level of the Leadership Factor Influencing the Success of the Customs House Management	100
4.11	Mean, Standard Deviation and Level of the Managerial Competency Factor Influencing the Success of the Customs House Management	101
4.12	Mean, Standard Deviation and Level of the Skills and Knowledge of Human Resources Factor Influencing the Success of the Customs House Management	103
4.13	Mean, Standard Deviation and Level of the Role of Media Factor Influencing the Success of the Customs House Management	104
4.14	Mean, Standard Deviation and Level of the Success of the Customs House Management	105
4.15	The Correlation Coefficient of Factors Influencing the Success of Customs House Management and the Level of the Success of Customs House Management	106
4.16	The Comparison of Result Analysis between Quantitative and Qualitative Data on the Factors Affecting the Management Success of the Customs Houses	154

LIST OF FIGURES

Figures	Page
1.1 Location of Customs Houses	9
2.1 Closed Organization System	16
2.2 Levels of Governments Integration	25
2.3 The Dynamic Relationship between Environment Political System and Public Policy	28
2.4 Government's Pyramid	30
2.5 The Implementation Model of Van Meter and Van Horn	33
2.6 The Model of Management Led to the Practice of Public Policy by Walter William	34
2.7 Model of Organization Development	35
2.8 Model of Bureaucratic Process	36
2.9 Hierarchy of Goals	37
2.10 Mckinsey's the 7-S Framework	44
2.11 Blake and Mouton's Managerial Grid	47
2.12 Concept of a Sustained Behavioral Study	57
2.13 Model of the Efficiency of Customs Service	61
2.14 Key Success Factors of the Public Organizations	64
2.15 Key Success Indicators of the Public Organizations	65
2.16 Conceptual Framework of the Management Success of Customs Houses	77

ABBREVIATIONS AND SYMBOLS

Symbols	Equivalence
X1	Clarity of Mission Statement
X2	Organizational Competency
X3	Leadership
X4	Managerial Competency
X5	Skills and Knowledge of Human Resources
X6	Role of Media
Y	The Management Success of Customs Houses

CHAPTER 1

INTRODUCTION

1.1 Statement and Significance of the Problem

Nowadays, globalization is extensively effected to economies, society, politics and technology. It has in particular made changes to the world economic and transaction system to be more complex and connected. Trade liberalization and comfortable economic activities have turned to be more competitive. There are many groups of economic cooperation that have been formed in regions, both at bilateral and multilateral levels to negotiate for trade agreements. These groups have urged for Trade Liberalization enhancement and reduction of non-tariff trade barriers as well as reengineering the new regulations and mechanisms for international trade facilitation.

Thailand is committed to engage with trade and investment liberalization under World Trade Organization (WTO) General Agreement on Tariffs and Trade (GATT) and other international economic agreements at different levels. Thailand has to issue specific policies and measures for minimizing the producers' protection in the country and increasing the international trade liberalization service and investment. It needs to standardize manufacturing processes to enhance business competitiveness and support global market change. Furthermore, the revolution of ICT has impacted the ICT development in different areas, such as management, manger support decision systems, operational systems etc. It could imply that the world nowadays is an information society in which ICT plays an important role for modern management.

The above changes have had a great impact on Thailand's development. Some parts come from the pressure of change which turns the new economic system to be based on knowledge and learning, which effects governmental and state enterprise bodies, as well as people in order to catch up with the changes. For example,

governmental bodies have been adjusted to be modern bureaucracies aiming to enhance their performance effectively and efficiently as well as building good governance systems to satisfy their clients and people. The government bodies need to enhance service improvement to support and facilitate the private sector and people to play a crucial role for the economic development of the country.

International trade is the key tool to enhancing economic growth. It helps increasing peoples living standards, minimizing poverty and building sustainability as well as impacting on the country's security and peace. International trade is subjected to comply with the regulations of trade systems at both regional and international levels as well as trade management, government policy and advanced technology in various aspects such as ICT, means of transport and trade liberalization engagement.

Furthermore, other trade environments impact on global trade which are specifically 21st century challenges are as follows; 1) Increasing number of complexity of international trade, including the various trade agreements at regional level and complexity of regulations. 2) New model and provision of doing business, invention of modern methodology for movement of goods across borders, business sectors requirements for trade protection from unfair international transaction, such as goods smuggling and violation of Intellectual Property Rights (IPR) etc. 3) Increase in terrorism that is dangerous for the international transshipment supply chain which might either cause suspension of international trade transactions or could be channeled for terrorists to commit crime and offend laws. These actions include the smuggling of goods, drugs, international transaction fraud, and endangered goods smuggling, prohibited goods and supply of imitation goods. 4) Establishing a new model of border management to deal with cross border trade which is initiated by the World Customs Organization: (WCO), for example, SAFE FoS (Framework of Standards to Secure and Facilitate Global Trade) and Coordinated Border Management (CBM). 5) Social requirements for security of goods transshipment, which might contain illegal or dangerous goods, such as prohibited items, drugs, firearms or toxic goods etc. Society expects to be protected from these menaces by its government. Furthermore, society is also concerned about threats to the environment, health, wildlife and plants. 6) In the new model of world trade 50% is performed by

communication between business sectors. 7) Increase of duty fraud and various threats which might cause duty evasion and goods smuggling.

The inconsistency and complexity of global trade changes caused by the above 7 factors have had the greatest impact on customs roles in the 21st century, which changed from being a tax collecting agency and border control for revenue protection to the broader responsible for controlling movement of international trade aligned with the national policy. On the WCO 50th anniversary in 2002, Customs organizations from different countries realized their common responsibility to initiate new techniques and strategic plans to support globalization in the 21st century and defined their new vision in 21st century as “Enhancing Growth and Development through Trade Facilitation and Border Security”. Furthermore, the series of new strategic directions for customs had also been defined, such as Building Customs Connectivity, Coordinated Border Management (CBM) with risk management system and information exchange, Customs and Businesses Cooperation, Implementation of Modern Techniques and ICT, Law Enforcement, Building Professional Service Culture, Capacity Building and Customs Integrity.

During the meeting of the WCO Customs Leaders in 2005, the meeting agreed that customs must work with deep skillful to control the cross-border movement of goods and work with the international trade related parties. Customs in 21st century needed to build a customs network with related governmental agencies and private sectors to be able to control and track the whole system related to the movement of goods by using secure and confidential information exchange systems according to the National Single Window System based on risk management principles.

As a WTO member, Thailand, through Thai Customs, has committed to implement WTO regulations such as GATT 1994 Customs Valuation Scheme, Rule of Origin, Revised Kyoto Convention to enhance trade facilitation and simplify and modernize customs procedures by adopting ICT systems and risk management. Thai Customs also signed a letter of intent to implement the WCO SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE FoS) to facilitate and secure the international trade supply chain management as well as customs cooperation with WCO members.

In the context of global trade competitiveness nowadays, number of economic cooperation groups have been formed at bilateral and multilateral levels to enhance trade and investment cooperation and unite power based on trade negotiation at international level. This also could encourage the investors outside the country to invest inside the country. The Customs Department as a member of the economic cooperation groups has a commitment under the international trade cooperation to enhance trade facilitation. Thai Customs has to simplify and modernize customs procedures by adopting an electronic system named the Thai Customs Electronic System (TCES) and new technology for customs operations as well as reducing customs duty rate and eliminating other trade barriers. The number of trade co-operations which Thai customs is engaged with are: 1) Cooperation on Trade facilitation and non-tariff trade barrier under Asia – Europe Meeting (ASEM); 2) Asia– Pacific Economic Cooperation: (APEC) which aims to simplify and harmonize customs procedures and trade facilitation; 3) Cooperation under Association of South East Asian Nations (ASEAN) such as enhancement of information technology connectivity of customs clearance system of ASEAN member states, Agreement on ASEAN Free Trade Area (AFTA) that aims to eliminate duty barriers of free trade area for entering the ASEAN Economic Community (AEC) in 2015 by implementation of AEC Blueprint; 4) The Ayeyawady–Chao Phraya-Mekong Economic Cooperation Strategy which is a sub-regional cooperation on trade and investment facilitation including transportation connectivity, tourism and HRD; 5). Greater Mekong Sub-Region Economic Cooperation (GMS-EC) is a cooperation on cross border trade and investment facilitation under GMS Cross Border Transport Agreement (GMS CBTA). Under the agreement, the parties have to establish the Single Window Inspection and Single Stop Inspection for cross-border clearance processes of goods, transport and people in the GMS countries; 6) Indonesia - Malaysia - Thailand Growth Triangle (IMT-GT) the objective of which is to enhance relationships on economic, trade and investment between the three countries

As the center of South-East Asia nations Thailand has become a hub for international trade in the region. Transportation of goods could be in the form of marine shipment, air plane and cargo. Furthermore, international trade can be managed as cross-border trade. Thailand is located next to 4 countries, like Malaysia,

Myanmar, Laos and Cambodia. It's land and sea border is a combined 5,640 KM. The borders of Thailand are located in the following 30 provinces;

1) Border with Myanmar are 10 provinces; Chiang Rai, Chiang Mai, Mae Hong Son, Tak, Kanchanaburi, Ratchaburi, Phetchaburi, Prachuap Khiri Khan, Chumphon and Ranong

2) Border with Laos are 11 provinces; Chiang Rai, Phayao, Nan, Uttaradit, Phitsanulok, Loei, Nong Khai, Nakhon Phanom, Mukdahan, Amnat Charoen, and Ubon Ratchathani

3) Border with Cambodia are 7 provinces; Ubon Ratchathani, Sisaket, Buriram, Surin, Sakaeo, Chanthaburi and Trat.

4) Border with Malaysia are 4 provinces; Satun, Songkhla, Yala, and Pattani.

For direction of border development with neighboring countries, the government sets a policy to adjust economic structure by developing the market, trading and investment connectivity. Furthermore, investment promotion with other countries in the areas that Thai investors are capable of by establishing of special economic zones at the potential-borders to support trade and investment as well as employment. Investors can use raw material from the neighboring country as a benefit from the transportation connectivity in ASEAN. The National Action Plan No. 11 (2012-2016) defined the strategy for building connectivity with other countries in the region in order for sustainable economics and society. The strategic plans aim to develop an investment base to enhance business competitiveness at the regional and sub-regional level in ASEAN. Furthermore, the strategy to cooperate with the neighboring country integration as the manufacturing is based in the economic development areas. The strategy of the development zone responds to the country's economic structure by the development of the economy at border cities and border areas to be the economic connecting gateway with the neighboring counties. These economic development areas take place at both the remaining areas and the new economic development areas. The series of strategic plans for development to support the economic zone in functions such as transportation, logistic, standards service facilities at the border check points, capacity of personal and local business sectors based on the appropriate measures to avoid the negative effects from the illegal

movement of labour, goods and drugs across the border into Thailand. The economic development zone at the borders take in to account the physical potential of local society and culture of people in the local areas. The plan is set to integrate management and labor development between Thailand and neighboring countries under the sub-regional cooperation frameworks and aligning with international connectivity infrastructure plan under the ASEAN connectivity master plan and other common strategic plans, which aims to increase the value of Thailand border trade and investment with the neighboring countries accounting for up to 15.0 % per year. Thailand's border trade values in 2011 were 899,783.20 Baht or about 9.26 % of the total country value increasing 8.32 % from 2010 and likely to increase more in comparison between 2011 and 2010 and comparing between 2011 and 2007 increasing 15.6 % (see table 1.1) The value between 2012-2014 had a significant increase as shown in table 1.2 and the expansion rate had increased as shown in table 1.3

Table 1.1 Values of Border Trade and Expansion Rate from 2007-2011

Countries	Border trade values in 2011	Proportions of Thailand border trade border trade values (%)	Expansion rate comparison for 2010/2011 (%)	Expansion rate comparison for 2007/2011 (%)
Thailand-Cambodia	70,518.20	7.83	27.3	20.9
Thailand-Laos	111,019.40	12.34	27.3	22.7
Thailand-Myanmar	157,590.60	17.51	14.3	14.5
Thailand-Malaysia	560,655.00	62.31	12.7	12.1
Total	899,783.20	100	14.1	15.6

unit : million baht

Source: Department of Foreign Trade.

Table 1.2 Values of Border Trade in 2012-2014

Counties	Total Value			
	Fiscal year 2012	Fiscal year 2013	Fiscal year 2013 (Oct. – June)	Fiscal year 2014 (Oct. – June)
Thailand-Cambodia	76,162.6	91,411.3	69,262.5	80,197.1
Thailand-Laos	126,341.9	130,336.9	99,859.7	109,048.3
Thailand-Myanmar	176,993.4	193,722.9	145,998.9	152,685.1
Thailand-Malaysia	281,629.6	278,049.1	207,314.3	222,906.9
Total Border Trade	661,127.4	693,520.2	522,435.4	564,837.4
Value				
Total International	14,326,159.7	14,682,343.1	10,962,721.4	10,927,952.5
Trade Value				
Proportion of	4.61%	4.72%	4.77%	5.17%
Thailand border				
trade/ International				
Trade(%)				

unit : million baht

Source: Department of Foreign Trade.

Table 1.3 Expansion Rate of Border Trade in 2012-2014

countries	Expansion Rate of Border Trade		
	Fiscal year 2012	Fiscal year 2013	Fiscal year 2014 (Oct. – June)
Thailand-Cambodia	24.14%	20.02%	15.79%
Thailand-Laos	32.90%	3.16%	9.20%
Thailand-Myanmar	16.73%	9.45%	4.58%
Thailand-Malaysia	-0.02%	-1.27%	7.52%
Total Border Trade	12.11%	4.90%	8.12%
Value			
Total International	5.85%	2.49%	-0.32%
Trade Value			

Unit : %,

Source: Department of Foreign Trade.

As Thailand has the surrounding territories connected with other neighboring countries which means that people in the borders areas can do multi trading business known as “border trade” through approved channels (border crossing points). There are 3 kinds of permitted channels in Thailand, such as permanent border crossing point, temporary border crossing point and temporary permitted areas. Beside these approved channels, the people at the border areas sometimes do trading business with the neighboring countries through non-approved channels which are channeled by local geographical conditions or natural channels for local people between the two countries.

In 2010 border crossing points in Thailand comprised of 90 legal border crossing points which allowed people to perform border trading with neighboring countries. There were 47 crossing points located at Laos borders (15 permanent border crossing points, 1 temporary border crossing point and 31 temporary permitted areas), 19 crossing points located at Myanmar borders (4 permanent border crossing points, 1 temporary border crossing point and 14 temporary permitted areas), 15 crossing points located at Cambodian borders (6 permanent border crossing points and 9 temporary permitted areas), and 9 crossing points located at Malaysia, which

are all permanent border crossing points. The number of border crossing points in 2010 increased from 57 points in 1998 (in 1998 had announced for the opening of 33 temporary permitted areas).

Customs check point is one of the main mechanism to operate legal international trading crossing the borders. However, most Customs-check points are only located at the permanent border crossing points.

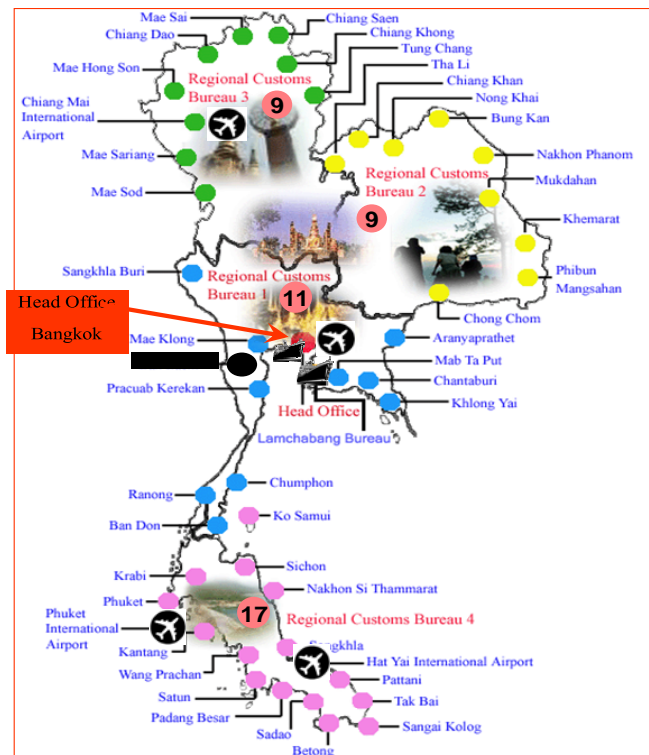


Figure 1.1 Location of Customs Houses

Source: The Customs Department, 2007: 12.

According to the aforementioned environment changes, the Thai Customs has to adjust its roles from being an agency that collects import and export tax, to become an agency responsible for trade facilitation and building business competitiveness, including social and environment protection. In order to achieve its roles and responsibilities, Customs has to perform its duties in the way that balances between trade facilitation and customs control duty. More specifically, the Border Customs offices are the main frontline government offices who operate with international trade

at border crossing points. The border trade is an important mechanism to implement the border trade development policy effectively. Effective border trade policy management will ensure trade facilitation at border crossing points and enhance trade expansion in the country. This is the reason why the researcher is interested in this topic and wants to study about factors that affect border customs houses achievement in line with the national border trade policy and in support of the ASEAN Economic Communities which will be effective in 2015.

1.2 Research Questions

- 1) What are the factors that cause the border customs houses' achievement in terms of border management.
- 2) How these factors relate to the border customs houses' management.

1.3 Objectives of the Study

- 1) To analyze the factors that cause the border customs houses' management achievement.
- 2) To explain the relationship of the achievement factors and the systemic border customs houses' management.

1.4 Scope of the Study

This research will focus on the factors that impact on border customs houses' management achievement and was conducted in 2015. The data was collected at 30 border customs houses as follows:

- 1) Seven Border Customs Houses located next to Malaysia: Sadao, Padang Besar, Ban Pra kob, Su-ngai Kolok, Betong, Tak Bai, and Wang Prachan
- 2) Eight Border Customs Houses located next to Myanmar : Mae Sai, Maesot, Mae Hong Son, Mae Sariang, Chiang Doa, Ranong, Prachuap Khiri Khan, and Sangkhlaburi

3) Eleven Border Customs Houses located next to Laos: Chiang Saen, Chiang Khong, Thung Chang, Mukdahan, Chiang Khan, Tha Li, Bueng Kan, Nong Khai, Nakhon Phanom, Chong Mek, and Khemarat

4) Four Border Customs Houses located next to Cambodia: Chong Chom, Chanthaburi, Khlong Yai, and Aranyaprathet

1.5 Benefits of the Study

1) To know about what factors of success effecting on the border customs houses' management.

2) How the factors of success influence border customs houses' management.

3) The findings from this research could be brought to policy recommendations to benefit the border management of Thai customs department's border customs houses.

CHAPTER 2

LITERATURE REVIEW AND RESEARCH FRAMEWORK

In a study of “Factors Affecting the Management Success of Customs Houses”, the researcher has studied the concept, theory and related work in the literature as a guideline for this research as follows:

- 2.1 Definition of management and administration
- 2.2 Reinventing government
- 2.3 Modern management theory
- 2.4 Management concept for organizational excellence
- 2.5 Strategic direction for Customs in the 21st century
- 2.6 Concept of coordinated border management
- 2.7 Concept of public policy
- 2.8 Concept of success factors
- 2.9 Management model for successful organization
- 2.10 Leadership
- 2.11 Motivation
- 2.12 Concept of participatory management
- 2.13 Related research

2.1 Definition of Management and Administration

According to academic researchers and executives, the definition of “administration” and “management” are very different. Simon (1965) defined administration as having two or more people working together to achieve common goals. On the other hand, Peter F. Drucker defined the term management as an art of working with others in order to achieve common goals (Drucker,

1954: 12). Henri Fayol introduced the idea that management consists of five stages which are 1) forecasting 2) organizing 3) directing 4) coordinating and 5) controlling. Harold D. Koontz defined management as working towards achieving a desired objective using people, money and other materials as management tools.

Somkid Bangmo (1997: 60-61) suggested that the term administration is often associated with governmental services and related policy, which is known as public administration. On the other hand, the term management is used to describe business related activities in the private sector. However, it is a common practice now to use administration and management interchangeably as the two terms convey the same meaning which is the art of managing people money and other materials within and outside of an organization to achieve organizational goal efficiently.

Edwin Flippo defined administration and management as a process in planning, organizing, governing, directing and controlling various activities which will effectively lead to success as set by the organizational goal (Flippo, 1970: 1).

2.2 Reinventing Government

Reinventing government based on the concept of Osborne and Gaebler (1992) in the book titled “Reinventing Government: How the Entrepreneurial is Transforming the Public Sector from Schoolhouse to State House, City Hall to Pentagon” is for the government to modify the administrative process by considering the competitiveness. The government has to adapt to keep up with the current situation. They have proposed that personnel in different departments pay more attention to the change from conventional bureaucratic government to entrepreneurial government with the reason that the failure of government management and administration depends on the means rather than the ends. This is because most governments in general will have very clear targets of what to do and what not to do. However, the current problem for the government is how to achieve those targets? Therefore, an alternative approach has been proposed to modify the management and administration process aiming towards a more effective one while ensuring the success of the task as a common core. In addition, the needs and requirements of the

clients must also be satisfied by using the following proposals towards entrepreneurial government (Thosaporn Sirisumphand, 1995: 2-8)

1) Cutting red tape

This refers to relaxing numerous existing rules and regulations which have proven to impede creativity and initiatives. The mindset and visions have to be adjusted to take on a role of problem preventer instead of a commander. Further changes include conforming less to the rules but instead be more goal orientated.

2) Putting customers first

Entrepreneurial government should have customer satisfaction as a top priority. Clients of governmental organizations refer to those requiring services from the government sectors. Restructuring process should be put in place for the entire organization in order to meet all customers' needs. Customers' opinions and feedback should be appropriately acquired through various channels such as surveys and focused group discussion. This is to get the employee of such organizations to realize the importance of putting customers first.

3) Empowering employees to get results

The objective is to strengthen cultural aspects, attitude, values and beliefs through the concept of decentralized authority. This is especially the case for employees at operational level, whose main role is to provide services to customers. By doing so, they should be able to solve problems quickly and effectively. This also includes training courses to enhance basic knowledge and skills on how to effectively utilize the given tools required to successfully complete the tasks, while at the same time creating a friendly working environment.

4) Cutting back to basics: producing government for less

Under this theme, we look for suitable measures for the government to improve its operational process while minimizing the costs at the same time. Organizations within the government sector will need to undergo a "revamp" to radicalize the entire workflow and project plans by eradicating outdated items, eliminating redundancies and most importantly, putting an end to special treatment for certain groups of people.

2.3 Modern Management Theory

Modern management theories have been extensively used since 1951 up until now. It is a mixture of Open system theory, where the focus is on the environment outside the organization to be used in the management and administration as a representative of a complex and modern organization. Most employees within certain organizations at present possess a high level of complexity, where each person will have different degrees of needs, expectation, inspiration and potential. Some people will be similar to others in some areas while at the same time be very different to other groups of people in some other areas. Such facts have resulted in new assumptions about the complex employee, which is the foundation of Modern management theory. The details are as follows:

- 1) Complexity of employee is different and varies from one person to another.
- 2) An employee can be stimulated to learn new things based on their experience.
- 3) Motivation for each employee will be different depending on the organization they work for and also their division of work.
- 4) Managers might use different strategies to deal with their subordinates depending on their skills, needs and what stimulates them to work. There is not one single correct strategy that can be applied to everyone.
- 5) Analytic tools might be beneficial to analyze an organization due to high complexity levels. (Schein, 1970)

2.3.1 System Theory

In recent years, System theory has been widely deployed to study management as it portrays management to have dynamic characteristics which can be analyzed in terms of a flow of interacting components. This also includes the use of qualitative method and behavioral science as deciding factors. System theory helps managers to have visions which align with the actual working environment of each organization. This is known as Open system in this specific scenario where an organization is seen as a point of transformation that interacts with the external environment. As the

organization is very responsive to changes happening around it, managers are made aware of the impact that this change has on the organization and also how the internal parts within are dependent on each other. As a result, the role of managers becomes highly complex. The conclusion from this theory is that there is no one best way to organize for every situation.

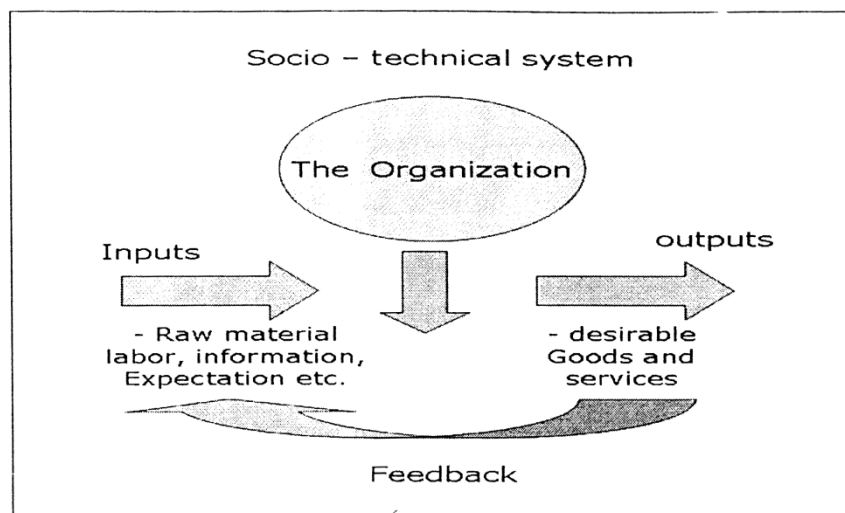


Figure 2.1 Closed Organization System.

There were 2 system models of organization as follows:

1) Closed system was not influenced and affected by external environment. However, it could not have an effect within the organization system, it needed to be studied as an internal system of organization. In the past, Management systems consisted of scientific management, leadership style and industrial engineering which were the concept of closed system. Top level management was not strict. Lower level management could be implemented effectively because the environment would be constant and predictable.

2) Open System was related, influenced or affected with the external environment or reacted to the external environment to survive. In terms of using the resources and related environment, the environment would change at any time. Therefore, the system must adapt to the environment.

The Open system was highly complex. Organizations must find the necessary resources. The organizations must be interpreted and implemented on the changes of the environment. There was management of the control and coordination activities. To function effectively with the confusion and uncertainty of the environment, every organization must interact with rapid changes to survive as follows: 1) globalization 2) an increase in competition 3) the growth of the internet and e-business 4) an increase in the diversity of the population and labor force which influenced the open systems and were dependent on whether the businesses were complex and required interactions. (Siriwan Sereerat and et. al., 2002: 32)

2.3.2 Contingency Theory

This theory is the result of the study of an organization as a system. It is thought that there is not one universal solution for the best management but it will be focused on the need to find strategies to deal with data from various sources. The manager's role and position will depend on the given scenario. Effects from within and outside the organization will have to be taken into account. Therefore, it is essential to develop management skillsets such that relevant situational factors can be identified. An important activity in this theory is to motivate, display leadership quality and manage organizational structure. Assumptions for Contingency theory are as follows: (Thippawan Lorsuwannarat, 2002)

2.3.2.1 There is no one best way to organize.

2.3.2.2 Each organization method will have different effectiveness level.

2.3.2.3 The best way to organize is to take into account situation factors.

2.3.2.4 Restructuring will be performed based on the context of each organization.

2.3.2.5 Organization is an open system.

2.3.2.6 The decision maker in the organization has a tendency to be rational.

Using Contingency theory, two requirements must be met in order to design an organizational structure effectively.

1) Organization structure should be in accordance to the surrounding environment. For example, when the situation is stable and calm, organization structure should be like machinery but when the situation is unstable, the organization structure should be like a living organism.

2) Organization subsystems should be consistent, such as strategy, technology and size should all be consistent with one another.

2.3.3 Management of Learning Organization

Peter Senge (1990) is a senior lecturer and a founding chair of the Society of Organizational Learning at MIT. He is an expert in management and administration theory for a continuous learning organization. He published a book in 1990 called “The Fifth Discipline” which focuses on “The Learning Organization”. His vision is everyone in an organization can learn more and contribute in some way towards the organization. He also thought that the learning organization must continuously stride forward. To do that the organization must look for ways to engage their employees to keep learning. This is key to making an organization successful (Pornthida Vichienpanya, 2004: 12-17)

The Fifth Discipline combines all 5 key elements which are 1) Systems Theory/Thinking; which is to think as a circle not in a straight line 2) Personal Mastery; be your own boss in controlling your own mind and behavior and willing to learn 3) Mental models; discovery and accepting new challenges by changing your mindset 4) Shared Vision; get all your employees to have the same mental image 5) Team Learning; Learn together to move in the same direction (Anuwat Sapphutphon, 2003: 132-139; Pornthida Vichienpanya, 2004: 102-107; Sompong Suwanchitkul, 2004: 254-255)

2.4 Management Concept for Organizational Excellence

Management for organizational excellence is a necessity for organizations in both public and private sectors. It should be given a priority to understand the concept of efficient service. They should be able to provide services to meet every customer's

needs, have a service mind and be part of the team to develop services for their organization.

Taweesak Suthakavatin (2006 quoted in Yupaporn Jongcharoen, 2012: 12) mentioned that for an organization to be excellent, the executives should aim to get every employee at every level to be proud of the organization so that the employee felt engaged and connected to perform at their best level in every task given. This should be imprinted in the organization culture. In order to enable this to happen in an organization, authority should be decentralized meaning that the head of every level of hierarchy should have some sort of decision power to focus on a shared common goal. It is important that the executives sustain this practice to keep the organization moving forward.

Drucker (1986) proposed an approach for excellence management and executives which consists of 1) executives should initiate an ideal business which acts as a working model for employees to follow to achieve the best outcome. Directions and targets should be set and time frame should be specified. 2) maximize opportunities; by using given resources to create the best outcome with maximum attractiveness for employees best efforts. This is achieved through business forecasting and business analysis by looking at products, markets, distribution channels, cost centers, activities and business effort. 3) executives should gather as much human resources as possible for the management team, but if that is not the case then the alternative is to get effective staff to perform the task across the board to achieve the same outcome.

High Performance Organization (HPO) is a desired target for any organization in the world. This has raised the awareness for both government and private sectors to excel to improve their level of performance competitively. This stems from both domestic and international factors such as a liberalised economy, free trade agreement, e-commerce and technological advancement such as nano-technology. As a result, the organization leader has been trying to come up with ways to resist these changes and also to rise up to new challenges. The solution is towards High Performance Organization as this is very essential for an organization to deliver quality services to their clients and at the same time can survive in the globalized and ever changing world.

A high performance organization is defined as an organization with pedigree to compete and to able to deliver to customers indefinitely. According to Frank Buytemdijik (1976 quoted in Yupaporn Jongcharoen, 2012: 14) such an organization comprises of 1) always aim high with a great target and sustained planned steps to move towards the goal 2) collaboration between stakeholder within and also outside the organization 3) organization strategy and directions for employee to follow 4) be receptive to changes at all times 5) have simple structure in the organization and cooperation between departments.

According to Pisit Pipatpokakul (2014), service excellence consultant, the development of an organization to have excellent service and to establish long term customer relationship, where customers return for future services thereby generating increased revenue depends on 7 key success factors to HPO as follows:

1) Leader: An organization leader should provide direction and drive the organization to move forward quickly in every aspect of business while taking into account service excellence at the same time.

2) Participation: A major organizational change such as a restructuring requires all relevant party to participate and conform on an agreement and share common goals.

3) Communication: It is absolutely vital for everyone in the team to communicate. It can be done so via many channels such as through IT related systems, on paper, announcement and through various activities.

4) Motivation: Organization activities should be designed to motivate employees to boost morale and deliver excellent service throughout the year. Outstanding employees should be rewarded accordingly with monetary prizes and recognition.

5) Monitoring and evaluation: Every employee should be evaluated in order to maintain a certain level of standard for an organization as a whole. This responsibility should be delegated to the head of customer service department.

6) Training: Every employee should be trained to comply with the organization's best practice.

7) Service standard: Organization should have service blueprint and service standard. This will act as a model for customer services staff to follow where

guidelines will be provided to let them know what customer's expectations are and what they should do. Service blueprint should also be designed based on actual requirement from actual customers.

2.5 Strategic Direction for Customs in the 21st Century

World Customs Organization (WCO) was established as a union of many customs around the world. The objective is to build and support customs operations and administration of its members. The role of WCO is to provide help, exchange knowledge and experience for a smooth partnership and also focus on the impact customs has on the community. WCO was established on 26 January 1950 under the name Customs Cooperation Council (CCC) with headquarters located in Brussels Belgium. Thailand later joined on 4 February 1972. In 1994 the name was changed from Customs Cooperation Council to World Customs Organization. Currently, there are 179 member countries. The main role of WCO is to develop and manage tools to improve customs related matters in order to allow an efficient transition of goods and people between countries. Moreover, WCO provides international standards to accommodate the flow of goods between countries for a secure and robust transaction. As a result, this allows for cooperation between customs from different continents and creates opportunities for international trade between member countries. The format of WCO is based on Council Session and Policy Commission and other committees such as Finance Committee, Enforcement Committee, Permanent Technical Committee, Harmonized System Committee, Technical Committee on Rules of Origin and Technical Committee on Customs Valuation.

Due to globalization, modernization and other driving forces, customs are required to have new working concepts in order to keep up with current economic state. Member countries have devised a new strategic direction for Customs in 21 century as follows:

- 1) Globally Networked Customs (GNC): This is a concept to create network between customs and customs and with private sectors to facilitate trading and also to improve customs control.

2) Better Coordinated Border Management (CBM): This is to do with border management in terms of movement of people, goods and vehicles. It is a corporation between customs officers and border control organizations implementing the rules and regulations for passengers, goods and vehicles moving between countries. The government should come up with a solutions to improve the management and administration of border control. WCO has stated that for a more efficient coordinated border management, member countries must make customs related matters as their priority. This means that they should let customs take charge in the border management to control the flow of goods. According to the UN Trade Facilitation Network, it is the customs department in every country that should be the one to develop and integrate cargo management at the point of import and export.

3) Intelligence-Driven Risk Management: To expand the knowledge of organizational risk, customs department require an in-depth understanding of existing issues and based on that should build a continuous learning cycle.

4) Customs – Trade Partnership: This refers to building a strategic partnership with the private sector for a trusted partnership which will lead to a shared benefit.

5) Implementation of Modern Working Methods, Procedures and Techniques: The need to dispatch goods quickly by relaxing complex rules and regulations. Customs department is required to create customs innovation, working method and new and up-to-date working process.

6) Enabling Technology and Tools: Develop technology and tools to be used within the customs department in terms of operations, risk management and auditing.

7) Enabling Powers: Development of rules and regulations to facilitate the enforcement of customs authority and also allow information sharing at national and global scale.

8) A Professional, Knowledge – Based Service Culture: Future customs department should be developed from a strong customs foundation together with service mind.

9) Capacity Building: Should demonstrate potential and capability while providing knowledge across all aspects for an efficient and productive operation.

10) Integrity: The World Customs Organization (WCO) has specified the safety measures and global trade facilitation standard called SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework of Standards) in order to set the security standard and trade facilitation along the high volume transport routes. Additionally, there should be the promotion of cooperation among the Customs divisions, to develop efficient commodity inspection systems for which WCO has determined principles and safety standards for the members' performances. The rationale of setting such standards is that Customs has the authority to inspect transit, import and export goods, also the authority to reject those shipments and ask for electronic goods information in advance. Thus, Customs officers should have a central role in supervising international goods transit. Also Customs should facilitate international cooperation by creating Customs and other organizations partnerships to control risk management systems in goods inspection and develop human resources to work efficiently.

The SAFE Framework of Standards has 2 main principles which are;

1) Creating a network among the Customs so that the members can receive advance goods information and have time to identify the risk and verify shipments before being imported into countries. WCO will assign the Customs standards to accomplish this purpose.

2) Creating Customs and private sectors associations and construct safety in international transit routes. The private sectors which follow the safety measures will be certified as Authorized Economic Operator (AEO) and granted privileges from Customs in procedures and measures. Therefore, AEO is regarded as the coordinated project between Customs and private sectors to safeguard trade from international terrorism.

Additionally, there are 2 more factors of the SAFE Framework of Standards;

1) Customs -to-Customs Standards

(1) Establishment of goods control processes between departments

(2) Giving Customs authority in goods transit, transshipment, and Import and export goods inspection

- (3) Application of latest goods inspection technology
- (4) Usage of efficient risk management
- (5) Usage of information/ technique in high risk products

profiling

- (6) Data submitting in advance
- (7) Goal setting and data interchange
- (8) Operational evaluation and report arrangement
- (9) Safety strengthening evaluation with related agencies
- (10) Integrity strengthening
- (11) Goods inspection at the discharge country when import

country requests

- 2) Customs-to-Business Standards
 - (1) Safety strengthening and security project partnership
 - (2) Implementations of AEO Companies along the safety

standards

- (3) Customs privileges granting for AEO companies
- (4) Technology usage for container security
- (5) Coordination and close communication for suggestion and

improvement

- (6) Customs and AEO entrepreneurs coal and tradefacilitation

2.6 Concept of Coordinated Border Management

Coordinated Border Management (CBM) means the cooperation among domestic and international border organizations for effective goods transit without contravening CBM regulations. CBM is not a new concept since WCO had published The Customs Compendium for Integrated Border Management in 2006 which states that the main elements of border management integration, planning and implementation. This concept has been called variously: “Integrated Border Management” by the European Union (EU), “Collaborative Border Management” by the World Bank (WB), and “Comprehensive Border Management by the Organization for Security and Co-operation in Europe (OSCE). All those names are considered to

Type of Relationship	Relationship Spectrum				
	Informal				Formal
Detail of Relationship	Coexistence	Communication	Coordination	cooperation	Collaboration
Form of Relationship	Independence	Communication	Allocation	Share	Responsibility

Additionally, CBM is related to the domestic and international border controlling organizations which share an interest in CBM, applying its formal measures and communication channels for effective implementation. As shown in picture 1; the pattern of formal level starts from low to high. The cooperation subtly increases the mutual reliance. Working relations among organizations increases from

fairly low level “self-reliance” to the level of “shared responsibility” that is related organizations will share their responsibilities for the value proposition. The border management is necessary for the business partakers. Furthermore, the border regulations are significant for economy and trade volume in terms of the ability to control delivery time and reduce expenses. On the contrary, if those variables cannot be controlled, the operating results will vary in line with that performance.

Therefore, operational duplication and reduction of unnecessary resource usage will improve the border economics and initiate the border control highest performance. CMB does not only duplicate the difficulties but also increases the coordination and the overall operations among the border control agencies. And has resulted in better response to threats in the border areas, enhancing trade facilitation. CBM emphasizes to adjust the border control organizations in goods transit and data link for the highest effectiveness in border control system.

Since one department cannot manage the border alone due to the goods diversity and various border control regulations, other organizations need to take charge for specific expertise implementations. The cooperation resulted in good consequences because each border control agency would share their operations and find a solution to lower the duplication and eliminate unnecessary duties. For example, the establishment of the independent agency which can take full responsibility for the border management and officer training for special case purposes that they are able to resolve when a special case occurs. However, the operational adjustment is up to the conditions. Every organization needs to figure out how to strengthen the border management with limited resources. Anyhow, CBM helps to solve the following problems;

- 1) Insufficient time to control and manage trade and high risk goods efficiently
- 2) Staff shortages and the inability to control the border
- 3) Lack of information to determine the risk
- 4) Space and necessary building shortages
- 5) Equipment and tool shortages

2.7 Concept of Public Policy

2.7.1 Definition of Public Policy

Scholars gave definitions to “public policy” as follows: Prachoom Rodprasert (2000:16) defined that “ a policy usually is a general statement, such as a conceptual guideline, made to be an achievement goal or an organization’s operation.” That is in accordance with Uthai Boonprasert’s definition (1985: 4), “a policy is a statement or guideline defined to be used as principles used for making decisions on creating a plan, a project, including how to perform an operation.” Siriwan Sereerat et. al., (2002:152) gave the definition to policy as “it is a guideline defined from the all goals and strategies of the organization to be the direction for personnel.” it is not different from that of Siriorn Khanthahath (1996: 56) who gave the thought that “ a policy is a good principle defined to be a guideline of executives.” Amorn Raksasat (2005: 1) “a policy is a scheme or a person in authority considered for administration, as a conceptual framework for executives’ decision. It shows a way and an end result of an operation, which makes the administration effective.” Rungroung Sukapirom (2000) said that “In general, a policy is a guideline of an operation, made for use by an executive when making decisions or having relevant personnel using as conceptual framework conducting the direction of the organization to reach the achievement goal.” Thosaporn Sirisumphand (1996: 13) stated that “a good public policy should comprise 2 parts, the first one is the clarity of the statement goal, and the second is it must respond to the needs of people and society, at the same time, must be in accordance with the trend of change in the environment affecting the people and the society.”

Sombat Thamrongthanyawong (2009: 107-109) stated the definition of public policy as David Easton purposed the analysis of public policy in the aspect of System Theory. A system can be categorized to be 4 factors as follows:

- 1) System
- 2) Environment
- 3) Response
- 4) Impact

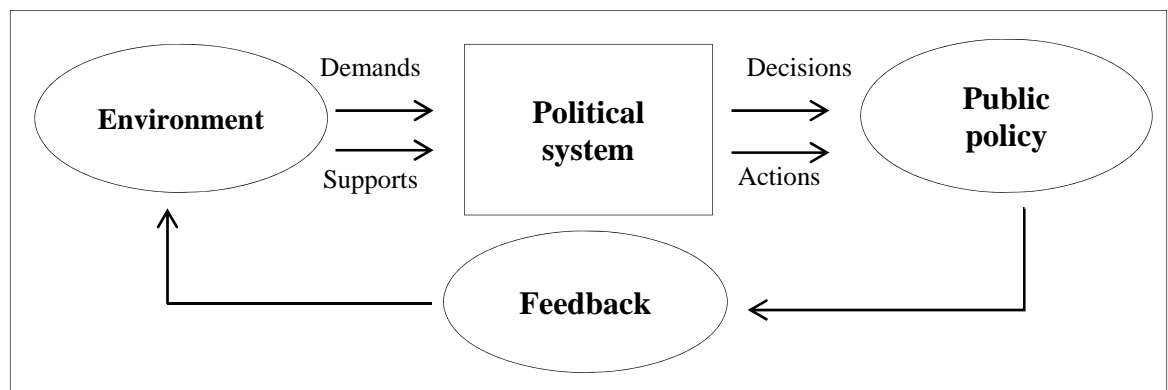


Figure 2.3 The Dynamic Relationship between Environment Political System and Public Policy

The figure 2.3 showed the internal factors were included in the political system in terms of demands and supports. The political system had the responsibility to change the demands and supports for conversion process and making decision to responds to them via environment. When the public policy was implemented, the feedback would be given to the environment and the political system as the cycle. The relationship between the political system, the environment and public policy were the dynamic system.

2.7.2 Theories of policy implementation

This study is based on customs house management at the early state of policy implementation, which is one of the steps in the process of policy making. Most policy failures happened because of the implementation and, so the study on the implementation would suggest why a policy is successful or not. (Menzel, 1987: 3)

The policy implementation focuses on putting the created policy into forces for achievement goals. Mazmanian and Sabatier (1982: 21) gave the definition of the implementation of public policy as that “the carrying out of a basic policy decision, usually incorporated in a statute but which can also take the form of important executive orders or court decisions”

It is like Pressman and Wildavsky (1979: 21) who gave the definition to the policy implementation that “ a progress of interaction between the setting of goals and actions geared to achieving them”. So the goal achieving would be in the stage of implementation. And Van Meter and Van Horn (1975) defined that “encompasses those actions by public and private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decisions.”

However there are some experts, such as Henry (2004: 145) who defined it differently, by focusing on the organization which implemented it, that is in line with the thought of Stamoulis et. al. (2001: 146) about technological policy that is constructed in pyramid-shape. He demonstrated how the organization implementing created policy, as in Figure 2.4

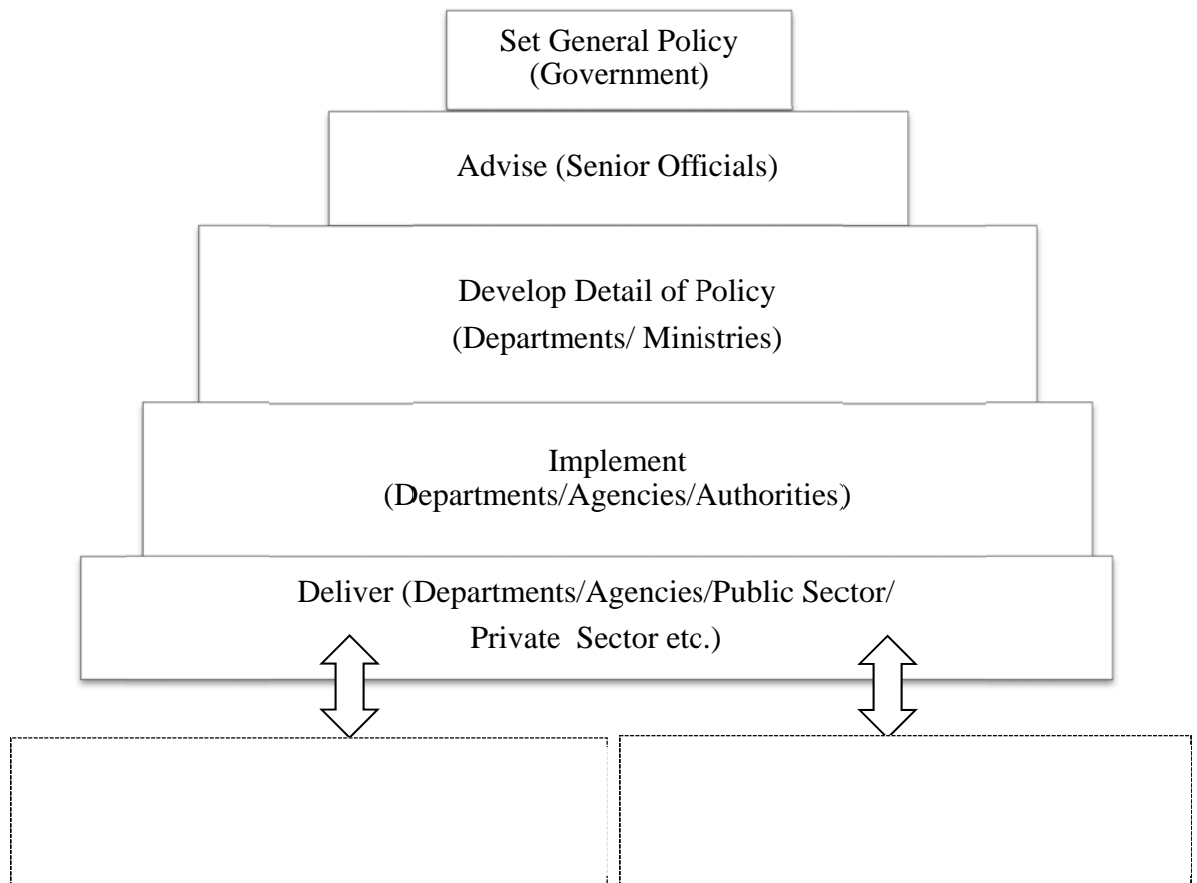


Figure 2.4 Government's Pyramid

Source: Stamoulis et al., 2001: 146.

Sombat Thamrongthanyawong (1997) stated that there were four major factors to achieve the public policy.

Firstly, public policy should contribute a clear purpose, contribute to achieve the specified goals. To prevent discrepancies in implementation, if the public policy purpose was not clear, it seemed to fail.

Secondly, there must be an agency who is responsible for implementing the public policy effectively. The agency with competence was directly responsible to implement the public policy and monitor closely to ensure it is implementing the public policy effectively and efficiently.

Thirdly, there must be a budget supporting the implementing of the public policy properly. There was no chance for the public policy without funding. As it was just abstract matter without the action, finally, there must be the support from people to implement the public policy. When people supported any policy, it meant that the public policy was consistent with the values and needs of the people. The support from people would be the major force in driving the adoption of the public policy.

Sombat Thamrongthanyawong (2009: 431-432) stated that the factors influencing policy implementation to be a success or failure depended on several factors because the successful programs and projects were related with the ability of the leader and the leadership of the organization. In the past, the clarity of public policy objectives were success, while the programs and projects were failure as a result of the inaction of leaders and practitioners, lack of cooperation between the sponsor and programs and projects, lack of adequate efforts, lack of support from leaders, lack of sufficient funding for implementation and lack of leadership commitment to achieve the goals.

The accomplishment of public policy implementation depended on various factors of the source of the policy, clarity of the policy, support for the policy, complexity of the administration, incentive for implementers and resource allocation to support the implementation of the public policy in appropriate ways which were consistent with the legal restrictions and consideration of bureaucracy, (Brever and de Len, 1983: 265-274 quoted in Sombat Thamrongthanyawong (2009: 432)

Uthai Laohavichien (1985: 110) stated that the public policy implementation would be successful when achieving it. The scope of the

implementation included interaction of individual, group and cooperation of private sectors, economic, social, political and other factors that affected the achievement of the goals.

So, the policy implementation is the decision to put the created policy into practice by organizations. In this study, the organization is a customs house which has developed its management for service recipients and enhancing competitiveness capacity of entrepreneurs.

Each policy related to different stakeholders and environments, so the study on policy implementation would be the analysis of factors related to ones supporting or opposing the implementation of policy. It consists of 2 approaches, namely “Top-down Approach” and “Bottom-up Approach”.

Top-down Approach is a decision on the central policy; focuses on the questions relating the act of officials and the target group if it is in the same direction as the policy decision. What factors affect policy? There is difference between the policy destination and implementation William (1975) and the model of the Progress of Policy Implementation of Van Meter and Van Horn (1975).

Bottom-up Approach focuses on the operation of the local officials, instead of really much on the description of policy implementation network (Schofield, 2001: 255)

In this study, the Top-down Approach may be in accordance with the style of customs house management as decided by senior managers, not much related with the officials , but they only perform it to achieve goals like a lot of experts thought about the Top-down Approach.

Moreover, the theory of policy implementation is closely related to the organization theory, policy implementation experts having given opinions that the understanding of policy implementation theories must contain the understanding of organization theories was Elmore (1978: 8 quoted in Menzel, 1987). He said that “The essence of the policy implementation analysis is to try to understand the way organizations work and the way policy is implemented and there is no single organizational model or theory that are sufficient sophisticated for describing policy implementation process. And Menzel (1987:3) said that “more or less that models of organization theory that can study or understand policy implementation”.

Like Mazmanian and Sabatier (1982:538) said about the relationship between organization and election voters, other organizations with authorization in policy making, that it based on organization theories.

So, many models of policy implementation theories are on the fundamental of organization theories, such as Management Model by William (1975), System Management Model, (Bureaucratic Process) and Organization Development by Elmore (1978) etc.

The Top-down Approach used as the theoretical concept in this study is the model by Van Meter and Van Horn (1975: 453) discussed about the relationship between policy implementation theories and the organization theories that they based the foundations of their theoretical perspective on organization theory. That model gives precedence to the resources and the competency of the organization that implement the policy that includes enough factors to help describe policy implementation extensively.

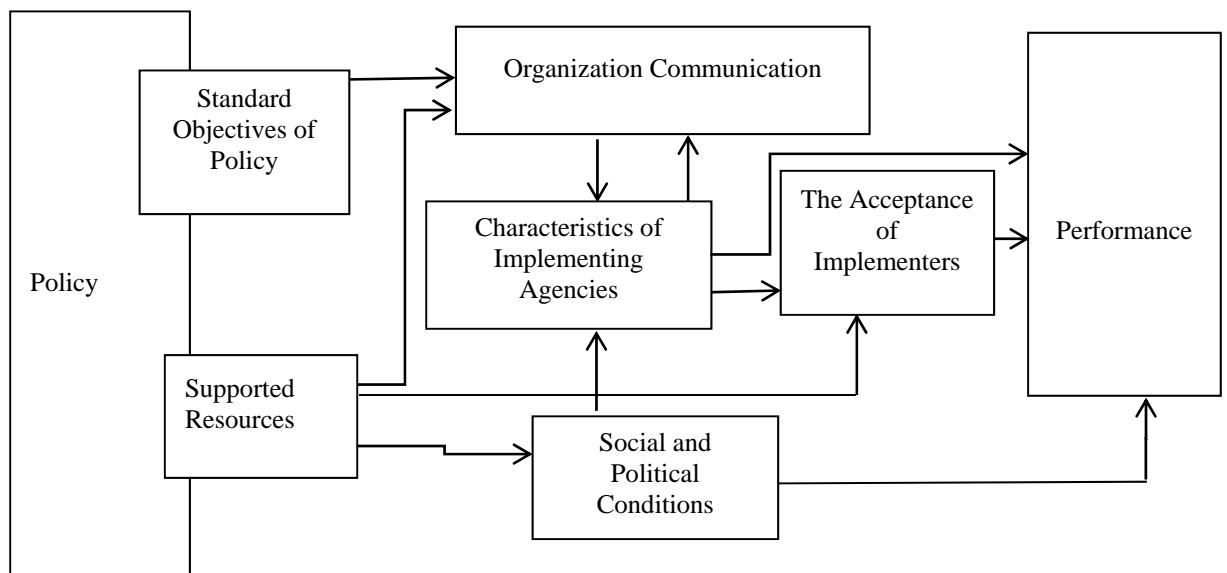


Figure 2.5 The Implementation Model of Van Meter and Van Horn.

Source: Van Meter and Van Horn, 1975: 447-448.

There is also a model of management led to the practice of public policy by William (1975) describing that the success of a policy implementation focused on the performance of the organization. In order to perform to the expectations, there are variables involved, the appropriate structure of the organization, the administrative competency, adequate techniques of personnel in the organization, resources, such as tools, materials, facilities and budget. All of them are summarized in Figure 2.6

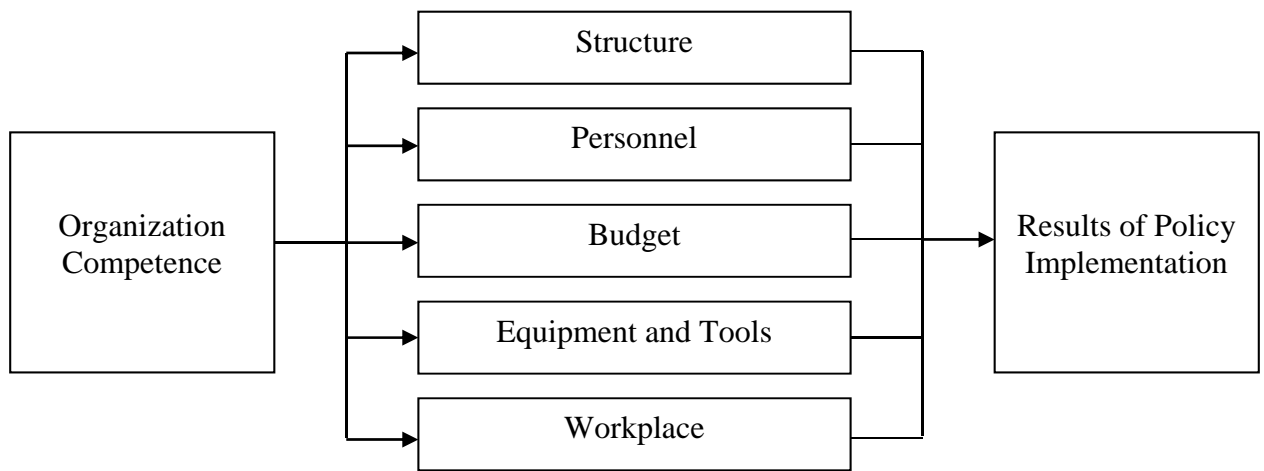


Figure 2.6 The Model of Management Led to the Practice of Public Policy
by Walter William

The model of organization management highlights the participation of the organization under the assumptions that the initial participation will contribute to effective teamwork, so motivation and appropriate leadership, would lead to the success of the organization, as summarized in Figure 2.7

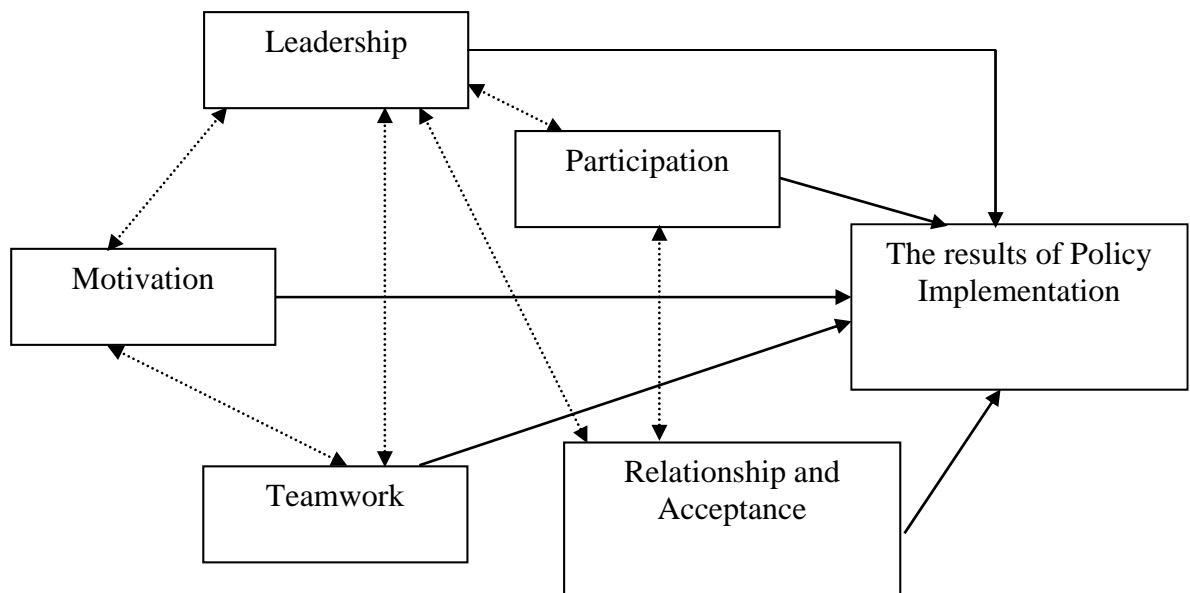


Figure 2.7 Model of Organization Development

Pressman and Wildavsky (1974) studied the policy Implementation by doing a project to solve the unemployment of minorities in Oakland, US in 1973. Their analyzed conclusions are as follows;

- 1) The implementation of policy or program should be easy and simple, the less steps it has, the less chances of failure.
- 2) The program that requires a lot of participants to decide, results in the many problems of disagreements delays.
- 3) The policy should be based on the correct theory. If the theory is wrong, the provision of policy will have some mistakes such as defining wrong target group, etc., and it could make the problems of the operation of the organization more serious.
- 4) One of the main conditions leading to the failure of policy implementation is the lack of coherence in policy formulation and policy implementation. If the policy is determined centrally, but the implementation made by

another group of people in the locale, the responsibility, the commitment to the policies are different, so, implementation should be linked to the policy.

Voradej Chandarasorn (1984) studied the public policy implementation model of the western scholar and explained the relationship of the success and failure of implementing the public policy by studying the bureaucratic process model which was to create the understanding of the bureaucracy conditions and the reality from the assumptions of adoption of the public policy. This model believed that the power of any person or organization was in contrast to the real power. In the reality, the power was decentralized in the organization, every person in the organization had own their power in terms of task consideration. The failure of the public policy implementation was not the matter of administrative management inefficiency but it was usually caused by misunderstanding the reality in the service of policy makers or management level as they could not control it thoroughly.

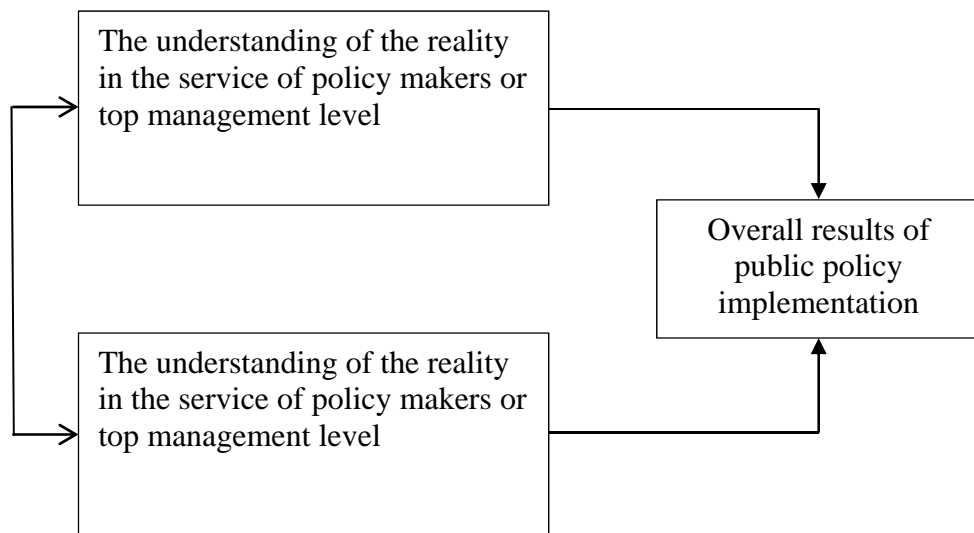


Figure 2.8 Model of Bureaucratic Process

Grit Permtanjit (1997) stated that the characteristic and objective were set by indicating the basic objective of the organization to the administrative management, resource management etc. The objectives could be classified by the management level as follows:

- 1) The strategic objective was indicated by top level management or the board of directors to an overview of the organization.
- 2) The technique objective was set by top level management and middle level management to figure out the future targets and results.
- 3) The operation objective was set by middle level management and lower level management. The aim of this level would be to target each segment which coincided with the strategic objective and the technique objective.

In addition, Grit suggests that overall organizational goals would combine into the hierarchical goal. He also indicates that low hierarchical goals would be based on the high hierarchical goal.

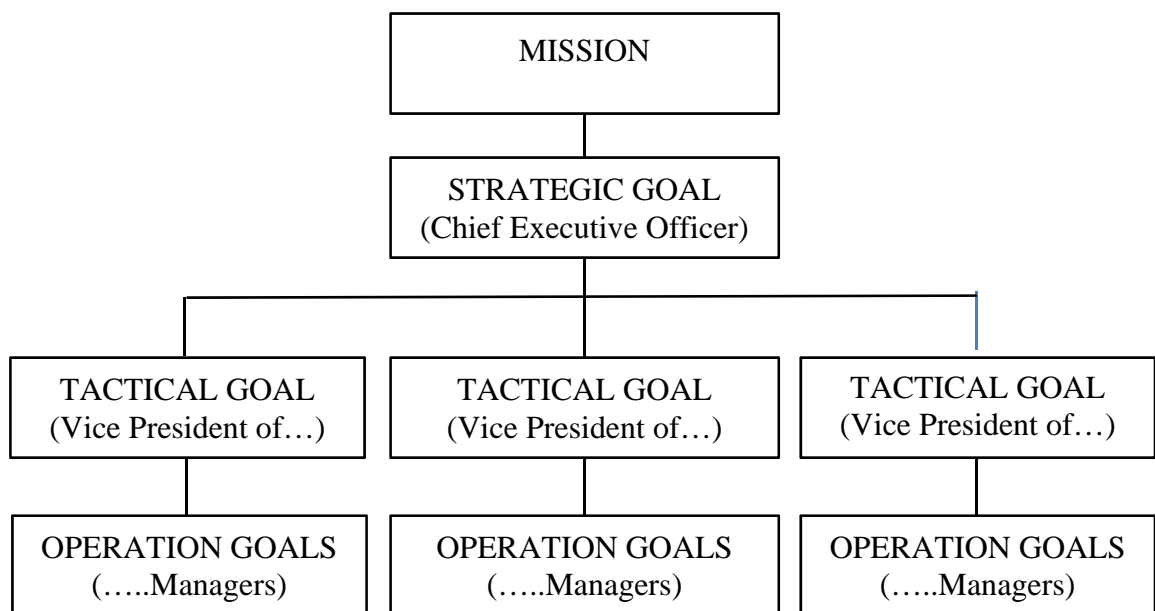


Figure 2.9 Hierarchy of Goals

2.8 Concept of Success Factors

An achievement of the organization management is often described on the basis of The Theory of Management. Drucker (1990) who defined “the organizational achievement” as the ability to develop in the long term, considering the internal factors which are suitably used in the strategic planning process in order to accomplish the early stage targeted result. Rocket (1979) states the Success Factors lead to organizational achievements and advantages. While Leidecker and Bruno (1984) similarly defines The Success Factors as the conditions and the variables that affect the success of the organization. Grunert and Ellegard (1993) give the possible meaning of “The Success Factor” as follows:

- 1) A necessary element of organization management system
- 2) A characteristic of the organization
- 3) A mean learned from the past experience which aims to sharpen the perceptions of the organization’s managers.
- 4) An explanation of the abilities and essential resources which are necessary for achieving the targeted result.

Both academicians underlined the latest meaning which infers that the Success Factor is the organization’s capability to be invested.

Dadashzadeh (1989) stated the Success Factor ought to be the main target of the management.

Rockart and Cresenz (1983) divided the Success Factor into 2 groups as follows:

- 1) Present Success Factor: The Success Factor that is contingent upon the problems which are being confronted by the organization.
- 2) Planned Success Factor: The Success Factor that is consistent with the organization’s development plan.

The number of the Success Factors for each group depends on the size of the organization, the period of time, and the management (Rockart and Cresenz, 1993)

Zarepur (2001) states that the Success Factor initiates many advantages to the organization as follows:

- 1) Reducing negative influences
- 2) Reducing financial risks
- 3) Increasing quality control
- 4) Increasing the abilities to handle the groups which negatively influence the organization.
- 5) Ensuring the budget target

The Critical Success Factors (CSFs) are necessary for an organization to achieve its mission. They are the substantial guidelines which bind the operations at all levels, pull together towards the same direction, and make all staff and executives aware of their duties to make the organization fulfill its vision. Without them, the vision would not be fulfilled.

Critical Success Factors are determined by the vision and the mission of the organization in accordance with the following criteria,

- 1) Focus on the result and the productivity of the organization
Notwithstanding the input and the process
- 2) Association to the vision, mission or organizational objectives and focus solely on critical tasks
- 3) Have specific meaning that is understandable, explicit and Uncomplicated so that everyone understands the organization objectives and knows how to achieve those goals.
- 4) The determined Critical Success Factors are accepted by the executives as the significant factors for fulfilling the organization vision that they are committed to do so.
- 5) The organization can practically control the result and determine the key success factor. If some factors are out of control, they should not be accepted.

Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively an organization is achieving its objectives by comparing the actual result with the determined objectives. The characteristics of the effective KPI should be designed with accuracy, appropriateness, ability to persuade people throughout an organization and also get the stakeholders to accept the measured results obtained from the KPI.

Features of the main indicators used in Australia are as follows;

- 1) Measurability: an indicator has to be actually measured, and when it has been, then the result must be from it directly. If measuring something abstract, that can not be imposed directly, we may measure the indirect representation instead.
- 2) Consistency: a good indicator should give a consistent result. The same indicator and the same way to measure it must give the same result.
- 3) Clarity and unambiguousness: a clear and specified indicator is easy to create and understand.
- 4) Impact: the operation of the organization must affect an indicator, but the indicator doesn't need to be under the direct control of the organization.
- 5) Communicable: an indicator has its meaning and such meaning can communicate and create understanding. Too sophisticated a one would not communicate, so it is not counted as an indicator.
- 6) Valid over time: For the benefit of progress measurement, an indicator must be valid over time; whenever it is measured, it will give correct results.
- 7) Comparable: the ability to be compared, meaning what is measured must be connected to the result of the past operation or compared to others criteria.
- 8) Resilient: it can be examined to prevent the information distortion, an indicator must be resistant to change, strong and not dependent on any person. An easily modified indicator is a lack of consistency, may not be comparable and lack credibility.
- 9) Focusing on the critical successful factors: an indicator must be linked with the critical success factors as much as it can, because defining an indicator of the main result of operation is to measure the progress of the factors of success.
- 10) Obtainable: the availability of data used for supporting the measurement, the organization can find information using the defined indicator. The indicator could not be used without data. Organizations should use another indicator with data, if the cost of data information needed is too high and not sensible, or the organization doesn't have any of that data.

In the US, there are 5 criteria used to define indicators, the so called "MAUVE" detailed as follows:

1) Measurable: it can be actually used to measure the result of operations, and separate the differences of the results.

2) Achievable: it can be archived, it is reasonable to be used as an indicator. It cannot be used for measuring other things out of the organization. The cost of it must not be too high.

3) Understandable: it can communicate and create the same understanding. The indicator definition must be clear, and specified to make the relevant people have the same understanding about it.

4) Verifiable: it can be verified. The organization can examine and verify the operation result of the indicator of main operation.

5) Equitable: it can be measured equally, the same works must use the same indicator.

2.9 Management Model for Successful Organization

Anuwat Sapphutphon (2003) translated the book called, “Key Management Model: The Management Tools and Practices that will Improve Your Business”, which included 26 models of 21st-century management, and has also organized the series of management into 5 groups, 1) Strategy 2) Organization, 3) Primary process 4) Functional processes. and 5) People and behavior

Voradej Chandarasorn (2009: 36) said about the factors affecting the accuracy of the policy change by the agency responsible for implementation, that the success of the implementation primarily depended on the clarity of the goals and when the organization responsible for the policy change understood the policy, including the consistency between the policy goals, as well as the cooperation with the political parties and the sincerity to put that policy into practice.

Mazmanian and Sabatier (1983) focused on the role of mass media, it was one of the factors in the success of the implementation. Voradej Chandarasorn’s political models, (2005), stated that, support from the mass media is one of the variables in the success of policy implementation.

Peter and Waterman (quoted in Sangob Sittidech, 2006: 84-86), McKinsey & Company’s consultant, developed McKinsey’s Model “the 7-S Framework” since the

1980s. The 7-S framework does not only aim to implement the organizational strategy or manage organizational structure to be in compliance with the strategy. The mentioned framework, however, was undertaken to find out the factors affecting organizational success and effectiveness. This framework consists of 7 factors as follows:

- 1) Strategy
- 2) Structure
- 3) Systems
- 4) Staff
- 5) Skill
- 6) Style
- 7) Shared Value

They can be categorized into two groups which are hard and soft elements. The hard elements are more likely to be the tangible factors (i.e. strategy, structure, and system), whereas, the soft elements are the intangible factors (i.e. staff, skill, style, and shared value). Sangob Sittidech (2006) and Aumnad Watjinda (2010) defined those terms as follows:

1) Strategy means either the organizational objectives or the means to access those objectives, for example, goods and market prioritization and resource allocation for strategic management. The mentioned process is important since it allows executives to answer significant questions such as, where are they right now, what are their goals, what would be their missions, and who are their customers? The strategic management is important for the organization for two main reasons. First, it would enhance the competitiveness. Furthermore, it would allow the employee to know where are they going.

2) Structure can be defined as the organizational structure, hierarchical structure, coordination, and division of labor. The structure is set up by the process and separated by the job description. The employees (2 or more people) would be recruited and put into the different division to achieve the main organizational goals. The good organization management can lead to the decrease of overlapping responsibilities and conflicts; the increase of employee's perception of their

responsibilities; the expedited coordination; and the fast and accurate decision-making.

3) Systems mean either the main or the supporting working processes that have been raised to indicate what activities they need to do e.g. production system, material requirement planning, purchasing order management system. Apart from creating good strategic plans and developing appropriate organizational structure to accomplish the goals, there are still several more systems required to set up such as working system, accounting/financial system, supply system, information technology system, and monitoring/evaluation system.

4) Staff means the employees and their capabilities. Human Resource is one of the main factors influencing the organizational operation so that the Human Resource Management is the key factor in becoming the successful organization. To conduct the Human Resource Needs Assessment is the process of Human Resource Planning. Moreover, Human Resource decision-making, including job specification, recruitment and selection, and positioning, should contribute to the organizational strategic plans to ensure the accomplishment of organizational goals.

5) Skill means the employees' competencies acquired for the organization. This factor is quite complicated to understand, whether it should be categorized as "soft" or "hard" element, even for the employees themselves. Skill can be separated into 2 types. First, "the occupational skills" basically depends on what they are responsible for (i.e. what is their position such as HR officer, or Accounting officer), this kind of skills can be developed by education or training. The second type of skill, "aptitude and special talents", could enhance the employees' performance and career path because of their unique skills. However, it is noted that the organization should focus on both types of skills.

6) Style means the style of leadership (i.e. how the executive monitor their subordinate to achieve organizational goal, or how they prioritize their task). This factor does not have to be in the written form but is more likely to be an action. Leadership is the key factor which could lead to the organizational success or failure so that the successful leader should structure the organizational culture by associating the excellence along with the moral behavior.

7) Shared Value means the core value of the organization which includes employee's belief and expectation towards the organization. Moreover, it can be defined as the corporate value and norm shared within the organization. It, then, become the basis of the administration system and work instructions for both employee and employer. It is, so called "organizational culture," based on the corporate belief and the value which would be the direction of the organization. Usually, the belief would reflect both personality and goal of corporate founder/executive. After that, the belief would set up and become the routine for behavior. When value and belief is accepted within organization (i.e. employees accept the shared value as their work instruction), the organization would be strengthened.

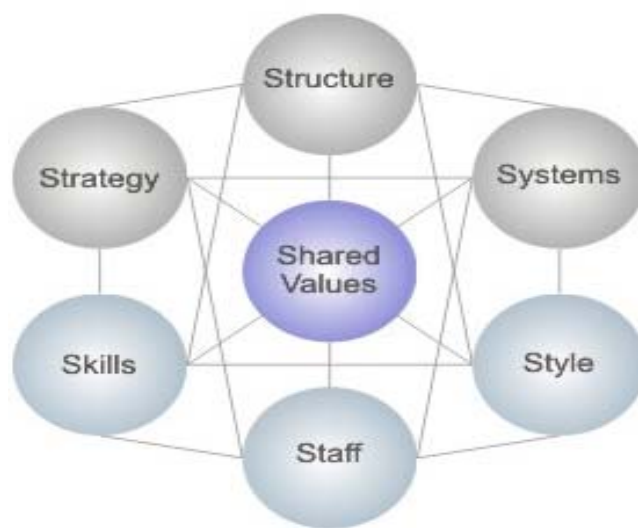


Figure 2.10 McKinsey's the 7-S Framework

Voradej Chandarasorn (1997: 48-50) suggests that there are four factors influencing the success or failure of the public administration. All factors are dependent on others and cannot be separated completely.

1) Efficiency on planning and monitoring: The level of efficiency is based on how organization indicates the organizational objectives and goals. In other words, the clearer objectives/goals they have, the higher level of efficiency they would have. Apart from having the clear objectives/goals, they also need to have indicators to assess those objectives/goals. Moreover, job assignment, job standardization, performance review system, and moral reward system should be implemented to increase the level of efficiency.

2) Corporate competency can be assessed by the quality of the employee; the sufficiency and the efficiency of budget allocation; the sufficiency, the preparedness and the modernity of the equipment; and the location/preparedness of the buildings.

3) Leadership and employee cooperation: What the leader should do to increase employee cooperation consists of: adopting appropriate management style, making positive reinforcement, enhancing corporate participation, promoting corporate loyalty, and enhancing employee acceptance.

4) Teamwork means working as a team. In addition, the leader also needs to set out measures of job performance and enable employees to follow those measures.

5) Political conditions and environmental management skills can be indicated as the level of support or resistance of the stakeholders; the number of agencies and the level of necessity in implementing the task; and the capability to negotiate with the outside world. To deal with this factor, the personality, charisma, and capability of the leader are required. Authority, status, and resource of certain agency are also required to do so. Apart from that, it is important to take a look at the change of political, economic and social environment.

2.10 Leadership

“To survive in the 21 century, we need a new generation of leaders. Leaders are not managers, leaders overcome surrounding obstacles but managers surrender” said Bennis (quoted in Vinit Songpratoom, 2004: 64). Effective leadership should have the following characteristics:

- 1) Directing and Meaning: A leader will look for directions and guide his subordinates pointing out what is important and why it is so.
- 2) Trust: A leader will build relationship based on trust.
- 3) Proactive and Willing to Take Risk: A leader will be hands-on and is a risk taker.
- 4) Purveyor of Hope: A leader gives hope to boost morale physically and symbolically so that goals can be successfully achieved.

Leadership is defined as the ability of a person to influence the majority of members in a group to be fully committed in working to achieve common goals. A leader can be someone who is in charge of a team in an organization by role and also someone within a team who is not a leader by job position.

Leadership theory can be grouped into 3 main categories (Rungarun Pattamawanitcha et. al., 2001), which are:

- 1) Trait Theories: this is concerned with the search for common characteristics of a leader in different countries around the world which are intelligence, dominance, confidence, energetic and skillful in their profession.
- 2) Behavioral Theories: this is about seeking similar leadership behaviors. This is specifically focused on leaders who are fully committed to their work and the relationship between team members. The following are the topics that have been studied in this category.

(1) Team Leadership: Blake and Mouton proposed a “Managerial Grid” which is able to produce 81 types of leaders (quoted in Bidhya Bowornwathana, 1998: 73). According to this system, the best leader is type 9,9 which refers to a leader who is people and goal oriented. This type of leader has high team leadership. Other types of leaders include, a Country Club which is defined as a leader who is completely people oriented and will try to create a casual working environment without stress. Someone who has task leadership means a leader who is completely goal oriented and does not pay any attention to people factors within a team. A leader who has impoverished leadership is someone who is not both goal and people oriented.

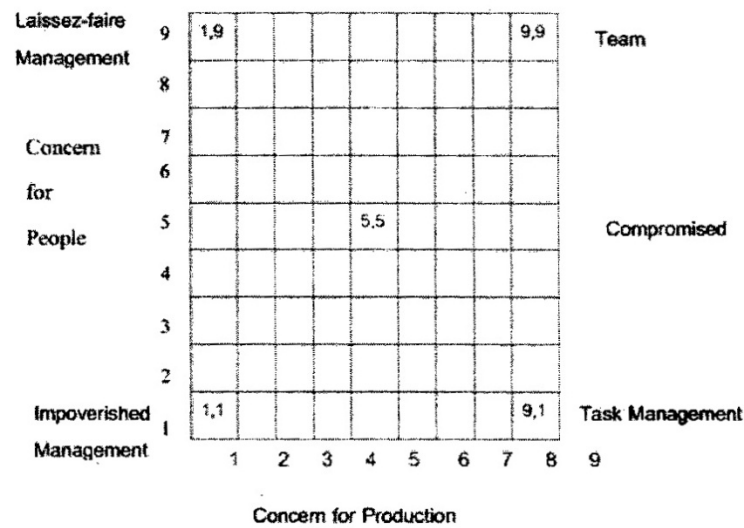


Figure 2.11 Blake and Mouton's Managerial Grid

(2) The study from Ohio State University revealed that there are two main types of leaders which are:

a) A leader who is goal oriented. This is someone who is always looking to achieve their goals no matter what it takes. Their team members will have to be very punctual and finish everything on time.

b) This type of leader is someone who is always looking to build good relationship between team members. This is based on trust between team members and respecting their subordinates' opinions while paying attention to their feelings at the same time.

(3) According to McGregor (1960), there are two types of leaders, X and Y. Type Y has democratic leadership while type X has dictator leadership. McGregor stated that type Y leader is better than type X leader. Type Y leader is said to be hardworking, responsible and mature while creating a good working atmosphere. Type Y leader is democratic and focuses on team members participation in making any decisions.

(4) The System 4 concept from Rensis Likert (1961) is a relationship between a leader and followers based on trust. A leader will allow followers to fully voice their opinions. This type of leader will act as a Linking Pin

between members in every level in an organization. They will also create an environment where everyone supports organizational structure.

3) Contingency Theories: this is focused on factors which determine the success of leaders in an organization.

(1) Path-Goal-Theory by House (1971). The main thinking behind this theory is that each worker will have a personal goal which is very important to them. A leader will pay a full attention to this goal. They will look for ways for their worker to achieve this personal goal by providing guidance and necessary training. The type of leader will depend on the mental state of the follower and also the environment they are in.

(2) According to Robbins (quoted in Bidhya Bowornwathana, 1998: 73), the core principal of the democratic and dictator leadership is that the leader will be democratic or a dictatorship depending on how involved the leader is to the governance of the organization.

(3) The theory of increasing the decision making of a leader by Vroom and Yetton (1973) is concerned with how the decision making in the real-world environment should be executed depending on certain circumstances so that it will lead to an effective outcome. In some circumstances, the leader should let the subordinates take part in the decision making while in other circumstances the leader should be the one making the decision without being interfered with by the subordinates.

(4) The contingency model of leadership theory by Fiedler (1967) has proposed 3 factors that will allow the leader to have more control and can influence the subordinates.

a) The relationship between a leader and subordinates which refers to the trust and respect that the subordinates have towards a leader.

b) The working structure which refers to how clear the assignment of a task is defined.

c) The authority and power that a leader has on employment, punishment, pay rises, promotion and termination of employment which would make the subordinate obey the leader.

(5) The life cycle theory as proposed by Hersey and Blanchard (1972) states that a leader should be able to adapt to the life cycle of a group. By definition, a group that has matured means that a group that has set a high target and difficult to achieve, ready and responsible, very experienced and has been trained. On the other hand, the non-matured group is a newly formed group without much responsibility and not able to set a target. A dictatorship leader is needed for this group without paying much attention to the relationship between the members and how they feel. For the group that is maturing, a leader who is both people and goal oriented is needed. A leader for the already matured group will have less authority within the group without being neither goal nor people oriented but they will have to be a linking pin to coordinate between members in the group and the teams outside the group. Moreover, they will have to make plans. The maturity level of a group depends on many factors such as organization restructuring which will have an impact on the type of leader required.

Arrug Phrommanee (2010) stated that a leader can be the change agent and lead to the big organizational change. Lack of leadership, however, can cause the failure of the change. Leadership is the important factor required for the executive at all levels since it can lead to the success of organization management, in both private and public sectors. Whatever the levels the executive is not important because all of them are officially authorized or assigned to inspire the subordinate to achieve organizational goals. However, the executives who are officially authorized to run the organization should do their job effectively, because they may have failed to provide leadership or not gain acceptance from their subordinate in the presence or absence that would weaken the organization. On the contrary, unofficial leadership would occur with one who is not actually a leader, or more important than the authorized one. In other words, one who is an executive, at any level, would already have had leadership having gained respects in other areas beyond making subordinates do something in the job description. So, the study related to organizations and management, both on private or public sectors, usually includes leadership concepts, or theories.

Arrug Prommanee (2010) added that there were plenty of concepts used in the studies on leaders and leadership, and they could be categorized as follows:

1) Great Man Theory: the concept is, leaders are born not made, and cannot be explained why.

2) Trait Theory: it is believed that there are certain identifiable qualities or characteristics that are unique to leaders and good leaders possess such qualities to some extent. Leadership qualities may be inbred or they may be acquired through training and practice.

3) Power and Influence Theory: it focuses on the network of power and influence of the leader that affects others and he is the center of the power.

4) Behaviorist Theory: it highlights the behavior of the leader, and the unique and exclusive characteristics.

5) Situation Theory: from this point of view, different situations need different leadership styles, depending on the situation more than leader's characteristics like the idiom "the situation creates heroes."

6) Contingency Theory: developed from situation theory, it chooses situational variables that indicate forms of leadership that are suitable for the particular situations and factors of each situation.

7) Transaction Theory: leadership created from external motivation affecting the relationship between people who share mutual benefits.

8) Attribution Theory: the focal point is on what is behind the qualities of a follower, who has more leadership ability than the actual leader.

9) Transformation Theory: it takes the view of internal motivation affecting the exchange relationship, and highlights more on loyalty and inspiration than submission of followers. The leader from this point of view would be proactive, innovative and visionary.

In conclusion, leadership is quite abstract but important enough to lead to organization's goal achievement. There are plenty of concepts of leadership because it is complicated and revolutionary, and it has been developing in accordance with organization theories in each era. It should be followed, continually, for understanding and applying it appropriately.

2.11 Motivation

In the literature, motivation is defined as the state of a person's mind that would lead that person to achieve their target (Certo 1998: 380). Robbin and De Cenzo (1998: 358) defined motivation as the willingness to dedicate their energy to certain tasks to achieve organizational goals under the condition that it would also satisfy their personal goal as well.

In general, motivation is a way to have a person work to their full ability to achieve an organization goal effectively while satisfying their personal target at the same time. The theory about motivation is to look for possible factors which would motivate a person to perform a given specific task. Some of the widely known techniques are the Hierarchy of Needs Approach, the Two-Factor Theory and Theory X and Theory Y.

2.11.1 The Hierarchy of Needs Approach

The Hierarchy of Needs Approach has an assumption that humans all have different needs which can be organized into different hierarchy using the following theories.

2.11.1.1 Maslow's Hierarchy of Needs: Abraham H. Maslow (1943: 379-396) who is a psychologist in human relations has proposed a framework explaining factors which motivate people to work. There are 3 assumptions:

- 1) Humans have endless needs. The things that humans need depend on what they already have. The needs which have been satisfied will be replaced with other needs. This cycle is endless and will begin from the day they are born to the day they die.

- 2) The needs that have been satisfied will no longer be a motivation. Only the unsatisfied needs can motivate humans' behavior.

- 3) There is a hierarchy in humans' needs such that when the needs in the lower level have been satisfied, other needs in a higher level will start.

Maslow has categorized humans needs into 5 levels called Maslow's Hierarchy of Needs which are:

1) Physiological Needs: This is on the bottom of the hierarchy. This forms the initial needs of human beings to create more motivation for the next level. The most important physiological needs are food, air and sexual needs. These needs are to be satisfied for human beings to live.

2) Security Needs: This refers to both physically and mentally such as the need to have a shelter to live in and clothing to wear. In addition, there is the need to be financially stable without having to worry about income and expenses and also the need to have a secure job. With these needs satisfied, we will feel secure and stable which will mean that we are happy at work and there will be no layoffs. There will be insurance and retirement benefit packages when we retire.

3) Belongingness Needs: This is concerned with social needs, to be loved and to be accepted by friends. Satisfying these types of needs will mean that a good relationship can be built with the family and community. This is the basis of friendship that can be built in the workplace. Organization executives can encourage this relationship by getting their employees to socialize between colleagues and ensure that their employees feel that they belong in the organization and are part of a team.

4) Esteem Needs: This need has two main components which are firstly, positive self-image and self-respect and secondly, recognition and respect from others. Executives can satisfy this need by motivating their employees to get promoted and let their employees feel that they can be successful in their work.

5) Self-Actualization: This is the ultimate human need. This will make us realize the success that we have built and that the success will continue until the day we die. The aim is to gather as much success as possible and it is very difficult for the executives to fully respond to this need.

2.11.2 The Two-Factor Theory

Herzberg (1959: 141 quoted in Rungtun Kittamawanitcha et. Al., 2001: 73-75) has proposed the Two-Factor Theory which was developed from interviewing accountants and engineers of a company in the US. 200 participants were asked in

what circumstances were they satisfied in the working aspect and what motivated them to work. They were also asked in what circumstances were they dissatisfied in the working environment and feel unmotivated to work. These factors are directly linked to the satisfaction and dissatisfaction at work. The results revealed that low pay is one of the reasons for them to be dissatisfied at work. However, getting a pay rise is not the sole reason for the employees to be satisfied at work. Feeling accepted and respected are the main reasons for employees to be satisfied and feel motivated to work.

Herzberg concluded from the findings that being satisfied as defined in theory does not provide the complete answer since satisfaction and dissatisfaction at work are both in the same dimension but are at opposite ends of the scale. His findings revealed that this can be explained in two dimensions with one being satisfaction to no satisfaction and the other dimension being dissatisfaction to no dissatisfaction.

In this theory, an assumption is made such that there is a factor known as a motivator factor. This is specifically related to the work content such as achievement, recognition, responsibility, advancement, growth and the work itself. Factors supporting dissatisfaction at work are known as hygiene factors. These factors relate to the work environment such as supervision, company policies, salary, relationship with peers, personal life, relationship with subordinates, marital status and security.

What Herzberg discovered has led to recommendations to apply motivator theory in the following two steps:

Step 1: The executives and management have to be certain that there are no problems with the hygiene factors. This refers to their employees being paid appropriately, the work is secure, the work environment is safe, the supervision is up to standard and other factors are required to be at appropriate level. All these have to be satisfied to ensure that the employees will not be dissatisfied.

Step 2: The management should provide an opportunity for their staff to be motivated to work. For example, to show that the tasks can be successfully completed and they will be rewarded accordingly and be accepted and recognized within the organization. By doing so, this will raise the satisfaction level at work and will increase the motivation to work.

2.11.3 Theory X and Theory Y

McGregor (1957, quoted in Sangob Sittidech, 2006: 47-48) has proposed that employees within an organization can be grouped into two polarities. The way to manage people in these two polarities will depend on how the subordinates are perceived by the leader. There are two assumptions which are:

2.11.3.1 Assumptions for Theory X are:

- 1) By nature, humans do not like to work. They try to avoid it given the opportunity to do so.
- 2) Humans are lazy by default. Therefore, they need to be threatened, controlled and ordered to work to achieve the organization goal.
- 3) In general, humans like to follow instructions. They want to avoid responsibility but they need the sense of security, feel safe and feel warm and welcomed.

2.11.3.2 Assumptions for Theory Y are:

- 1) The sense of working by using the body and mind is somewhat satisfying humans needs. This is the same as relaxing and playing.
- 2) Humans like to lead and control their own path in order to complete the tasks that they are responsible. Therefore, being forced, controlled, threatened and penalized are not the only ways to get humans to work and achieve their goals.
- 3) Humans expect to be rewarded when their organization becomes successful.
- 4) With the right environment, humans will learn in terms of learning to accept and learning to be responsible while at the same time seeking to have their own responsibility.
- 5) Everyone of us has some good qualities. Some have good vision, some are intellectual and spontaneous and have good problem solving skills.
- 6) At the present day, the environment does not allow for humans to fully utilize their capabilities.

According to McGregor, the management should apply either Theory X or Theory Y in governing their subordinates. He mentioned that the assumptions in Theory Y are more applicable in terms of management and

administration compared to Theory X. He proposed that the employees should be given opportunities to make important organization decisions and should be given responsibility to be involved in challenging tasks. At the same time, relationship between work colleagues should be kept at a good level at all times.

2.12 Concept of Participatory Management

In the literature, participatory management is defined as a process to get the subordinates to be involved in the decision making process. The emphasis is based on their involvement to allow creativity and use their expertise to solve certain problems. Somyot Naveekarn (1982:1-10). This is on the grounds of a shared responsibility given by the management. The management should provide opportunities for their employees to be part of the job and to be given some authority. This does not mean that the management should not make any decision, they should still have their say in the decision making process. They will likely to go with the majority. The last point is for the employees to be truly involved in important decision making process of the organization. This means that they would have some part, not just superficially. The subordinates should feel that they are responsible for this matter at hand and have to be involved and help out as much as possible in order to reach final decisions.

Arun Raktham (1989: 269) stated that, in general, participatory management consists of the following:

- 1) Commander and subordinates should have trust between them. They can rely on each other. Commander should listen to subordinates' opinions and allow subordinates to debate with them about work. This will create a smooth environment, togetherness and a sense of working together as a team.

- 2) Subordinates have a chance to be involved in the decision making, work planning and setting work objectives with the commander, based on the common goals. The commander should realize that their subordinates are skillful, knowledgeable and have good understanding in what they do as they are the ones carrying out the tasks. In addition, they have to realize that their subordinates are a valuable human resource who can take the organization forward to achieve their goals.

The study by Tannenbaum and Massarik (1950: 408-419) revealed that participatory management is concerned with involved people and the involvement of team members or subordinates. This will be beneficial and will motivate employees to participate in organization tasks which will subsequently lead to building relationships between management and subordinates. However, this indirect participation might not always be fruitful. It has been further explored that participation refers to sharing things and being involved and connected in some ways. This will eventually create a community where everyone participates. In addition, being involved and encouraging participation can create products and innovations created at an organization. This will lead to the employees getting paid and rewarded.

The concept of participatory management has been modified over time. The change is being seen in being involved in the decision-making process. The management, however, must make the final decision. The management should be responsible for pushing the organization forward by cooperating with different teams and also providing directions for employees to achieve common goals. Management should be the one looking out for the benefit of the organization. It is this benefit that the subordinates desire to be part of and to be involved in, the process leading up to the final goals. The decision-making process is related to how the tone of the behavior should be set. This is one of many choices that the management has to take. The decision-making process consists of the following steps:

Step 1: One should possess a good level of knowledge in order to select a given behavior which would be related to the points being considered for making a decision.

Step 2: The person who is involved in the process should give reasons supporting each option. The definition and reasons given will be based on the most appropriate choice which will rely on the truthfulness of each option.

Step 3: One should make one final decision after having some time in deliberation. In reality, the choices and decisions have already been given and decided by the management. However, the subordinates will be entitled to debate with the management by discussing each option and each decision that has been made in order to get the most out of what has been decided.

Tannenbaum and Schmidt (quoted in Rungtun Prommawong et. al, 2001: 58-59) have studied the behavior of people involved in the decision making process. This is called the concept of a sustained behavioral study which have expanded the discussion previously stated to make it clearer and easier to understand.

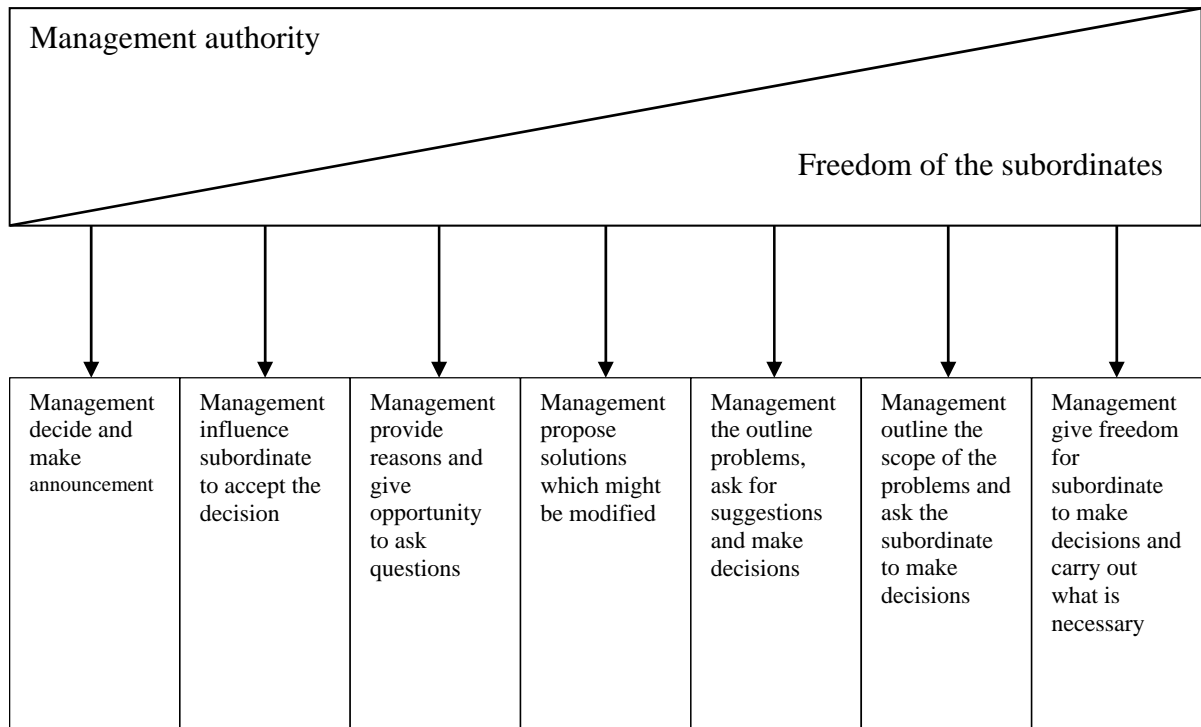


Figure 2.12 Concept of a Sustained Behavioral Study

Their concept of thinking have shown a sustainable process of getting the subordinates involved. The top three levels indicate dictatorship type leadership. In the first level, the management will make the decision and then make announcement so that the subordinates will know what is going on without giving reasons why such decision has been made and without the understanding of the subordinates. There is no need to see if the subordinates accept these decisions. In the second level, instead of making the announcement of the final decisions after they have been made, the management will try to persuade and influence the subordinates to accept the decisions. In this level, the management are aware of the resistant which can occur so that they would provide an explanation to point out why it is important to make such

decisions and also giving details of how beneficial these decisions will be to the subordinates. In the third level, the management will explain how the decisions were made and subordinates will be able to ask questions so that they get to understand why the decisions were made. For the fourth and fifth levels, some authority and power are given to the subordinates. In the fourth level, the management will show the exact problems associated with each option. The management will provide guidelines to each option and ask for advices from the subordinates and then will make the decision. However, the decision can be changed if the management feels that there are criticisms surrounding the choices that they have made. For the fifth level, the management proposes problems asks for advice and makes a decision. More authority and power are given to the subordinates by being able to provide guidelines into solving the problems. But the management is still the one who makes the final decision. In the sixth and seventh levels, the management and the subordinates make the decision together. In the sixth level, the management specifies the problems and the scope of ways to solve the problems and then the subordinates will propose the solutions to fix the problems. Responsibility of making the decision is shared between both the management and the subordinates. For the seventh level, the subordinates will have the most authority in making the decision. The management will allow the subordinates to specify the problems, propose the solutions and make the decisions. The management might or might not be involved in the debate and deliberation. The role of the management is just as a coordinator. However, the scope of decision making process is given.

Likert et.al. (quoted in Rungtun Promvanich et. al.; 2001: 59-62) from University of Michigan focused on the need to consider human resources and financial resources to be managed appropriately. They have proposed a management concept to take care of within organization management by aiming to have maximum involvement of employees which will lead to high productivity and job satisfaction. The aim is to maximize both efficiency and employees moral. Likert's Participative Management Style is the concept in that the commander is perceived to be trustworthy and also trusts the subordinates. Freedom in the work environment is given to the subordinates. At the same time, subordinates opinions and suggestions have been taken into account in terms of problem solving by the

management. To motivate the subordinates, rewards are given and the focus is on being involved in the work to achieve organization goals. Communications take place in all directions, whether it is downward communication, upward communication and horizontal communication between employees in the same level. Clear and precise information is always given to the subordinates from the management. A good relationship is always maintained between the subordinates and the management, usually at a very friendly level. Trust and responsibility are given. The management knows the problems of the subordinates. Decision making processes takes place with the involvement of all staff within the organization with sufficient information always provided to the decision maker every time there are decisions to be made. Everyone in the organization will be involved in setting the common goals. Authority is decentralized and given to all levels of staff.

Likert and et.al. have made the final conclusions for the participatory management as follows:

- 1) The management always listens to opinions and suggestions proposed by the subordinates. Opportunity is given for the subordinates to debate any issues that may arise. The management and subordinates should trust and respect each other.

- 2) The management will motivate the subordinates to create morals in the work environment. This is achieved by getting the subordinates involved in the decision making process. Emphasis is placed on getting the subordinates to have visions and opinions to support the organization according to the set targets.

- 3) Communications within the organization should be smooth in all directions both vertically and horizontally. Announcement and news and information should be clear and precise.

- 4) Any issues should be discussed openly between the management and the subordinates. Organization goals should be the center of all discussions.

- 5) All decisions should be made by everyone at every level of the organization.

- 6) Opportunity should be given to all employees to set organization targets together. Work plans should be made by staff and representatives from all levels so that the important points can be reflected.

7) Authority should be decentralized and given to all levels. Subordinates should be able to take charge in their own roles. Specific focus is given on solving any problems or issues and punishment should be avoided.

8) Management pays attention to work development and gives importance to training to create new skills and raise any working level so that high productivity can be achieved meeting organization targets.

2.13 Related Research

2.13.1 Chanad Bhowbandee (2002) presented the model of factors affecting the chance of successful privatization of public telecommunication organizations in Thailand from empirical approach study with three independent variables, that are, Management Strategy, Sources of Funds, and Strategic Partnership. These variables are directly affected to the chance of successful privatizing, moreover, they are indirectly affected to two extraneous variables, Telecom Law Establishment and Implementation Capacity. The study above aimed to explain the factors affecting the chance of successful privatization of the public sector organizations. Successful implementation can be determined by scaling the Quality of Services, Customer Satisfaction, Profitability and Competitiveness. The conclusion of the hypothesis testing are as follows:

1) 1st hypothesis testing finds that appropriate telecom law establishment, effectively management strategy, organization's implementation capacity and adequately funding has discovered a positive relation to the dependent variable.

2) 2nd hypothesis testing finds that appropriate telecom law establishment, effectively management strategy, adequately funding and beneficially business partnership has the positive relation to the success of the organization's implementation capacity.

3) 3rd hypothesis testing finds the effectively management strategy and beneficial business partnership has the positive relation to an organization's adequate source of funding.

4) 4th hypothesis testing finds the effectively management strategy has the positive relation to the effectiveness of the telecom law establishment.

2.13.2 Alen Benazic (2012) studied and measured the efficiency of Croatian Customs Service's organizational unit. Data has been collected from 17 regional Croatian customs houses. Data Envelopment Analysis is used for the purpose of data processing and quantifying relative efficiency, as shown in figure 2.13

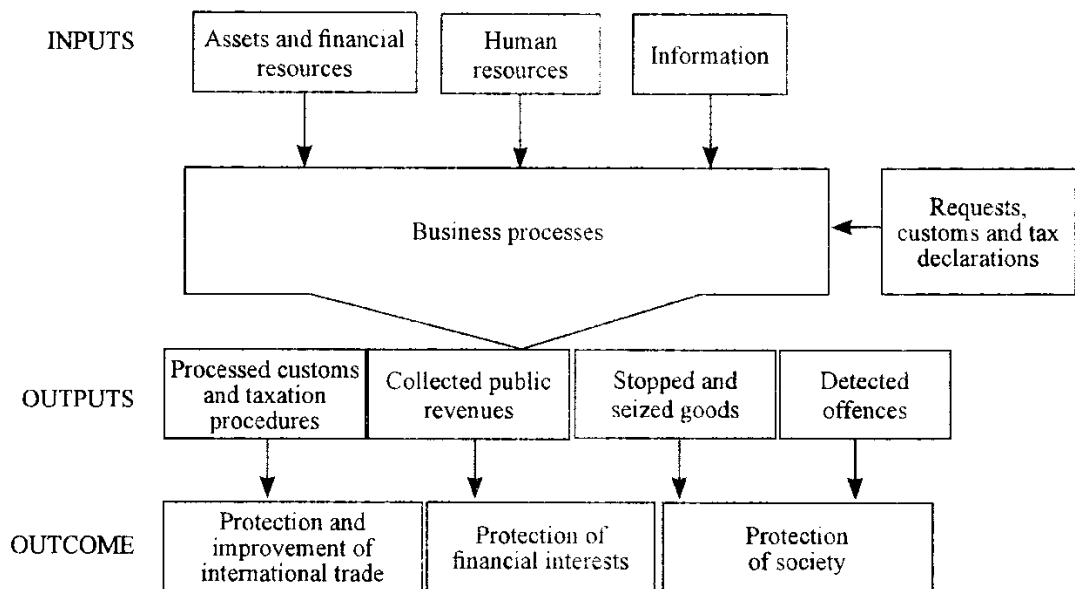


Figure 2.13 Model of the Efficiency of Customs Service

Source: Alen Benazic, 2012: 148.

The Croatian customs service roles are expected to 1) protection of national financial interest (taxation ability) 2) protection and improvement of international trade 3) prevent the importation of prohibited or unsafe imports, e.g. narcotics, harmful and toxic waste etc., these are the output of customs services' activities. The measuring efficiency of The Croatian customs service determined Inputs and Outputs including Findings and Recommendations as follows:

1) Inputs

(1) Number of employees – Employees are the most important resource and a fundamental factor of the capacity of each customs house and have a great impact on quality of service.

(2) Costs – Costs/Budgets in relation to necessary assets or equipment purchasing including human resourcing to the customs service unit. These are an exact and systematically studied variables and represent suitable information for analysis.

2) Outputs

(1) Collected public revenues – public revenues represent a measure of achievement of the function of protecting the national financial interests

(2) Number of processed customs declarations – is the indicator of capacity of the customs house in performing the function of advancing the international trade.

(3) Number of detected offences – representing the capability Of the function to secure the society.

In this study, measuring efficiency in the Croatian customs service, data has been collected in 2008, the year when the Croatian economy had not yet been hit by the world financial crisis and the year when Croatian Gross Domestic Product: GDP grew. In addition, outputs were at the highest level in the history of Croatian customs service. Data were collected directly from regional Croatian customs houses.

3) Findings

(1) From all inputs and outputs, the number of processed customs declarations could be observed as a non-controllable variable. Customs declarations are submitted by importers or exporters of goods and their number depends on international trade activity. Therefore, the decision of a particular customs house cannot affect the number of customs declaration submitted. However, this output should not be neglected from the analysis because it is an indicator of capacity of customs houses.

(2) The study found that it is necessary to decrease input and increase output. Besides, in the part of sensitivity analysis, the researcher swapped and removed input and output one at a time; times of illegal arrested, collected public

revenue, cost/budget and the number of officers respectively. The Data Envelopment Analysis result is more sensitive for the output than the input.

(3) By observing individual scores, it was found that only Zagreb customs house is efficient according to all analysis.

4) Recommendations

The Limitation is that the Data Envelopment Analysis Approach is a quantitative technique that cannot determine absolute, but only relative efficiency. Detecting of the undetected, which is the qualitative riskassessment. Furthermore, quantitative analysis of the undetected irregularities and the size of tax evasion should be taken into account and properly evaluated in future research.

2.13.3 Frackiewicz-Wronka, Szoltysek, and Kotas (2012) Studied the Key Success Factors of Social Services Organizations in the Public Sector, the identification of key success factors of the public organizations from many scholar findings as of figure 2.14

Author, publication date	Research method	Key success factors
M. A. Youssef, M. Zairi (1995)	questionnaire survey	<ul style="list-style-type: none"> • Management commitment • Quality policy • Customer satisfaction • Clear mission statement • Vendor partnership • Education
M. S. Owlia, E. M. Aspinwall (1997)	questionnaire survey	<ul style="list-style-type: none"> • Management commitment • Strategic planning • Quality management • Employee involvement and team working • Training • Design management • Process management • Information and analysis • Customer focus and satisfaction
U. Nwabueze, G. K. Kanji (1997)	questionnaire survey	<ul style="list-style-type: none"> • Management commitment • Customer management • Teamwork • Communication • Process management • Training • Organisational structure
P. Thomas (2004)	questionnaire survey	<ul style="list-style-type: none"> • Management commitment • Process management • Data analysis • Supplier management
A. M. M. Rad (2005)	postal questionnaire survey	<ul style="list-style-type: none"> • Process management • Customer and market focus • Employee focus • Leadership • Strategic planning • Productivity analysis • Material resources focus • Supplier focus
K. M. Rosacker, D. L. Olson (2008)	questionnaire survey	<ul style="list-style-type: none"> • Clear mission statement • Management support • Client consultation • Project implementation plan • Personnel recruitment and training • Technical tasks - availability of expertise • Client acceptance • Effective communication process • Emergency management
B. Dexter (2010)	questionnaire survey; focus group interview; telephone and e-mail interview	<ul style="list-style-type: none"> • Staff management (group trust, personal needs training, proper group selection) • Task management; emergency management • Process management • Location and facilities

Figure 2.14 Key Success Factors of the Public Organizations

Source: Fraczkieicz-Wronka, Szoltysek and Kotas, 2012: 236-237.

Fraczkiewicz-Wronka, Szoltysek and Kotas (2012) studied the key success factors of the public organizations measuring by 12 variables:

- 1) Service quality
- 2) Funds accessibility
- 3) The knowledge of client's local needs and of task environment
- 4) Employee Competence
- 5) Teamwork
- 6) Participation
- 7) Management competence
- 8) Cooperation with the environment
- 9) Image, Values and Management philosophy
- 10) Technical working conditions
- 11) Terms of employment and occupational stability
- 12) Inter-organizational cooperation

From the study as above, the results are demonstrated as Figure 2.15

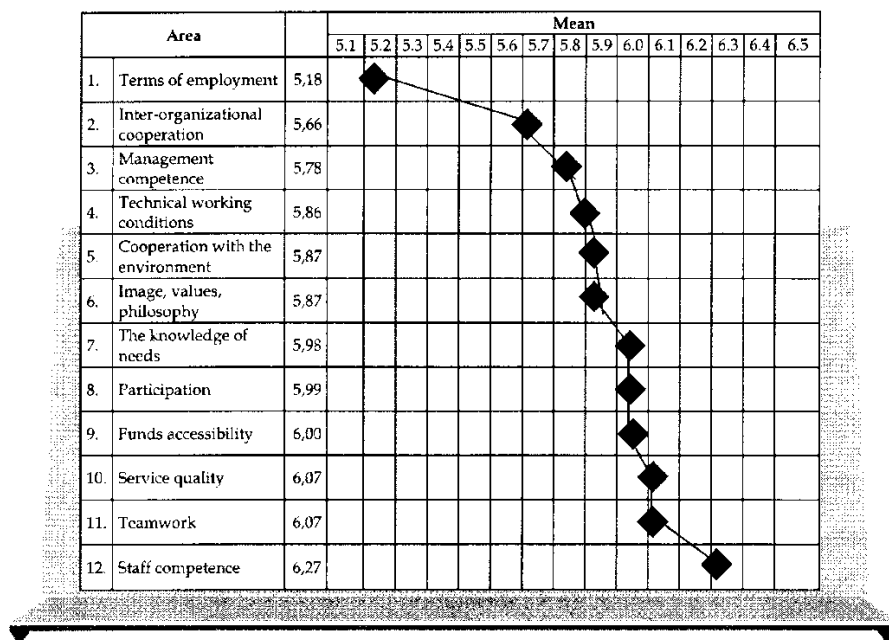


Figure 2.15 Key Success Indicators of the Public Organizations

Source: Fraczekiewicz-Wronka, Szoltysek and Kotas, 2012: 248.

2.13.4 Tippawan Jumpang et al. (2012) studied the factors affecting the success in the Public Sector Management Quality Award of the Sub-District Administrations, the Ministry of Public Health. The study found that the officers perceived the success in the development of public sectors management quality at a medium level. The factors, that presented a static significance at 0.5 ($P < 0.5$), also affects the success in the development of public sector management quality are organizational values, organizational strategies, working system, human resource skills, and organizational structure. All 5 factors predicted that the general success would be equal to 62.3 ($R^2 = 0.623$). Considering each dimension, it found that there are 3 factors ranked by its weigh of success prediction that is more than 45%, which are the process of data analysis ($R^2 = 0.478$), the effectiveness of organizational knowledge management ($R^2 = 0.451$), and the cooperation in the plan implementation and improvement of learning system ($R^2 = 0.450$). Furthermore, the study also found that there are 3 factors ranked by weight of success prediction, which is more than 30%. They are the operation of the plan implementation of ($R^2 = 0.397$), information report ($R^2 = 0.367$) and the development of state officer human resources to meet the indicators ($R^2 = 0.329$). Hence, it should give priority to these 5 factors in order to promote the Public Sector Management Quality Award to be successful.

2.13.5 Nuttida Suankramdee (2010) studied the factors affecting the success of Public Sector Management Quality Award of the Department of Disease Control in order to evaluate the level of success in the implementation of Public Sector Management Quality Award (PMQA) in the management of the Department of Disease Control, and to find out the relation of factors affecting the successful implementation of PMQA as well as the challenges and recommendation for the implementation of the PMQA in the Department of Disease Control. The representative sample from this Administration comprises of 338 administrative officers. The research tool for the data collection is the Rating-Scale questionnaires which present the reliability value equal to 0.97. The statistic for data analysis was carried out in percentage, average, standard deviation, analysis of variance (t-test), and multiple regression analysis.

The study result revealed that the success in the PMQA implementation in the Department of Disease Control presents the score results that exceed 3 marks. It founded that the factors as working system, participation of human resources, leadership, human resource competences, and organizational structure, affect the success in the PQMA implementation of the Administration. The challenges are unprofessional officers who lack the skill, knowledge, and understanding, as well as unorganized knowledge management. The suggestion for further success is that the Administrative executives should design a clear policy and its management direction to be thoroughly communicated to the organization. There should be also additional trainings for officers and working groups, and participation of newly recruited officers.

2.13.6 Anake Pongsiri (2012) studied the factors affecting the success in development and application of ICT in the supply chain management (SCM) of a petrochemical company in the Map Ta Phut Industrial Estate. The purpose of this study is to find out the factors that affect the success in development and application of ICT in the supply chain management (SCM) of a petrochemical company, and to study the relative degree of the development and the application that affects the efficiency of ICT in the supply chain management, efficiency of the improvement of organizational procedure, competitive advantage of the organization, in order to analyze data and suggest an appropriate solution for overall project planning and design. It should be certain that if members of the team and the executives always consider and recognize the factors of success, the development and application of the ICT in the supply chain management could achieve the goal and truly get advantage from the Supply Chain Management, including innovation in the supply chain as a result of the improvement on the procedure efficiency.

2.13.7 Boonthawan Wingwon (2009) studied the factors and outcomes of the business strategies for the SME entrepreneurs in the upper northern region. It was a survey research. The sample is the SME entrepreneurs from 872 enterprises. The data analysis was conducted by the PLS Graph technique. The study result founded that female and male entrepreneurs are quite similar. Most of them are married with the

average ages of 30 to 40 years old, obtain the Bachelor Degrees. Most enterprises are single or sole partnership and limited companies. The factors that affect the business competence the most are a core value which is equal to .537 ($p < .01$), management innovation which is equal to .303 ($p < .01$). The factors that directly affect the business strategies are management innovation which is equal to .704 ($p < .01$) and core value which is equal to .267 ($p < .01$). And the factor that directly affects the core value is the management innovation that is equal to .911 ($p < .01$). Every factor has positive influences that the study result is in line with the hypothesis which has a static significance at .05. Overall, it founded that the model factors conforming to the literature reviews, have a high quality, meaning that the R^2 of the endogenous variables has a high value between .877 and .909. Every channel has a static significance, especially a channel from business strategies to business competence which its value is equal to .09 (< 10).

2.13.8 Wannapa Chumnarnwej (2008) studied the factors affecting the working success of the Government Saving Bank officers in the Bangkok Metropolitan region. The purpose is to study the factors for the success of the GSB officer in the Bangkok Metropolitan region in which the selected sample is 345 GSB officers by using the questionnaires as tolls of data collection. The statistic for data analysis is percentage, average, standard deviation, difference analysis, analysis of variance (t-test), one-way analysis of variance, analysis of double variance, and relation analysis by Pearson's Correlation Coefficient that was carried out by SPSS software. The study result revealed as follows;

- 1) Most of representative sample are female aging between 31-40 years old. Their marital status are married and co-living while their highest education is Bachelor degree or equivalent. Most of them are also technical officer, level 6-7, who have been working for 15 years or more and earning an average income of at least 40,000 baht per month.

- 2) It found that the intellectual competence of these GSB officers in the Bangkok Metropolitan region is classified at a good level

- 3) Other skills, which comprise of notional skill, social skill and technical skill, of the GSB officers in the Bangkok Metropolitan region are classified at a good level.

4) Personality and characteristics, satisfaction of living status, and success in their work of these officers are classified at a good level.

5) Each officer has different age, position, tenure of employment, and income per month. These GSB officers in the Bangkok Metropolitan region also have different level of success in their work with a static significance at .05.

6) Intellectual competence has a relation with the working success of the GSB officers in the Bangkok Metropolitan region by having a static significance at .05 and a low concordant relation.

7) Other skills in general, which are notional skill, social skill and technical skill have a relation with the working success of the GSB officers in the Bangkok Metropolitan region by having a static significance at .05 and a low concordant relation.

8) Personality and characteristics of these officers have a relation with their working success by having a static significance at .05 and a medium concordant relation.

9) Satisfaction of living status has a relation with the working success of the GSB officers in the Bangkok Metropolitan region by having a static significance at .05 and a medium concordant relation.

2.13.9 Amornkarn Sumpao-Ngern and Vuttichat Soonthonsmai (2014) studied the factors to the success in the social responsibility management of Golf driving ranges in the eastern region of Thailand. The purpose of this study is to study and compare the factors to the success the social responsibility management of Golf driving ranges in the eastern region of Thailand by generating factors and competence of driving ranges, and the entrepreneur's management. The study was carried out by the descriptive research in which the representative samples are entrepreneurs, partners, relatives or business managers and people who have decision-making authority in the eastern region of Thailand. The size of target business is the 18-hole driving ranges or more, a total of 30 driving ranges. The tool used in conducting the research was the questionnaires that its quality of measurement and the Cronbach's alpha Coefficient had been evaluated and it was equal to .99. The data analysis was a

descriptive analysis and the average comparison of the samples. The study result revealed as follows;

1) The entrepreneurs of driving ranges on the eastern region had highly satisfactory opinions on the competence of the driving range management in general. When considering each dimension, the dimension that has the highest average score is service, followed by general management, accounting and finance, and human resource management respectively, while marketing management was ranked at the bottom.

2) The entrepreneurs of driving ranges on the eastern region had highly satisfactory opinions on the factors to the success in social responsibility management. When considering each dimension, the dimension that has the highest average score is learning innovation and the development under the social responsibility, followed by internal management while financial management was ranked at the bottom.

3) The comparative result of the representative samples found that;

(1) Each entrepreneur of a driving range has a different period of operation, different size of business (number of holes), different number of permanent employees, different related services, and different net sale per month. So they have different opinions on the factors to the success in the social responsibility management.

(2) Each entrepreneur of driving range who estimated the management competence in each level (low, medium and high competence), would have different opinions on the factors to the success in the social responsibility management in general. The entrepreneur of driving range who score low and intermediately when estimating his management competence, would give priority to the learning innovation and the development while the entrepreneur of a driving range who scored high when estimating his management competence, would give priority to financial management.

2.13.10 Montazer and Zadeh (2013) studied the standard in the preparation for online system of Iran Customs by conducting the study at the Bushehr Customs. From the data collection, it revealed that there was an error in the security readiness,

accounting, program, inspection, and other related agencies. Therefore, the study result gave a priority to every form of corruption through the IT system. The Iran Customs must develop every dimensions in order to prevent corruption and to develop the electronic system of Iran Customs by controlling every procedure appropriately.

2.13.11 Virut Santiarpar (2005) studied the factors affecting the Success of Lamphun Municipality Administration. It found that the factors affecting the success of Lamphun Municipality were the process of policy designation in which the power was decentralized , and the participation for the stakeholders in policy designation. Furthermore, the Municipality also studied the problems and trends of problems systematically so that the distribution and classification of problems were suitable for the environmental status of the Municipality. There was also a follow-up in an outcome of the policy by the evaluation from the stakeholders that would crucially represent the public interest. The standard deviation of the facts from the policy owner would not appear much in this stage. For the public satisfaction in the management of the Lamphun Municipality executives, it was intermediately satisfactory for people in the Municipality.

2.13.12 Suwimon Sae Kong (2010) studied the factors affecting the success in the security management for life and assets of citizen and government officers due to unstable situation in the 3 southern province in Thailand: case study of Betong district, Yala province. It was found that the security management for life and assets of citizen and government officers in the studied area that was ranked first was the practices in risk situation, followed by the practices after the risk prevention. Regarding the factors affecting the security management of life and assets of citizen and government officers, the first influential factor was plans and policies from the government and related agencies, followed by the readiness of the local agencies. For the relation between every factors in the security management of life and assets of citizen and government officers in these areas, the study found that plans and policies from the Government and related agencies, context of locality (citizen, government officers/ socio-cultural matters/ physical environment), readiness of local authorities

(District/Municipality/Sub-district Administrative Organization) had a positive relation and positive impact on the security management of life and assets for citizen and government officers, which were ranked according to the relation of variables explaining with dependent variables ($R^2 = .726$) with a static significance.

2.13.13 Yowvarese Nutdechanun (2015) studied the factors affecting the success in the organizational development according to the Public Sector Management Quality Award (PMQA) of the Department of Mental Health, the Ministry of Public Health by using the McKinsey approach. The result of quantitative research found that the factors affecting the success in the organizational development according to the Public Sector Management Quality Award (PMQA) comprised of 4 factors; which are (1) readiness of operational system (2) core value and organizational culture (3) participation of officers and (4) clarity of organizational structure. The result of qualitative research from the opened-end questionnaires and in-depth interviews revealed the recommendations for the high-level executives of the Department of Mental Health who play an important role in the organizational development, the decision-making procedures, including process of development. There was a communication to those executives in the Department of Mental Health in order to promote and encourage the officers to give their recognition and cooperation to the high-level executives that would help reduce pressure against the executives caused by the officer. Moreover, the success in the organizational development of sub-organ under the Department of Mental Health was used in evaluating the merit for the executives of each sub-organ. For the operational system, the organizational development should be promoted to be included in the routine work. The number of indicators and the unnecessary result reports should be decreased in order to reduce the burden of the officers. For additional training and understanding, the principle, knowledge and approach of organizational development should be included in the training curriculums of the Department of Mental Health. Every groups of officers should regularly get additional training of new additional knowledge with concentrated curriculums. Those officers should have a regular evaluation, follow-up and coaching.

2.13.14 Alireza Azimi (2013) studied key success factors of Microbial Biotechnology Firm in Iran, by interviewing 14 experts from 12 companies, in 2011. Key Success factors are divided into 3 categories as discussed below.

1) Organizational Key Success Factors (OKSF)

(1) Resources: it is found to be important precursors to proficient running of the firm, including financial resources, IP protection, and experienced human resources.

(2) Structure: An appropriate structure is one of the most important factors for the success of microbial biotechnology firms. Constitute structure, hierarchy (private or public) and technology-based structure are of paramount importance.

(3) Management: Managerial elements, the most important were supportive management, management commitment, industrial experience of the managers, cost management and product quality management.

(4) Process: Process is another important factor in the success of microbial biotechnology firms. Among these, product development, marketing strategies and customer relationship management are of paramount importance.

(5) Knowledge Management: deals with the fluent and fluid movement of information through the channels of an organization. Extent of knowledge creation and dissemination and extent to which knowledge is restored and applied in the organization are among the most important elements of this factor.

2) Institutional Key Success Factors (IKSF₁)

(1) Culture: Culture is an integral part of any system. The most important elements of cultural factors are teamwork culture, entrepreneurial culture and motivating culture for business.

(2) Policies: Policies should be set by top management to establish new systems in the company. The most important policies are those which concentrate on human resources and compensation policies.

(3) Social Capital

(4) Goals, Missions and Visions: Two issues are highlighted by interviewees, which are the degree to which the vision, mission and goals are

accepted by the experts and dependency of the firms on the acts of ministries and other national bodies.

3) Individual Key Success Factors (IKSF₂)

(1) Psychological Characteristics: The most important ones are tolerance of ambiguity, tolerance of failure, self-confidence, and risk-taking.

(2) Experience and Knowledge: As Interviewees mentioned, more experienced and knowledgeable personnel make more successful firms. Some important elements are knowledge of the main team members, prior knowledge of establishing and running such a business, ability to manage and lead people.

(3) Interpersonal Networks: a perfect interpersonal network plays the role of sound heart for the organization. Human resources and interpersonal networks could bring success to firms. Therefore, good interpersonal networks make a firm more successful in its supply chain management, and thus leads to its overall success.

2.14 Conceptual Framework

According to the literature reviews, the researcher did study the approaches, theories, and related researches which were all integrated to design the influential factors for the study of factors affecting the management success of the Customs houses as follows;

Table 2.1 Success Factor, Related Scholars and Theoretical Framework

Item	Success Factor	Scholar/ Theoretical Framework
1.	Clear Mission Statement	- K. M. Rosacker, D. L. Olson (2008)
2.	Organization Competence	- Water William (1975)
	- Personnel	- Water William (1975)
	- Budget	- Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
		- Walter William (1975)
		- Chanad Bhowbhandee (2002)
	- Equipment and Tools	- Water William (1975)
	- Workplace	- Water William (1975)
3.	Leadership	- A. M. M. Rad (2005)
		- Model of Organization Development
4.	Management Competence	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
		-Chanad Bhowbhandee (2002)
	- Process Management	- M. S. Owlia, E. M. Aspinwall (1997)
		- U. Mwabueze, G. K. Kanji (1997)
		- P. Thomas (2004)
	- Participation	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
		- Model of Organization Development
	- Teamwork	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
		- Model of Organization Development
		- U. Nwabueze, G. K. Kanji (1997)
	- Inter-Organizational Cooperation	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)

Table 2.1 (Continued)

Item	Success Factor	Scholar/ Theoretical Framework
	- Cooperation with the Environment	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
5.	Staff/Employee Competence	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
	- Training	- M. S. Owlia, E. M. Aspinwall (1997) - U. Mwabueze, G. K. Kanji (1997) - K. M. Rosacker, D. L. Olson (2008)
	- The Knowledge of Client Local Needs and Task Environment	-Aldona Fraczekiewicz-Wroka, Jacek Szoltysek, Maria Kotas (2012)
6.	- Role of Media	- Mazmznian, Sabatier (1983) - Voradej Chandarasorn (2005)

From the aforementioned factors, the conceptual framework could be designated, as shown in Figure 2.16.

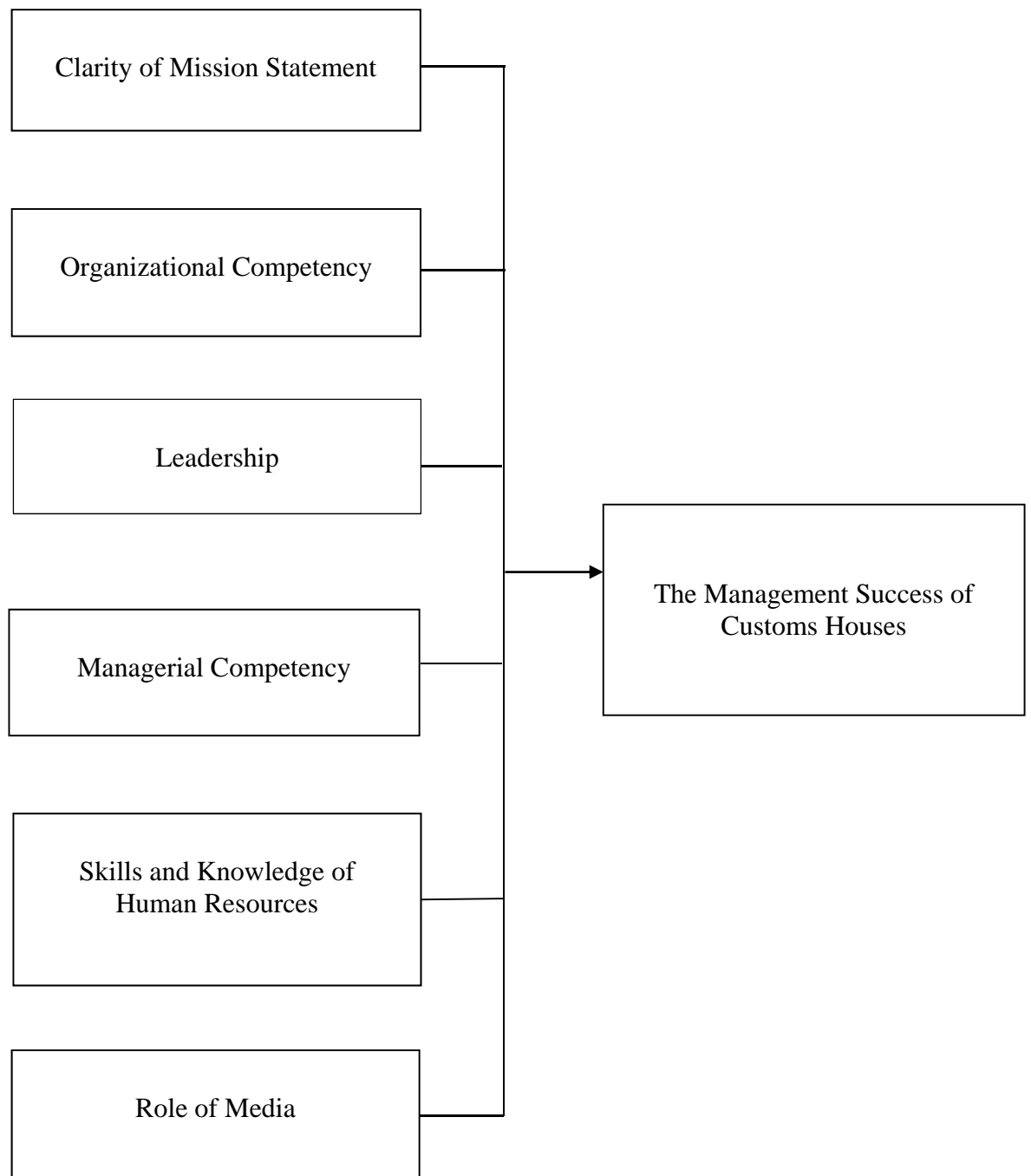


Figure 2.16 Conceptual Framework of the Management Success of Customs Houses

CHAPTER 3

RESEARCH METHODOLOGY

The research for “Factors affecting the management success of Customs houses” is a descriptive and inference study. This research is aimed to study the degrees of influence of the key factors; which are, clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and the role of the media, in the successful management of Customs houses of the Thai Customs Department. The research methodology used in conducting this study can be explained as follows;

3.1 Unit of Analysis

The unit of analysis used in conducting this research is the Customs houses in Thailand.

3.2 Population, Sampling and Samples

3.2.1 Population

The studies population is divided into 2 principle groups as follows;

3.2.1.1 The group of frontline officers operating in certain Customs house, which is composed of Managerial-position officers (the heads of Customs houses), Customs technical officers, Customs Officers, Government employees, Government permanent and temporary employees. This group of population normally works in 30 Customs houses located in the provinces where their borders are connected with the neighboring countries. Those Customs houses can be categorized as follows;

1) 7 Customs houses in the provinces that are connected to Malaysia, these are: Sadao, Padang Besar, Ban Pra Kob, Su-ngai Kolok, Tak Bai, Betong, and Wang Prachan Customs houses.

2) 8 Customs houses in the provinces that are connected to Myanmar, these are: Mae Sai, Maesot, Mae Hong Son, Mae Sariang, Chiang Doa, Ranong, Prachuap Khiri Khan, and Sangkhlaburi Customs houses.

3) 11 Customs houses in the provinces that are connected to Laos, these are: Chiang Saen, Chiang Khong, Thung Chang, Mukdahan, Chiang Khan, Tha Li, Bueng Kan, Nong Khai, Nakhon Phanom, Chong Mek and Khemarat Customs houses.

4) 4 Customs houses in the provinces that are connected to Cambodia, these are: Chong Chom, Chanthaburi, Khlong Yai, and Aranyaprathet Customs houses.

3.2.1.2 Private sectors that are based in the provinces where the target Customs houses are located.

3.2.2 Sampling and Samples

The selection of a representative sample used in conducting this research was carried out in 2 steps as follows;

3.2.2.1 The selection of the sample for the survey questionnaires that comprised of 200 frontline Customs officers from 30 Customs houses situated in the border provinces that are connected to the neighbouring countries.

3.2.2.2 The selection of the sample for in-depth interviews is categorized as follows;

1) One group of in-depth interviewees who work in the public sector. This sample is composed of 30 heads, or acting heads of Customs houses, who monitor and manage the Customs houses in the border provinces. The method of selection is the purposive sampling. (Akachai Apisakkul, Kittiphun Khongsawatkiat, Jatuporn Lerdlum, 2008: 51)

2) One group of in-depth interviewees who work in the private sectors. This sample is composed of 4 manufacturers who are based in the

provinces where the border Customs houses are located; these are: the President of Tak Chamber of Commerce, the President of Upper Northeastern Chamber of Commerce Part 2 (responsible for Sakon Nakhon province, Nakhon Phanom province and Mukdahan province), the Vice-President of Songkhla Chamber of Commerce, and the President of Ubon Ratchathani Shipping Association. The method of selection is also the purposive sampling,. (Akachai Apisakkul, Kittiphun Khongsawatkiat, Jatuporn Lerdlum, 2008: 51)

3.3 Instruments and Research Method

The instruments that were employed in conducting this research were carried out as follows;

3.3.1 Survey Questionnaires

Survey questionnaires were mainly used in the collection of data from the frontline Customs officers who operate in Customs houses in certain border provinces. The said sample is composed of Managerial-position officers (heads/acting heads of Customs houses), Customs technical officers, Customs officers, Government employees, Government permanent employees and temporary employees.

3.3.2 In-depth Interviews

The instrument for conducting this study is the list of questions used in the in-depth interviews. The characteristic of the questions is open-ended which allows the interviewees to substantiate their opinions concerning the relevant issues. The in-depth interviews took the form of private questioning dialogues between the interviewer and the representative samples, who were the target of this study (Suchart Prasith-rathsint and Kanikar Sookasame, 2008) in a face-to-face interview and/or by phone. Its objective was to retrieve the key information in defined areas as much as possible from relevant persons, in order to prove the hypothesis and to reveal the factors that could influence the successful management of Customs houses. As such the characteristics of questions were designed to study the factors required for the successful management of Customs houses. The researcher therefore employed the in-

depth interview which is a qualitative method of study, according to academic researchers, This, combined with the main question, probes for detailed information and clarity, with follow-up questions (Suchart Prasith-rathsint and Kanikar Sookasame, 2008). The open-ended questions in this study were aimed to identify the problems and challenges of successful management of Customs houses, as well as the key factors that are considered to affect the successful management of Customs houses.

The in-depth interviews were instruments used in gathering information from the Customs managerial executives who are responsible for managing and monitoring the functions of Customs houses. The mentioned interviewees are 30 heads/acting heads of Customs houses in the border provinces.

Moreover, in-depth interviews were also used in retrieving data from 4 manufacturers in the private sectors that are located in the border provinces.

3.4 Designation and Characteristics of the Research Instrument

The research instrument in this study was developed by using items from multiple academic sources; relevant books, documents and journals, as well as relevant research, in order to identify a framework to be used in designing the questionnaires. As a result, the questionnaires would effectively cover the key factors that affect the successful management of Customs houses; these are, the clarity of the mission statement, organizational competency, leadership, managerial competency, skill and knowledge of human resources and the role of the media. The design of survey questionnaires and in-depth interviews for the study of 'Key factors for the successful management of Customs houses' was implemented as follows;

3.4.1 Designation of Quantitative Technique

The survey questionnaire used in conducting the study composed of 3 main parts;

3.4.1.1 Part I Demographic information of respondents

The answers for questions in this part were multiple choice. The questions are combinations with 6 questions concerning gender, age, work position,

level of highest education, accumulated tenure of government employment and net income per month.

3.4.1.2 Part II Consists of;

1) Key factors that affect the successful management of Customs houses, grouped into 6 factors, and separated into 36 questions. The factors and its number of questions are listed in the table as follows;

Table 3.1 Number of Questions for Each Factor

Factors	Number of questions
Clarity of mission statement	3
Organizational competency	5
Leadership	10
Managerial competency	8
Skill and knowledge of human resources	5
Role of media	5

The questionnaires in the Part II ‘Key factors affecting the successful management of Customs houses’ were designed to use the 5-point scale based on the Likert-type Rating scale in which the respondents had to select an opinion scale which is considered to reflect their perceived quality of each factor as follows;

Table 3.2 Comparison of Scores in Each Degree of Opinion Toward the Key Factors Affecting the Successful Management of Customs Houses.

Degree of opinions	Scores
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

The method of mean interpretation is to determine the average score of each key factor affecting the successful management of Customs houses by summing all the scores of each respondent. The total score was then averaged by the number of respondents to calculate the mean. The method of mean interpretation was therefore used in interpreting the mean to be the influential degree of factors toward the successful management of Customs houses (Prakhong Kannasut, 1995: 117) as follows;

Table 3.3 Interpretation of Mean and Influential Degree of Factors Toward the Successful Management of Customs Houses

Mean	Influential degree of factors toward the successful management of Customs houses
4.50 – 5.00	Highest
3.50 – 4.49	High
2.50 – 3.49	Neutral
1.50 – 2.49	Low
1.00 – 1.49	Lowest

2) A questionnaire about the degree of opinions on the successful management of Customs houses when considering all relevant factors and circumstances.

The questionnaires in Part 2, the degree of opinions on the successful management of Customs houses when considering to all relevant factors and circumstances, were designed to use the 5-point scale according to the Likert-type Rating scale, in which the respondents had to select an opinion scale which is considered to reflect their perception to the extent that the Customs house management was successful as follows;

Table 3.4 Comparison of Scores and Each Degree of Opinions on the Successful Management of Customs Houses

Degree of opinions	Scores
Very much	5
Much	4
Moderate	3
Low	2
Very low	1

The method of mean interpretation is to find out the average score of each key factor affecting the successful management of Customs houses by summing all the scores of each respondent. The total score was then averaged by the number of respondents in order to calculate the mean. The method of mean interpretation was subsequently used in interpreting the mean to be the degree of success in the Customs house management (Prakhong Kannasut, 1995: 117) as follows;

Table 3.5 Interpretation of Average Scores and Degree of Success in the Customs House Management

Average scores	Degree of success in the Customs house management
4.50 – 5.00	Very High
3.50 – 4.49	High
2.50 – 3.49	Moderate
1.50 – 2.49	Low
1.00 – 1.49	Very low

3) Part III Further opinion and suggestion

3.4.2 Designation of Qualitative Instrument

In this study, data retrieved from the literature reviews and variables from the conceptual framework was used in designing the questions on the key factors affecting the successful management of Customs Houses. Then, the questionnaires, as the completed instrument, were proposed to the academic advisor to prove, give suggestions and revise the questionnaires before using in the procedure of data collection from the sample.

3.5 Measuring the Quality of Instrument

To measure the quality of instrument in this study, the researcher focused on finding out the reliability measurement by trying out the questionnaires with a group of population that was similar to the target sample in this study. The draft questionnaires were used in retrieving data from 40 Customs officers, who were not the target sample, working at the Customs Headquarters. Retrieved data in this time was analyzed by using the SPSS software version 17 to calculate the Cronbach Alpha Coefficient) (Kanlaya Wanitbancha and Thita Wanitbancha, 2015: 159) in order to determine the reliability value. For the questionnaires that measured the degree of success in the Customs house management, the Cronbach Alpha Coefficient value is equal to 0.911 in which the reliability value is greater than the acceptable value (0.70). It reflected that the questions in the questionnaires are satisfactory and harmonious so the instrument is reliable enough to be included in data collection procedures with the target sample in this study.

3.6 Data Collection Procedures

In this research, the data collection procedures were carried out in 2 steps as follows;

3.6.1 Collection from the primary source of data

3.6.1.1 Collection of quantitative data; This method of data collection was to gather data from the questionnaires of respondents who were Customs officers

from 30 Customs houses. In the collecting procedure, the researcher cooperated with the heads/acting heads of Customs as well as Customs officers, in those Customs houses. The questionnaires were sent to the Customs officers, who maintained a personal connection with the researcher, via electronic mail with an interest to gather data from the target sample in the Customs houses. With good cooperation on this matter, 200 completed questionnaires were sent back to the researcher via mail and electronic mail.

3.6.1.2 Collection of qualitative data; this method of data collection was to organize in-depth interviews with the heads/acting heads of Customs from 30 Customs houses as well as from 4 manufacturers from the private sectors, which comprised of the President of Tak Chamber of Commerce, President of Upper Northeastern Chamber of Commerce Part 2 (responsible for Sakon Nakhon province, Nakhon Phanom province and Mukdahan province), Vice-President of Songkhla Chamber of Commerce, and President of Ubon Ratchathani Shipping Association. The method of interview was the structured interview that was carried out by 2 methods; by phone and individual interviews.

3.6.2 Collection from the Secondary Source of Data

The method of data collection at this stage was a documentary research from academic documents, research documents, academic manuals, articles, regulations, orders, operational reports, including online data. These documents were obtained from relevant government agencies, such as the Department of Foreign Trade, Office of National Economic and Social Development, the Customs Department, etc.

3.7 Data Analysis and Statistical Instrument

3.7.1 Data Analysis

Data retrieved from the sample was collected to be analyzed, encoded and then computerized by using the SPSS for Window Version 17 in order to analyze the statistical data. At this stage, the reliability value is equal to 95% ($\alpha = 0.05$) as a standard to confirm or dispute the research hypothesis. The data analysis used in

conducting the study was carried out in 2 ways, quantitative and qualitative data, as follows;

3.7.1.1 Quantitative analysis

1) Data from the questions on demographic information of respondents was analyzed by frequency of distribution and percentage calculation.

2) Data from the questions on the factors affecting the success in the Customs house management by analyzing the average and the standard deviation.

3) Analyzing the relation between the factors affecting the successful management of Customs houses and the degree of success in the Customs house management by identifying out the Pearson's Correlation Coefficient.

In the case of analysing the relationship between the factors affecting the successful management of Customs houses and the degree of success in the Customs house management, the Pearson's Correlation Coefficient was employed. The method of interpreting the relation of the Pearson's Correlation Coefficient was by using the 5-points Rating scale (Puangrat Taweerat, 1997: 144) as follows

Table 3.6 Interpretation of Relation and Pearson's Correlation Coefficient Value

Pearson's Correlation Coefficient	Relation
0.81 up	Related at high level
Between 0.61 - 0.80	Related at quite high level
Between 0.41 – 0.60	Related at medium level
Between 0.20 – 0.40	Related at quite low level
Below 0.20	Related at low level

3.7.1.2 Qualitative analysis by the in-depth interview. The researcher held the interviews with 30 heads/acting heads of Customs from 30 Customs houses

as well as with 4 manufacturers from the private sectors. The method used in analyzing data obtained from the interviews was content analysis.

3.7.1.3 Combination of quantitative and qualitative data analysis by comparing the result from the quantitative and qualitative data analysis in a content-by-content manner.

3.7.2 Statistical Methods for Data Analysis

The researcher proceeded the data analysis by deploying the SPSS software for Window Version 17. The statistical methods for data analysis was as follows;

3.7.2.1 Statistical methods used in measuring the quality of the instrument is the reliability value of the questionnaires by employing the Cronbach Alpha Coefficient.

3.7.2.2 Statistical methods used in analysis were the frequency distribution and percentage calculation of the demographic information.

3.7.2.3 Factors as variables for this study, were measured as follows;

1) Mean and standard deviation for certain factor, certain question and overall.

2) Analyzing the relation between the factors affecting the successful management of Customs houses and the degree of success in the Customs house management by adopting the Pearson's Correlation Coefficient.

3.8 Research Hypothesis

Hypothesis 1: The factor of clarity of mission statement has a positive correlation with the degree of management success of the Customs houses.

Hypothesis 2 : The factor of organizational competency has a positive correlation with the degree of management success of the Customs houses.

Hypothesis 3 : The factor of leadership has a positive correlation with the degree of management success of the Customs houses.

Hypothesis 4 : The factor of managerial competency has a positive correlation with the degree of management success of the Customs houses.

Hypothesis 5 : The factor of skills and knowledge of human resources have a positive correlation with the degree of management success of the Customs houses.

Hypothesis 6 : The factor of the role of the media has a positive correlation with the degree of management success of the Customs houses.

3.9 Indicators for Variables

The indicators for the variables in this study were determined as follows;

Table 3.7 Indicators of Independent Variables (X1-X6)

Independent variables	Indicators	Question No.
X1 Clarity of mission statement	1. Clear determination of mission	1.1
	2. Understanding of mission	1.2
	3. Internal communication	1.3
X2 Organizational competency	1. Human resource efficiency	2.1
	2. Budget	2.2-2.3
	3. Materials and equipment	2.4
	4. Work place	2.5
X3 Leadership	1. Role in determining mission	3.1
	2. Managerial competency	3.2
	3. Convincing and encouraging ability	3.3
	4. Acceptance of opinions	3.4
	5. Ability in cooperation	3.5

Table 3.7 (Continued)

Independent variables	Indicators	Question No.
X3 Leadership	6. Ability to solve problems and resolve conflicts	3.6
	7. Creativity	3.7
	8. Mission-oriented operation	3.8
	9. Decision-making skill	3.9
	10. Ability to create a good working environment	3.10
X4 Managerial competency	1. Degree of tolerance for suggestion	4.1
	2. Participation in decision making	4.2
	3. Trustworthiness from commanders/supervisors	4.3
	4. Work independence	4.4
	5. Encouragement of teamwork	4.5
	6. Recognition from commanders/supervisors	4.6
	7. Cooperation with external agencies	4.7
	8. Cooperation with local society and community	4.8
X5 Skills and knowledge of human resources	1. Understanding of role and responsibility	5.1
	2. Training courses	5.2
	3. Customers' satisfaction	5.3
	4. Knowledge of management	5.4
	5. Knowledge of local needs of customers and the working environment	5.5

Table 3.7 (Continued)

Independent variables	Indicators	Question No.
X6 Role of media	1. Following up news pertaining to Customs in media	6.1
	2. Recognising the importance of communicating and creating a positive image with the media	6.2

3.10 Technical Definition of Factors

3.10.1 Clarity of mission statement refers to the clarity in determining the organizational mission, the comprehension of the mission and the ability to create thorough internal communications.

3.10.2 Organizational competency refers to the organizational capability to perform and function its tasks to achieve its goals. It comprises of human resource efficiency, budget, materials and equipment, and environment in the work place.

3.10.3 Leadership refers to the extent that the managerial-position executives in the Customs Department, which include the heads/ acting heads of Customs houses, have an important role in determining organizational missions and communicating them to subordinates, a management competency, an ability to convince and encourage subordinates, a degree of acceptance of officers' opinion, an ability to cooperate, solve problems and decrease conflicts, creativity, a mission-oriented operation, appropriate decision making, and an ability to create a good working environment for subordinates.

3.10.4 Managerial competency refers to the extent that the Customs house executives provide opportunities for their subordinate officers to share their opinions and suggestions, to participate in the decision making process, to obtain trust and recognition from their supervisors, to work independently, to get

support for teamwork, and to cooperate with external agencies, the local community and society.

3.10.5 Skills and knowledge of human resources refer to the extent that the officers in the Customs houses have a good understanding of their roles and responsibilities, get appropriate training courses to support their operation in order to meet the customers' satisfaction, to have knowledge in management and the local needs of customers as well as the working environment.

3.10.6 Role of media refers to the extent that the Customs house gives importance to communicate and create a positive image with media, to follow up the relevant news in the media, and to immediately react to solve problems appearing in the news. The media nowadays has a significant role in monitoring and discovering irregularities in Customs operations, this investigating role of media is therefore very important to the operation of Customs houses.

CHAPTER 4

RESEARCH RESULTS

This research has been conducted by using the mixed method which is the way to integrate all data from both quantitative and qualitative research to study crucial factors influencing the management success of the Customs houses. The statistical data; percentage, mean, standard deviation, the Pearson's Correlation Coefficient and in-depth interviews were collected from sampling groups, then evaluated by the Statistical Package for the Social Science for Windows or SPSS. The result of the analysis will be presented as follows

4.1 The results of quantitative analysis

The quantitative data from the sampling group of the officers in the Customs house consist of

4.1.1 General data

4.1.2 Factors influencing the success of the Customs house management

4.1.3 Level of the success of the Customs house management

4.1.4 The analysis of correlation coefficient of factors influencing the success of the Customs house management and the level of the success of the Customs house management

4.2 The results of qualitative analysis

The qualitative data was gathered from in-depth interviews with the executives in the Customs house and the private sector, which are in border Customs Houses

4.3 The mixed method of quantitative and qualitative research

The researcher compares the statistical data from both methods and evaluates the correlation and regression.

4.1 The Results of Quantitative Analysis

The quantitative research was conducted from general data of the sampling group, the opinion of the sampling group on the level of success of the Customs house management and the conclusion

4.1.1 General Data

Table 4.1 Frequency and Percentage of the Respondent by Gender

Gender	Frequency	Percent
Male	115	57.5
Female	85	42.5
Total	200	100

It was shown in the Table 4.1 General Data of the Customs House Officers that the majority of the sampling group or 57.5% are male and the rest 42.5% are female.

Table 4.2 Frequency and Percentage of the Respondent by Age

Age	Frequency	Percent
Below 25	2	1.0
25 - 35	42	21.0
36 - 45	52	26.0
46 - 55	67	33.5
Over 55	37	18.5
Total	200	100

It was shown in the Table 4.2 General Data of the Customs House Officers that the majority of the sampling group are 46-55 years old or 33.5%, then followed by the group of 36-45 years old or 26.0%, 25-35 years old or 21.0%, over 55 years old or 18.5% and below 25 years old or 1.0% which is the least.

Table 4.3 Frequency and Percentage of the Respondent by Position

Position	Frequency	Percent
Director	8	4.0
Technical Officer	88	44.0
Official	49	24.5
Government Employee	28	14.0
Permanent/Official Worker	27	13.5
Total	200	100

It was shown in the Table 4.3 General Data of the Customs House Officers that the majority of the sampling group are the technical officers or 44.0%, then followed by the official or 24.5%, government employee or 14.0%, the permanent/official worker or 13.5% and the least are the director or 4.0%.

Table 4.4 Frequency and Percentage of the Respondent by Highest Education

Highest Education	Frequency	Percent
Below Bachelor's Degree	26	13.0
Bachelor's Degree	98	49.0
Master's Degree	76	38.0
Doctorate	0	0.0
Total	200	100

It was shown in the Table 4.4 General Data of the Customs House Officers that the majority of the sampling group hold a Bachelor's Degree or 49.0%, then followed by the officers who hold a Master's Degree or 38.0%, below Bachelor's Degree or 13.0% and none of them hold a Doctorate Degree.

Table 4.5 Frequency and Percentage of the Respondent by Tenure

Tenure	Frequency	Percent
Below 5 Years	32	16.0
5 – 15 Years	53	26.5
16 – 25 Years	34	17.0
26 – 35 Years	60	30.0
Over 35 Years	21	10.5
Total	200	100

It was shown in the Table 4.5 General Data of the Customs House Officers that the majority of the sampling group have been working for the government for 26 -35 years or 30%, then followed by 5-15 years or 26.5%, 16-25 years or 17.0%, below 5 years or 16.0% over 35 years or 10.5% is the least.

Table 4.6 Frequency and Percentage of the Respondent by Total Revenue Per Month

Revenue	Frequency	Percent
Below 10,000 Baht	6	3.0
10,001 - 20,000 Baht	51	25.5
20,001 - 30,000 Baht	24	12.0
30,001 - 40,000 Baht	37	18.5
Over 40,000 Baht	82	41.0
Total	200	100

It was shown in the Table 4.6 General Data of the Customs House Officers that the majority of the sampling group earn over 40,000 baht or 41.0%, then followed by the officers who earn 10,001-20,000 baht or 25.5%, 30,001-40,000 baht or 18.5%, 20,001- 30,000 baht or 12.0% and below 10,000 baht or 3.0%.

The data from the total 200 Customs house officials reveals the facts that; 115 officers are male or 57.5%, 33.5% of 200 are between 46-55 years old, 88 of 200 currently work as Technical Officer or 44.0%, 98 of 200 hold the Bachelor's Degree or 49.0%, 60 officials have been worked for 26-35 years in this agency or 30.0%, and 41.10% of them earn more than 40,000 baht per month.

4.1.2 Factors Influencing the Success of the Customs House Management

The data analysis of the factors influencing the level of success of Customs house management, being collected from sampling group of Customs house officials are divided into;

Table 4.7 Mean, Standard Deviation and Level of the Success of the Customs House Management

Factors influencing the success of the Customs House Management	Mean	Standard Deviation	Level
1. Clarity of Mission Statement	4.08	0.654	High
2. Organizational Competency	3.65	0.602	High
3. Leadership	4.23	0.593	High
4. Managerial Competency	4.00	0.472	High
5. Skills and Knowledge of Human Resources	3.92	0.527	High
6. Role of Media	4.16	0.581	High
Total	4.01	0.380	High

Table 4.7 shows that Customs house officers' attitude towards the factors influencing the success of the Customs house management is overall at the high level (mean 4.01). When considering each factor separately, the results are also the same. The Leadership has the highest mean at 4.23, followed by Role of Media at 4.16, Clarity of Mission Statement at 4.08, Managerial Competency at 4.00, Skills and Knowledge of Human Resources at 3.92 and Organizational Competency at 3.65, respectively.

Table 4.8 Mean, Standard Deviation and Level of the Clarity of Mission Statement
Factor Influencing the Success of the Customs House Management

Clarity of Mission Statement	Mean	Standard Deviation	Level
1.1 Your administration disseminated the mission literally and clearly.	4.11	0.746	High
1.2 The content of the mission is easy to understand.	4.07	0.691	High
1.3 Your administration has communicated the mission to the officials thoroughly and clearly.	4.07	0.733	High
Total	4.08	0.654	High

Table 4.8 shows that Customs house officers' attitude towards the Clarity of Mission Statement factor influencing the success of the Customs house management is overall at a high level (mean 4.08). When considering each factor separately, the results are also the same. The highest factor is the mission is disseminated literally and clearly at 4.11 and the content of mission is easy to understand is at the same level of the mission is communicated to officials thoroughly and clearly, both are at 4.07.

Table 4.9 Mean, Standard Deviation and Level of the Organizational Competency
Factor Influencing the Success of the Customs House Management

Organizational Competency	Mean	Standard Deviation	Level
2.1 You think that the officials at your Customs house are effective enough for their work under the mission.	4.05	0.640	High
2.2 The budget is adequate for the performance under the mission.	3.32	0.940	Medium
2.3 The budget is used effectively on the performance under the mission.	3.69	0.840	High
2.4 The department provided enough equipment for officials to work promptly.	3.38	0.877	Medium
2.5 The workplace of your Customs house is adequate for all kinds of operations.	3.81	0.800	High
Total	3.65	0.602	High

Table 4.9 shows that Customs house officers' attitude towards the Organizational Competency factor influencing the success of the Customs house management is overall at the high level (mean 3.65). When considering each factor separately, the results are also the same except the attitude towards the adequateness of budget use in 2.2 and the provision of equipment in 2.4 which are at the medium level. The highest mean is that the officials at the Customs house are competent for their work under the mission at 4.05, the adequateness of workplace at 3.81, the budget is used effectively at 3.69, The department provided enough equipment for officials to work effectively at 3.38 and the budget is adequate for the performance under the mission at 3.32, respectively.

Table 4.10 Mean, Standard Deviation and Level of the Leadership Factor Influencing the Success of the Customs House Management

Leadership	Mean	Standard Deviation	Level
3.1 Your supervisor has a key role to designate the organizational mission and communicate to the officers annually.	4.27	0.694	High
3.2 Your supervisor is competent for management.	4.29	0.720	High
3.3 Your supervisor is competent for motivation and management.	4.16	0.758	High
3.4 Your supervisor is open-minded enough to accept any opinions at any time.	4.17	0.746	High
3.5 Your supervisor is capable of coordination.	4.31	0.684	High
3.6 Your supervisor is capable of tackling with problems and conflicts and is ready if errors on the operation are discovered.	4.24	0.702	High
3.7 Your supervisor is creative and can think about new tasks or activities to archive the goal he/she has set.	4.22	0.703	High
3.8 Your supervisor could work to meet all the targets and goals he/she had set.	4.16	0.671	High
3.9 Your supervisor always makes a right decision.	4.18	0.714	High
3.10 Your supervisor is capable of making subordinates working happily.	4.27	0.768	High
Total	4.23	0.593	High

Table 4.10 shows that Customs house officers' attitude towards the Leadership factor influencing the success of the Customs house management is overall at the high level (mean 4.23). When considering each factor separately, the results are also the same. The capacity to coordinate factor (No. 3.5) has the highest level at 4.31, then followed by the supervisor is competent for management at 4.29, the supervisor has the key role to designate the department's mission and pass in on to the personal annually at 4.27 as well as the supervisor is capable of making subordinates working happily, the supervisor is capable of tackling problems and conflicts and is ready if finding errors on the operation at 4.24, the supervisor is creative and can think about new task or activities to achieve goal he/she has set at 4.22, the supervisor always makes a right decision at 4.18, the supervisor is open-minded enough to accept any opinions at any time at 4.17, the supervisor is competent for motivation and management at 4.16 as well as the supervisor could meet all the targets and goals he/she has set.

Table 4.11 Mean, Standard Deviation and Level of the Managerial Competency
Factor Influencing the Success of the Customs House Management

Managerial Competency	Mean	Standard Deviation	Level
4.1 You have chances to give opinion and propose new projects or revamp your work.	3.90	0.723	High
4.2 You are involved in making decision enough and appropriately.	3.75	0.657	High
4.3 You get the recognition and trust from your supervisor.	3.93	0.572	High
4.4 You are appropriately independent to perform your duty.	3.97	0.649	High
4.5 Your administration supports team work and you are a part of the team.	4.14	0.673	High

Table 4.11 (Continued)

Managerial Competency	Mean	Standard Deviation	Level
4.6 Your performance is trusted by your supervisor and you are ready to take responsibility from your decision.	4.07	0.577	High
4.7 Your administration operates to coordinate with other external agencies.	4.23	0.599	High
4.8 Your administration operates to coordinate with the community and locals.	4.03	0.750	High
Total	4.00	0.472	High

Table 4.11 shows that Customs house officers' attitude towards the Managerial Competency factor influencing the success of the Customs house management is overall at the high level (mean 4.00). When considering each factor separately, the results are also the same. The agency can operate with coordination to other outside agencies has the highest level at 4.23, then followed by the agency supports team work and officials are part of the team at 4.14, the performance is trusted by the supervisor and officials are ready to take responsibility of their decision at 4.07, the ability to coordinate with the community and locals at 4.03, the freedom to perform their duty at 3.97, the officials will get the confidence and trust from supervisor at 3.93, the officials have chances to give opinion and propose new projects or revamp the work at 3.90 and the involvement in decision making appropriately at 3.75, respectively.

Table 4.12 Mean, Standard Deviation and Level of the Skills and Knowledge of Human Resources Factor Influencing the Success of the Customs House Management

Skills and Knowledge of Human Resources	Mean	Standard Deviation	Level
5.1 You understand your work well.	4.21	0.628	High
5.2 You have been trained adequately.	3.82	0.735	High
5.3 You can satisfy the public thoroughly.	4.02	0.601	High
5.4 You know well about management.	3.84	0.622	High
5.5 You have knowledge of management properly and adequately.	3.73	0.647	High
Total	3.92	0.527	High

Table 4.12 shows that Customs house officers' attitude towards the Skills and Knowledge of Human Resources factor influencing the success of the Customs house management is overall at the high level (mean 3.92). When considering each factor separately, the results are also the same. The good understanding of work is at the highest level at 4.21, then followed by the ability to satisfy the public thoroughly at 4.02, the knowledge in management is at 3.84, the officials' training provision from agency at 3.82 and the knowledge of management properly and adequately at 3.73, respectively.

Table 4.13 Mean, Standard Deviation and Level of the Role of Media Factor
Influencing the Success of the Customs House Management

Role of Media	Mean	Standard Deviation	Level
6.1 Your administrative always keeps up with Customs house's news displaying on the media.	4.18	0.686	High
6.2 Your administration sees the communication with media in every topic relating with the Customs house on the news as a serious matter.	4.19	0.712	High
6.3 At the present time, media has a powerful role in examining the wrong doings of the Customs house's performance.	4.09	0.749	High
6.4 The strong role in examination of the media is important to your administrative discretion and performance to be in line with laws and regulations.	4.02	0.795	High
6.5 When there is any complain on the operation of Customs house broadcast through the media, your administration will take it as the first priority to tackle with.	4.34	0.676	High
Total	4.16	0.581	High

Table 4.13 shows that Customs house officers' attitude towards the Role of Media factor influencing the success of the Customs house management is overall at the high level (mean 4.16). When considering each factor separately, the results are also the same. The agency will react promptly when there is a complaint on the agency's operation is the highest level at 4.34, then followed by the attention on the agency's news displayed by the media at 4.19, the keeping up with the agency's news

displayed on the media at 4.18, the acceptance that the media has played an important role in examining the wrong doing inside the Customs house at 4.09 and the strong role of media is important to the agency's discretion on performance to be in line with laws and regulations at 4.02, respectively.

4.1.3 Level of the Success of the Customs House Management

Table 4.14 Mean, Standard Deviation and Level of the Success of the Customs House Management

Level of the Success of the Customs House Management	Mean	Standard Deviation	Level
The attitude of the officials towards the level of the success of the Customs house management, from considering overall factors.	4.16	0.622	High

The Table 4.14 shows that the attitude of the officials of the Customs house towards the level of the success of the Customs house management is at the high level (mean 4.16)

4.1.4 The Analysis of Correlation Coefficient of Factors Influencing the Success of the Customs House Management and the Level of the Success of the Customs House Management.

The researcher has set the variable in the study of the correlation coefficient of factors influencing the success of the Customs house management and the level of the success of the Customs house management as follows;

X1	means	Factor of Clarity of Mission Statement
X2	means	Factor of Organizational Competency
X3	means	Factor of Leadership
X4	means	Factor of Managerial Competency

X5	means	Factor of Skills and Knowledge of Human Resources
X6	means	Factor of Role of Media
Y	means	Factor of Success in Customs House Management

The analysis of correlation coefficient between the factors influencing the success of the Customs house management and the level of the success of the Customs house management is as follows;

Table 4.15 The Correlation Coefficient of Factors Influencing the Success of Customs House Management and the Level of the Success of Customs House Management

	X1	X2	X3	X4	X5	X6
X1	1.00					
X2	0.389**	1.00				
X3	0.095	0.141*	1.00			
X4	0.193**	0.432**	0.504**	1.00		
X5	0.357**	0.435**	0.288**	0.605**	1.00	
X6	0.196**	0.238**	0.296**	0.495**	0.522*	1.00
Y	0.335**	0.365**	0.325**	0.419**	0.372**	0.345**

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

* Correlation is significant at the 0.05 level (2-tailed)

The Table 4.15 shows the data analysis of the correlation coefficient of factors influencing the success of Customs house management and the level of the success of Customs house management which has the significant positive correlation which is related to all 1-6 hypotheses given previously.

Factor of Clarity of Mission Statement (X1) has positive correlation with the level of the success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.335 which means the clarity of mission statement has conformed to the level of the success of the Customs house management.

Factor of Organizational Competency (X2) has positive correlation with the level of the success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.365 which means the organizational competency has conformed to the level of the success of the Customs house management.

Factor of Leadership (X3) has positive correlation with the level of the success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.325 which means the leadership has conformed to the level of the success of the Customs house management.

Factor of Managerial Competency (X4) has positive correlation with the level of the success of the Customs house management (Y) at “medium” level. The correlation coefficient is at 0.419 which means the managerial competency has conformed to the level of the success of the Customs house management.

Factor of Skills and Knowledge of Human Resources (X5) has positive correlation with the level of the success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.372 which means the skills and knowledge of human resources has conformed to the level of the success of the Customs house management.

Factor of Role of Media (X6) has positive correlation with the level of the success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.345 which means the role of media has conformed to the level of the success of the Customs house management.

4.2 The Results of Qualitative Analysis

The field research was carried out by in-depth interviews with 30 Customs managerial executives who are responsible for managing the Customs houses. Those Customs executives mainly comprised of heads and acting heads of Customs houses in the border provinces that are connected to the neighboring countries; Cambodia, Laos, Myanmar and Malaysia. Moreover, the researcher also held structured interviews with the 4 operators from the private sectors, who were the President of Tak Chamber of Commerce, President of Upper Northeastern Chamber of Commerce Part 2 (responsible for Sakon Nakhon province, Nakhon Phanom province and

Mukdahan province), Vice-President of Songkhla Chamber of Commerce, and President of Ubon Ratchathani Shipping Association, that are normally located the border provinces. Then, the data obtained from the interviews was analyzed and computerized in order to present the points of study as follows;

4.2.1 The Preparation of Customs House Management for the Border Trades and the Integration of ASEAN Economic Community.

The research gathered the opinion of the Customs house managerial executives on the preparation of the Customs house management for border trade and the integration of ASEAN Economic Community (AEC integration). Those target Customs executives had given their opinion as follows;

The first Customs house executive had an opinion that “Regarding the Customs house management, there should be a readiness in the following matters; 1) Customs personnel with additional linguistic skills as well as knowledge in AEC 2) Knowledge in Information Technology, especially in the IT facilitation and the development of IT infrastructure in ASEAN member countries 3) Managerial skill and competency that should be a principal of the Customs house management 4) the idea of developing Customs houses to be a modern gateway for the global trade”.

The second Customs house executive gave the same opinion on human resource and information technology matters as the first executive i.e. that there should be training preparations for Customs officers in additional linguistic skills and knowledge in AEC as well as preparation for the IT facilitation, including the system of technological connectivity among ASEAN member states. Moreover, the second executive also suggested that “there should be logistic preparation for the routes of goods transportation to be convenient and rapid while establishing the permanent crossing points in his/her area of responsibility, where there was a lack of permanent crossing points”. For the third Customs house executive, this executive also focused on the importance of human resource preparation by mentioning that “in order to be ready for the AEC integration, the Customs Department must facilitate the trade to expedite the movement of goods and vehicles. Customs officers must be well educated to

have knowledge and core competencies in Customs procedures and to be able to effectively communicate with the customers to explain the operations and procedures. There must be several training courses in Customs procedures and relevant regulations as well as well-trained Customs brokers that are able to efficiently cooperate with the Customs officers. The well-trained Customs brokers could help facilitate the operation of Customs officers. With regards to the Customs procedures, the greater the number of Customs brokers, the better possibility that the Customs procedures could be expedited and quick.

The fourth Customs house executive had an opinion that the Customs regulations were already been clear enough. However, there should be preparation for human resource competency and other preparations as follows; “Regarding the frontline operations and the Customs house management, there has already been a clear Customs Code of Conducts that can be followed by the frontline officers. Regarding the preparation for the AEC integration, the Customs Department must develop the directed language skills for human resources, including the comprehension of nearly 100 laws and regulations that are related to import/export control. Customs officers should be able to cooperate and make a good understanding with import/export traders and local people in the border area as well as the governmental security agencies for better and proper Customs operations”.

The fifth Customs house executive gave a different opinion from the first three Customs house executive in that “there should be preparation for materials and equipment for the operation of Customs officers such as modern equipment in the work place and sufficient manpower, including preparation for skills and knowledge for people who would become officers, because these factors will help facilitate and expedite Customs operations to be able to support the increasing trade.

Similarly, the 4 following Customs house executives had concordant opinions on this matter. The sixth Customs house executive thought that there should be preparation for manpower, technology and relevant budgets by mentioning that “the Customs Department should prepare its technological readiness, such as e-Customs, X-ray system and CCTV system, manpower and budgets for equipment and vehicle purchase. The reason is to facilitate the Customs procedures in importation,

exportation, transit and border trade”. This opinion is in line with the seventh Customs house executive's opinion saying that "The management of Customs house to support the border trade and the AEC integration should focus on the infrastructure of the service areas or the Customs houses to be in line with the trade and the increasing trade in each border area. Moreover the Customs houses should be supported in terms of manpower and modern technological equipment to support the technological system and replacing the human resources in order to be ready to serve the border trade and the movement of goods, vehicles and passengers with the neighboring countries. The reason is to make Customs operations to be a utility for trade, investment, tourism and security”. This aforementioned opinion is quite in line with the opinion of the eighth Customs house executive that “there should be preparation for the Customs system in which the electronic system should be more and more implemented. There should be an implementation of electronic container control system for transited containers instead of human workforce. For the Customs houses that have significant numbers of import and export, the X-ray system should be modernized. Regarding the officers' operations, as the movement of goods has increased, the goods that must be strictly under Customs control, that are considered to be harmful to the society such as drugs, for example. So the officers' operation should be more and more restrictive”. All aforementioned opinions also conform to the opinion from the ninth Customs house executive who had an opinion that there should be preparation for manpower, technology, infrastructure and modern equipment.

The tenth Customs house executive thought that there should be a promotion of border trade development. Regarding the Customs Department, there has been preparation for the border trade and the AEC integration by developing human resources to be well trained in terms of useful languages, relevant regulations and revision of laws to conform to the changing situation, and to be ready for the AEC integration. This opinion is concordant with the opinion from the 3 following Customs house executives in terms of human resource development, revision of laws and regulations, and preparation for material and equipment that could facilitate the operators. However, the eleventh Customs house executive had an additional opinion that “there must be a meeting with the operators from certain relevant private sectors

in order to perceive in which direction the business environment has changed, which laws and regulations have become an obstacle to the business that need to be revised to promote the competitive advantage of operators. Any matters that are related to other agencies, there should be an integrated cooperation". This aforementioned opinion conforms to the twelfth Customs house executive's opinion on cooperation with operators and other agencies. Likewise, the thirteenth Customs house executive had added that the manpower should be increased to be enough for the operations".

Similarly, the fourteenth Customs house executive gave priority to human resources, equipment, technology and cooperation with relevant agencies by mentioning that "the importance of the preparation for the AEC integration and border trade promotion is trade facilitation, utilization of equipment, electronic system, and relation with the relevant agencies. The Customs facilitates in terms of giving a service mindset to the operators to smoothly process Customs procedures. Each Customs officer complies with the received working policies. There has been training courses in the languages of neighboring countries for the Customs officers to support the AEC integration and the border trade. There is some obstacle due to the traffic congestion in some border areas. The primary solution is the installation of X-ray machine systems near the Customs houses in order to relieve the congestion while managing an area for parking trailer vehicles. Regarding the Customs procedures, the Customs Department has implemented an electronic system that has becomes quick. One cause of traffic congestion comes from slow Customs procedures of neighboring countries. There has been a request for building development in the form of the Customs-Immigration-Quarantine service (CIQ). For the vehicles, the Customs Department has implemented the barcode system. For the motor vehicles, there is a special manifest, type 454, that has to be registered with the Customs for facilitating the movement of vehicles, the AEC integration, the border trade and the special economic zones. The Customs houses have joined many working groups for border trade, special economic zones, labor, security, and privileges. Customs houses have also organized the CSR activities with relevant agencies, for example participation in local events and activities, training courses in neighboring languages, destruction of seized goods. There have been many pilot projects in Customs houses where there is the implementation of electronic systems in accordance with government policies".

Likewise, the fifteenth Customs house executive had an opinion that there must be an expansion of the border checkpoints in order to support the increasing amount of people and goods that access the country, by integrating the Customs Department with the office of immigration and the Quarantine (CIQ) to work together in the same building at the border checkpoint for the convenience of the operators.

The sixteenth Customs house executive gave a similar opinion to the previous Custom house executive on the development of human resources and the implementation of technology. However, there was a different opinion on the awareness of service and the adoption of international standards to the operation as follows “ 1) Separation of goods release point and passenger inspection point with the implementation of technology in the operation 2) Implementation of international standard in the border management to be the Standard CIQ 3) Facilitation and consultation with the public as customers 4) Developing the potential of frontline officers at the Customs houses. The reason is that the development should be simultaneously and multidimensional, including the development of the infrastructure to be appropriate for working, operational development to comply with international standards, development of human resource competency in terms of working knowledge, adoption of technology in Customs operations and the awareness of service mindset”. This is similar to the opinion of the seventeenth Customs house executive who mentioned that "there should be a promulgation of knowledge for frontline officers as well as operators”.

The eighteenth Customs house executive had a personal perspective on the compliance with the international framework in that “there must be a working plan on the implementation of a development system in Customs houses, infrastructure and protection of society such as suppression and prevention of drug smuggling, for example, because the member states of ASEAN has an obligation to comply with the agreed framework”.

The nineteenth Customs house executive gave importance to the establishment of a good relationship between individuals and agencies, both domestically and internationally, by commenting that “ 1) the heads of Customs houses should have a good relationship with other relevant persons and agencies in the local communities. Moreover, the Customs and the Immigration agencies of the neighboring countries

should establish good relationships with each other in order to facilitate and cooperate in easily solving problems with border trade. 2) Facilitate operators in import and export to foreign countries by reducing processes and the cost to operators while reducing time. 3) The route of goods transportation must be facilitated”. This is similar to the twentieth Customs house executive who commented that “there should be a joint meeting with operators from relevant business sectors in order to perceive in which direction the business trend would change, which laws and regulations should be considered as obstacles, to support the competitive advantage of operators. There should be also integrated cooperation with other agencies and the development of human resources to be able to serve the operators well, including provision of equipment and materials in the facilities”.

The twentieth-first Customs house executive gave a priority to 3 dimensions 1) Premise and establishment of border Customs house 2) Implementation of new technology and 3) laws and regulations. The executive stating that “ 1) For the matters of premise, there has been a preparation for the border Customs house for passengers, vehicles, goods, to be imported and exported rapidly and safely according to the international standard that passengers, vehicles and goods should be separated. This is the policy from the Customs Department to facilitate and control the movement of people, goods and vehicles, as goods have different profiles that are used in different classification. Mae Sai Customs house, Chiang Khong Customs house, Sadao Customs house and Padang Besar Customs house adopt the same concept of development. There has been a construction of new Customs houses. Maesot Customs house rearranged its operation by separating the people checkpoint from the goods checkpoint. 2) For the technological matter, there has been an installation of a mobile X-Ray machine, a new tracking system, for example RFID e-Seal, and e-Lock 3) For the relevant domestic laws and regulations of other government agencies that are not the international regulations, the compliance has a limitation. The regulations from the Customs Department, Ministry of Commerce and the Department of Agriculture should facilitate border trade. The necessary quality certification on phytosanitary issued by the Department of Agriculture should be strictly adhered to in Customs clearance. There are comparative cases in trading with neighboring countries that have a comparatively low standard while trading with the

developed countries such as the US or EU that have a higher standard, that we could adapt our operation based on the regulations from the central bureau. For the case of trading with the neighboring countries, we could be flexible to let goods be imported, then taxed and be quarantined afterward because of different organizational purposes. There should be specific regulations for border trade in order to facilitate the operation of border agencies. The Customs Department and the Ministry of Finance have a purpose to facilitate border trade while other government agencies do not have this. In the case of the issuance of quality certification from foreign government agencies, it might be difficult, but the question is to what extent those certificates could be reliable. The Customs Department must be dynamic to adapt itself according to the changing situation. There must be a new working standard, new recruitment, and new generation with English and Computer skills. The Customs Technical Officer must work primarily in the academic bureaus, for example the Customs Standard and Procedures and Valuation Bureau and the Customs Tariff Bureau, to learn academic knowledge before rotating to certain ports; Bangkok Port Customs Bureau and Bangkok Customs Bureau. Then, they may be rotated to certain Customs house. But only knowledge is not enough, there should be also an art of negotiation and knowledge application. The Customs Brokers in certain Customs house get used to doing what they normally do but the Customs brokers in the Headquarters are comparatively more professional. The Customs Department must prepare for all these matters by learning by doing and coaching from time to time”.

The twenty-second and twentieth-third Customs house executives had a preparation for the border trade and the AEC integration due to the policy from the Government and the Department by providing equipment and materials to educate the Customs human resources about the AEC, separating the goods and people checking points, and promoting the tourism. The twenty-third commented that “at the Chong Mek Customs House, there has been equipment preparation, X-Ray machine, for the suppression and prevention of drugs with a concern in changing the trafficking routes. There were 2 cases of drug seizure (Metamphetamine) carried by passengers. Nowadays, the drugs do not come with the cargo. There is a human resource development in the Customs house on the AEC integration so officers could correctly communicate and explain to the operators to understand. Sometimes, the

Customs house has been asked to pay a monthly visit, give information and join the district office. Mae Sai Customs house also joins a working group with other agencies and asked them to develop the river crossing bridge from 1 step to be 2 steps for a safety reason as the old structure, where the passengers and cars use the same lane, could cause an accident. Based on the principality of separated inspection, passengers would take the upper lane while the vehicles would take the lower lane (the second lane). The upper lane becomes the touristic landmark in Mae Sai district. For Chong Mek Customs house where the border is connected to Laos, people would take the tunnel for crossing the border while the vehicles would take a normal road. The tunnel also becomes a remarkable point in that area. The Customs house has a plan to discuss with the local authority in order to develop the tunnel to be a tourist landmark. In the future, the movement of people would not have much limitation. At the Tak Bai Customs house, there is a road for crossing the Kolok river. The transportation from Thailand to Malaysia in this area depends nowadays on boats. In the near future, there is a plan to construct a bridge with the support from the Malaysian Sultan to give his land for the construction. However, there is a problem from the Thai side that the bridge should be moved to be far from the city as the bridge is currently planned to be direct to the city. Supposing that the bridge is planned to be located near the city, there would be a problem in finding an available area for the container depot construction when the trade increases in the near future. The Customs Department therefore has a request to the Department of Highway to manage an area near the to-be-constructed bridge for constructing the border Customs house. The Department of Highway has the related budget that has not been spent, yet. However, the Customs house requested the Department of Highway to indicate on the door that the Department itself is the authorized administration who manages the budget. In order to support the AEC integration, there is a discussion among related government agencies on the responsibilities of each agency, including The Customs Department. The result is that the Customs Department has a role in preparing for the Common Control Area (CCA) to be ready for common goods inspection by 2 countries with a Risk management approach. There should be cooperation between many agencies. However, there is good feedback as the operators would definitely get an advantage. Myanmar has shown an interest to install this system at Mae Sai border”.

The twenty-fourth Customs house executive has a same opinion as the previous executives by giving a priority to the equipment, the principal of the separation of inspection for goods from passengers, and to follow the framework/projects that were designated by the Customs Department. This should include the cooperation with related government agencies by commenting that “the Customs Department has prepared for the AEC integration. We have several plans that would be launched for supporting the integration. If the Customs houses can follow these plans as designated by the deadline, it would be very beneficial for the integration of AEC. I think that Customs houses should be motivated to follow the steps from the Department, for example the model Customs houses especially the ‘big’ Customs houses such as Mukdahan, Maesot, Sadao, Padang Besar and Nong Khai Customs houses, where the Customs Department has set several projects to be installed 2 years ago. The other Customs houses should be developed, as well. The principal is to separate the inspection of goods and passengers from each other. The model Customs houses must develop their infrastructure and buildings. Personally, I think every Customs house should develop their buildings by providing necessary equipment and vehicles in order to support the Customs operations. I’ve heard that there would be a purchase of materials and equipment in the next 3 years, reflecting that the Department, the Ministry and the Government see the importance of border trade when compared with previous periods. Importance should be given to Customs houses as the border agency. This would lead to a good support to AEC integration and border trade. Another matter is the cooperation with the provincial authority that is another factor that will let the Customs houses operate well. It is the duty of each Customs house executive to cooperate with the provincial authority because border trade is not the sole duty of the Customs houses but it is also a matter of executives’ experiences. Regarding the equipment, it relates to the CCTV and X-ray machine, including buildings, vehicles, computer system, online system. I think that the X-ray machine is necessary for some Customs houses, but not all of them, only those that have a large volume of trade. However, the equipment such as computers and CCTV systems are necessary for controlling inspections. At the Customs house for which I am responsible, there is an installation of a mobile x-ray machine for future usage”. Similar to the twenty-fifth Customs house executive, this executive commented that

there should be training courses for the Customs officers to possess a good knowledge in AEC as well as border trade, especially language skills which are considered an obstacle. There should be a clear separation in the inspection of goods and people, for example the Mae Sai Customs house. Moreover, the Customs Department should publicize to the local people to explain to them what the AEC is. This opinion conforms to the opinion of the twenty-sixth Customs house executive who thought that there should be an education of AEC integration given to frontline officers as well as the operators.

The twenty-seventh Customs house executive gave importance to the preparation for 3 matters; “ 1) Language; which is very important because it is considered a blockage, especially English language. In the ASEAN region such as Singapore, Brunei, Malaysia, the new generation has a competitive advantage in this matter. After the completed integration, the Customs officers should be prepared for English language. 2) Technology; Customs officers should be updated to the new technologies. So, the officers must develop themselves to be on top of the new technologies. 3) Facilitation procedures and related laws; the Customs Department should consider whether there are too many laws and regulations, and whether the procedures could be simplified. The Customs Department should function rapidly when the AEC integration occurs while the officers should continually learn and update new information. They should not operate with an old-fashioned style of working. They should follow up new regulations, laws and codes of conduct as well as changes”.

The twenty-eighth and twenty-ninth Customs house executives gave a priority to the preparation for the working place. There should be cooperation with related agencies, including the local authorities, in order to promote the opening of new Customs houses. The reason is that neighboring countries normally close their border, but the opening of new Customs houses will bring more trade to the border. This would lead to better earnings for the community as well as better economy in certain areas. Regarding the thirtieth Customs house executive, this executive thought about the positive effect on the border trade that Thailand and the neighboring countries should mutually develop their facilities in order to promote a better trend of border trade.

In conclusion, all 30 Customs house executives gave priority to the Customs house preparation for the border trade and the AEC integration by having various opinions. Most executives had the similar opinion on the human resource development in terms of organizing training courses about the AEC and related regulations as well as neighboring languages, especially English language, budget management, materials and equipment, information communication technology, building, infrastructure and facilities, revision of Customs laws and regulations, good relations with domestic and neighboring government agencies, separation of goods inspection from people inspection, and preparation for the Common Control Area (CCA) to be an area for mutual goods inspection between Thailand and neighboring countries that needs a cooperation from related agencies in Thailand.

4.2.2 Study Result of Factors Affecting the Management Success of the Customs Houses

4.2.2.1 Factor as the clarity of mission statement and the management success of the Customs houses.

The researcher had in-depth interviews with Customs house executives and private operators about this factor the clarity of mission statement and the management success of the Customs houses. The retrieved data can be analyzed as follows;

1) The study result from the sample of Customs house Executives.

The 30 Customs house executives had the opinions that the factor of clarity of the mission statement affects the management success of the Customs houses.

The first Customs house executive had an opinion that the clarity of the mission statement is the most important factor because it affects the economic development and enhances the national competitive advantage. This is similar to the opinion of the second Customs house executive who had a comment that “the clarity of the mission statement is very crucial because it is the core principal and the method which enables officers and related persons to follow in order to

achieve the successful target”. This opinion also conforms with the opinion of the third Customs house executive on the clarity of the mission statement in that “it would certainly give a positive outcome to the success because the current management is considered a modern form of management that needs the clarity of the mission statement in order to set a clear goal of the operation for the officers”.

Likewise, the fourth Customs house executive suggested that “the clarity of the mission statement definitely affects the success in Customs house management because the officers would clearly understand their duties which they must follow”. Similarly, the fifth Customs house executive had a vision that “the Customs Department has clarity in the mission statement that every officers understand and are ready to follow the mission and policies of the Customs Department and the Ministry of Finance. Certainly, it provides Customs officers with clear duties to be efficiently followed according to the goal to which they are assigned”. This is in line with the sixth Customs house executive who mentioned that “it is true but it should also focus on the evaluation in order to improve our weak points”.

Regarding the seventh Customs house executive, the opinion is not different from the previous comments by having a vision that “the clarity of the mission statement has an effect because the Customs houses are able to set their management to comply with the Department mission that leads to support from the Department”. Conforming to the opinion of the eighth and ninth Customs house executive who agreed with the effect of the clarity of the mission statement. The ninth executive commented that “the clarity of the mission statement enormously affects the management success in the Customs houses because the mission is the Department's target so the Customs houses must follow this mission which is the main path leading to the successful target. The Customs house management must be in line with the method that would guide to the goal of the Customs houses as it is an important part that ensures that the Customs Department would achieve its goal, as well”.

The tenth Customs house executive mentioned that “the mission clarity affects the success in the Customs house management because it is a factor for setting policies, frameworks and managing direction of the Customs houses”. This is similar to the opinion of the eleventh Customs house executive who

thought that “it is certain because the mission is the direction in the Customs house and Bureau management over the country”. Conforming to the opinion from the twelfth Customs house executive commenting that “the Customs Department has a clear policy on which direction the Customs houses should head for. I think that the vision and the target are clearly stated but the impetus is not sufficient reach to the target. The heads of Customs houses see the target but the middle-level executive cannot see it clearly. Their roles and responsibilities should be strong and clear”. Likewise, the thirteenth Customs house executive gave an opinion on the mission clarity that “it affects the management success of the Customs houses because the Customs houses have to wholly manage everything to be in line with the frameworks from the Department's mission”.

The fourteenth Customs house executive had a concordant opinion to the two previous Customs house executives on the clarity of mission statement affecting the management success of the Customs houses in that it must achieve the target set by the Customs Department with a good relationship between relevant agencies. The executive also added that “the communication through the exchange of letters does not work well at the border. What is important is a good cooperation between the heads of the border government agencies who have a close relationship with each other that enables each side to exchange their views and problems that occur at the border Customs houses. It is an informal communication. When there is any problem, the cooperation on problem solving could be easy”. Likewise, the fifteenth Customs house executive viewed that the clarity of the mission statement of Thai Customs affects the management success of the Customs houses and it must achieve the target set by the Department. The executive said that “the Customs house management follows the mission in order to achieve the mission as well as the vision of the Department. The mission is sufficiently clear. The question is how it can be achieved? The first step is to improve each Customs house to be appropriate for working and to have sufficient equipment. This could support the competencies of Customs officers, encourage their operations, and make collaboration with relevant agencies in case of insufficient manpower, in order to achieve the target and mission of the Customs Department”.

The sixteenth to nineteenth Customs house executives had the same opinion as the fifteenth executive in that the clarity of the mission statement of Thai Customs affects the management success of the Customs houses and the mission of the department is sufficiently clear. The nineteenth executive added the comment that “it also depends on the internal unity in the administration to support the successful management of Customs houses”.

Meanwhile, the twentieth to twenty-second Customs house executives also agreed that the clarity of the mission statement affects the management success of the Customs houses. The twenty-first gave an additional opinion that “the Customs Department must publicize the privileges to the operators and cooperate with related private agencies to know their privileges in import and export”. The twenty-second executive added that “the Thai Customs Department has a clear mission statement that is in line with the World Customs Organization. The management success of the Customs houses depends on a strict operation and implementation of that mission”.

The twenty-third to twenty-sixth Customs house executives commented that the clarity of the mission statement affects the management success of the Customs houses. The twenty-third additionally suggested that “the missions on duty collection, enforcement and protection of society are very necessary. The Customs Department cannot follow the missions on the protection of society alone as drugs are normally trafficked at the border. The duty is linked with the ASEAN Free Trade Agreement (AFTA) that gives a zero duty but the Customs Department must collect the Value Added Taxes (VAT) instead of the Revenue Department. The tariff matter must be processed correctly. If our human resources are less qualified with limited experience, the heads of Customs houses would work with difficulty”. The twenty-fourth executive added that “the Customs houses have roles to support the international trade as they are important economic channels and strategic points of transit from the west to the east with integration with related agencies. In the near future, Customs houses will be an international agency. So the Customs Department must create a good image with the public, focus on the operations of the officers, protect the society, cooperate with relevant international agencies, be outstanding, trustable, and available 24 hours for any problems. There should be also the problem

solving and consulting teams”. The twenty-fifth Customs house executive additionally commented that “the Customs Department is a core agency for the trade facilitation. The question is how to improve what we have already done? By controlling and following up the frameworks and projects, the Customs Department has the Planning and International Affairs Bureau who is in charge of it. If the Customs Department desires to increase its efficiency, it should increase manpower in the project monitoring and evaluating positions. In the case of some bureaus that have to monitor several projects, there should be encouragement for the officers. For the development plan of Information Technology, procedures, and Customs control, there are the Management Development Officer and the Suppression and Investigation Bureau who are in charge of monitoring. There should be an evaluation on those projects whether each project has a same standard. Indeed, there are the Regional Customs bureaus who monitor and control the operations of the Customs houses to ensure they are standardized”. Regarding the twenty-sixth Customs house executive, the opinion was that “the mission is clear but the problem is how to communicate to the low-level officers to help achieve the mission. Now it is intangible, the low-level officers do not understand the process leading to the goal achievement”.

Similarly, the twenty-seventh to twenty-ninth Customs house executives had an opinion that the clarity of the mission statement affects the management success of the Customs houses. The twenty-seventh viewed that “the clarity of mission statement is correct and relevant. The mission conforms to the vision so that the Customs houses can follow a correct way, according to the policy from the Department. The clear policy makes the implementation effective”. The twenty-ninth Customs house executive had a comment that “the mission on the facilitation of goods should emphasize tourism and the passengers with goods and buses”.

The thirtieth Customs house executive had a similar opinion that the clarity of the mission statement affects the management success of the Customs house. The laws, regulations and codes of conduct that are under revision of the Thai Customs Department should be clear, concise and to be easily searched. The acts of other agencies, for example Hazard Substances Act, must be clear and systematically collected and organized so that it can be easily searched by Customs

officers. This is also an important part of the management success of the Customs houses. If there are many obstacles, the management will have problems. So, the regulations must be up to date and accessible for the convenience of the officers”.

In conclusion, all 30 Customs house executives had the opinion that the factor, the clarity of the mission statement, affects the management success of the Customs houses. The clarity of mission is an important method on which Customs officers can rely in order to achieve the target. If the mission of the Department is clear enough for officers to be able to understand and follow, it will provide efficient operations of Customs officers to achieve the target while the Customs house management must be in line with the plans/projects as well as the Department's vision. Moreover, some Customs houses executives had different opinions that the important thing that would support the achievement of the goal of Thai Customs is a desire to communicate the mission of the Department from top to bottom level, and to make an understanding in methods/procedures with the internal unity that also supports the achievement. It also includes strict operations for the achievement of goal, attendance to the operations of the officers, support for competencies of officers, encouragement in the operation, an improvement of the working place and sufficient equipment, good relations between relevant agencies and private sectors, a public communication to the operators about their privileges in order to create a good image. One of Customs house executive commented that apart from the development plan of Thai Customs, there should be a control and evaluation of projects, including the same standard of the operation. Another Customs house executive gave a priority to the clarity of laws and regulations that must be well kept and organized for a convenience of searching that would support the achievement of goal set by Thai Customs.

2) The study result from the sample of the private operators

All 4 private operators viewed that the factor, the clarity of the mission statement, affects the management success of the Customs houses. One operator commented that “the state policy is clear but the local leaders have to understand the policy, too”. The second private operator thought that the operation should be based on justice. Sometimes, the Customs officers have to attempt to expedite the operation but there is no clear facilitation and that leads to an obstacle in

the operation. The third private operator had a view that "there must be development of the process of exportation by looking into the whole image of the nation. The government should create regulations that would facilitate and give privileges to investors. The Customs Department should work proactively by providing training about the regulations and privileges and more to the investors as the operators are part of the driving mechanism of the nation". Lastly, the fourth private operator gave a comment that "the mission of the Customs Department affects the trade success the most as it facilitates the export traders. Successful exportation would definitely bring money to the nation. The question is how to be able to sell quickly but still maintain justice. The Customs Department did revise laws and regulations in order to support the achievement of the mission and to be recognized. When problems occur, the heads of the Customs houses can help to solve them quickly. The good relationship between the operators and the officers is also part of the good achievement, as well".

In conclusion, all 4 private operators viewed that the factor, the clarity of the mission statement, affects the management success of the Customs houses. The state policy is very clear and the local leaders should understand it very well. The mission on the trade facilitation enables the operators to receive a convenient and rapid export of goods but it should be based on the justice at the same time. The government should announce laws and regulations that facilitate and give privileges to investors. The Customs Department should work proactively to give knowledge to the operators about the related regulations and the privileges that they would get. The heads of Customs houses must be able to solve problems and obstacles immediately. This will foster a good relationship between the operators and the officers that would support the achievement of mission.

4.2.2.2 Factor as the organizational competency and the management success of the Customs houses.

The researcher had in-depth interviews with the Customs house executives and the private operators about the factor organizational competency and the management success of the Customs house. The retrieved data was analyzed as follows;

- 1) The study result from the sample of the Customs house executives

16 of 30 Customs house executives agreed that the factor of organizational competency affects the management success of the Customs houses.

The first Customs house executive had an opinion on the organizational competency that “Customs personnel should have an efficient operation according to the mission of the Department. The mission-support budget should be ready”. This is similar to the second to sixth Customs house executives who viewed that the budget should be sufficient for management success of the Customs houses. The sixth executive had a vision that “human resource competency is the most important because officers are considered the most important factor in management to achieve the set target”. The fifth executive had a view that “4M factors and feedback, that is fulfilled in a limited time, affect the management success of the Customs houses”. However, the sixth executive viewed that “it should come from the budget factor that enables the Customs house management to be ready. The budget is one of important things for successful management”.

The seventh Customs house executive had an opinion that “the administration that has good management and qualified personnel, must show that its Customs houses executives will well manage the Customs houses by presenting their work used in requesting the new budget. The presentation of previous works is not difficult to request a budget for the Customs house development. The request of budget could be made easily. A good working environment will encourage officers to have a greater working motivation”.

The eighth Customs house executive had a view on the material and equipment that “there must be modern technology as well as convenience and rapidity in service and enforcement”. This is similar to the ninth and tenth Customs house executives who thought that the computer and IT system is an important factor for the operation of the Customs houses. The infrastructural performance means the infrastructure of the facilities, for example office building, public utility, computer system and information technology. This kind of performance is very crucial as it is an important factor of the operations of the Customs houses.

Likewise, the tenth Customs house had a view that materials, modern equipment and other facilities affects the management success of the Customs house while the eleventh Customs house executive viewed that “the necessary

equipment such as X-ray machine, containers and passengers' parcel affect the Customs house management. Moreover, the twelfth Customs house executive also commented that "the administration should encourage the officers to work in accordance with their designated performance that would lead to success in the operation of the Customs house. 1) result-oriented operation that leads officers to work according to the set target 2) adherence to justice and morals will encourage the officers to work with transparency. Regarding the tools and equipment, there are some examples in the Customs houses near the sea. When there is sea reconnaissance but there is no patrol or vessel, the Customs houses may not pursue their operations. The matter of working place is also important too. If the Customs houses are located in the risk area, it is certain that the operators do not want to take the service because they are afraid of danger. Some Customs houses must import and export goods but the water course is too shallow for the ship to be able to pass. These are problems and obstacles for the Customs house service". Conforming to the thirteenth Customs house executive, this executive thought that equipment and working place also affects the management success of the Customs houses, that is similar to the opinion from the fourteenth Customs house executive who gave priority to the provision of sufficient equipment for the achievement of success in the Customs house management, according to the mission and the vision of the Department. This executive also added the work place affects the management success of the Customs house too, by stating that "the Customs house management should be in line with the mission in order to achieve the mission. The vision and mission of Thai Customs is quite clear but it is a question on how to succeed. The first step is to improve each of its Customs houses to be appropriate for work".

For the fifteenth Customs house executive, the location of the Customs houses and the route of transportation affect the management success of the Customs houses. The sixteenth executive viewed that "Customs personnel are persons who facilitate the movement of goods and people. However, it should also focus on the security and control to have the maximum efficiency".

In conclusion, 16 of 30 Customs house executives thought that the factor as the organizational competency affects the management success of the Customs houses. The officers should have an efficient operation to follow the mission

of the Department. The mission-support budget should be sufficient. There must be new tools and modern equipment. The infrastructure of facilities should be developed, such as office building, public utility and modern information technology that can serve the public conveniently and rapidly. The office building should be improved and renovated in order to be proper for working. The officers should have an opportunity to access a good working environment that would encourage officers to work efficiently. One of the Customs house executives had a useful comment for the request of budget that the heads of Customs houses should present their previous works in supporting their request for new sum of budget. So the budget would become easier to be granted. Some executives viewed that human resources are the most important part of the management success of the Customs houses. Another Customs house executive gave the comment that the way to get success in the Customs house management should be conditioned with the target-oriented operation, transparency and adherence to justice and morals.

2) The study result from the sample of private operators

All 4 private operators reported their comments that the factor of organizational competency affects the management success of the Customs houses. The first operator suggested that that the Customs Department should give priority to the Customs personnel in facilitating the trade to the traders. If the Customs Department considers the importance of international trade, there should be an increase in the number of operators and an enhancement of the local operators. The second operator commented that the Customs officers should have a mindset of teamwork. It does not matter how many resources of the organization might have, it is the duty of the organization to be capable to manage by not creating any effect to the operators. The organization should know how to adapt itself to create a good relationship with operators, other agencies and the public customers. The third operator gave the opinion that the performance of frontline officers to work as a team is very important while the fourth operator commented that the organizational performance should be modernized. There should be an improvement in the information communication technology system that could expedite the Customs procedures. So the Customs Department should encourage the connectivity of electronic data system to be completed as soon as possible.

In conclusion, all 4 private operators reported their opinion that the factor of organizational competency affects the management success of the Customs houses. There should be the development in organizational competency with a modern IT system. The Customs officers should have a mindset of working as a team. The Administration should adapt itself to create a good relationship with operators. The Customs Department should also give importance to its human resources, its service and trade facilitation. If international trade is considered very important, the Customs Department should set a goal of expanding the number of operators while enhancing and upgrading the local operators.

4.2.2.3 Factor as the leadership and the management success of the Customs houses.

1) The study result from the sample of Customs house executives

19 of 30 Customs house executives viewed that the factor of leadership affects the management success of the Customs houses.

The first Customs house executive had a view on the leadership and the management success of the Customs houses. The opinion is that “he/she is fully supported from the Customs high-level executives. This is similar to the second Customs house executive who viewed that the leadership would give a positive impact on Customs house management by stating that “there must be support from the commanders/supervisors”.

The third Customs house executive viewed that “direction is important. It means the process that the heads of the Customs houses must direct and guide the way of operations for the frontline officers in order to meet the target of the Customs houses. For leadership and motivation, any qualified heads of Customs houses that are the leaders could motivate the officers to participate and cooperate with each other continuously and smoothly”.

The fifth Customs house executive gave importance to the selection of the heads of the Customs houses as well as the personnel that are going to work in certain Customs houses by commenting that “leadership affects the management success of the Customs houses with a high level. The leader and the team should be selected with a suitable consideration to certain area. Each Customs

house has different external factors each area varies in terms of a different level of readiness of the infrastructure. The heads of Customs houses have a duty to manage it to be ready”.

The sixth Customs house executive also emphasized that “trust and encouragement from the high-level executive is very importance because his/her Customs is located in a risk area”. This is another factor affecting the management of Customs houses. Similar to the opinion of the seventh Customs house executive, the executive gave a priority to the importance of leaders in the role of supporting and encouraging the operations of officers for the successful management of the Customs house according to the vision and mission of the Customs Department.

Regarding the eighth Customs house executive, the executive thought that the leaders should have role in facilitation and Customs control. They must set their working path before becoming the heads of Customs houses and have clear roles that enable them to inform, interact and give information to the local community, including a role in job creation, both in working and developing. He/she presented the opinion that “the leadership role of the Customs house executives is important. They must understand the role of goods, people and vehicle as well as the role in facilitation and Customs control. The Director-General of Thai Customs had mentioned that the heads of Customs houses are like the little Director-General. They must be smart and able to inform, interact and give information to the public as well as creating employment. Their role must be clearly designated. They must have been assistants the heads of Customs houses for at least a year before becoming the heads of Customs houses at the 2 Customs houses at least. They should not focus only on one role working or development. The Customs management is not only the facilitation but it is also the creation and the reparation. When looking on the direction of the Customs Department, it could be seen that some Customs houses are still weak. On the contrary, the immigration agency is strong and they consider the Customs Department as the leader of border management. However, many people still believe that the Customs Department is the Immigration Unit”. Moreover, there was a comment that “if we know our goal, the work could be done. If we cannot command our subordinates, our team would definitely get lost. The leadership is to direct the team to the mission with a single working path”.

The ninth Customs house executive had a comment that “the heads of Customs houses should adapt their leadership to the service, make their subordinates rely on them when working, and change the officers’ mindset of working. The outcome is pride, happiness, discussion, dining and good ambiance in working without any problem”. And the ninth Customs house executive had a further opinion that “there must be an establishment of motivation, internal unity and reliability. The Customs houses are far from the central bureau so the heads should be supported and encouraged by the center. The work in the Customs houses is far from any facilities. If the management could not cover all dimensions, it could lead to loose cooperation from Customs house officers. Therefore, the working standard, motivation and unification must be established”.

The tenth Customs house executive gave importance to the leadership by commenting that “the management of Customs houses depends on each head of Customs house whether they are interested in doing or developing, or not. Sometimes, our Customs house is ready but the others are not. So the heads of Customs houses must comprise of both science and art capabilities. They must be the heart of the organization that can negotiate with neighboring countries.

The eleventh Customs house executive gave a priority to the leadership by viewing that “leadership affects the internal management. The heads of Customs houses must know how to collaborate and cooperate for interest. They must be accepted and recognized internally. Their capability must comprise of science and art while having justice and morals so that they would be publicly accepted”. This is quite similar to the opinion from the twelfth to fourteenth Customs house executive that also focused on the importance of the leadership. The fourteenth executive viewed that “leadership is a crucial part in the Customs houses. This position is not for earning their personal interest but they must work seriously and dare to make a decision. Their subordinates can rely on them and ask for their suggestions. They should participate in the survey with their subordinates in order to see how those officers work and to properly guide them. The heads of Customs houses must be a good role model that the subordinates can approach. Moreover, they should have skills and competence”.

Regarding the fifteenth to seventeenth Customs house executives, the fifteenth executive had a vision on the effect of the leadership on the management success of the Customs houses that “the leadership of each person is different. However, they must be able to cooperate with other agencies. If the heads of Customs houses are female who do not have a detailed characteristic, men will rely on them. Nowadays, there are many female heads of Customs houses because these women are hard-working, brave and reliable”. The seventeenth executive thought that “the leader is the head of the organization. If you want the organization to be interactive and dynamic, the head of that Customs house must work seriously with skills and knowledge. If the head is not motivated to coach, the assistant and lower-level officers would be inert, as well”.

The eighteenth Customs house executive viewed that leadership is the most important part of the management success of the Customs house by commenting that the heads should pay interest to personal work as well as public work. They should adopt the principal of political sciences into their work, for example meeting, internal dining and creating of internal happiness at workplace.

The nineteenth Customs house executive gave the opinion on this matter that “the leadership should comprise of living personnel. The personnel should have a good competence so the organization would have a good performance as a result. The leadership also has an effect on the management. If the head is a good leader, it will provide a positive effect on the organization management. If the head is a good manager but he/she does not have a good leadership, the result would not come out well. In other words, good leadership must come with a good manager. The head must be a professional manager with leadership”.

In conclusion, 19 of 30 Customs house executive viewed that the factor as the leadership affects the management success of the Customs houses. The Customs house executives must be fully supported from the high-level executive of Thai Customs. The leaders must be able to convince their officers to participate in teamwork and to cooperate with each other properly and smoothly. The leaders must have a clear role in working and development, including roles in facilitation and Customs control. They can inform, interact and give information to the related agencies and the local communities, including creating employment. They should

have managerial competency, skills, knowledge as well as good suggestions and working recommendation for the subordinates. They should dare to make decisions, be responsible for their work, encourage and motivate their officers. The heads of Customs houses must use their leadership in the service of the Customs house officers to place trust and rely on them. They should create internal unification among officers, motivation and encouragement in the operation while changing the officers' mindset of their work for a feeling of pride, happiness and goodness in working ambiance. This would encourage the officers to work better. The leaders must be hard-working and curious. They should know how to collaborate and cooperate with other agencies for their interest. They must have both scientific and artistic capabilities, justice and morals in their work and make themselves and obvious to the public. The heads should set the target of work, command their subordinates and guide the direction of the operation while controlling the operation of their subordinates to be in line with the mission and vision. There was an executive who had a different perspective that the Customs Department should consider the selection of the personnel who are going to work at the Customs houses, the heads and officers, to be suitable to each area as certain Customs house would have different and specific internal and external factors. Another executive viewed that the heads of Customs houses should pay interest in both private and public works in order to better achieve management success. There were 2 executives that had interesting comments that the heads of Customs houses should be supported and encouraged by the high-level executives of Thai Customs because some Customs houses are located in the risk areas or far from the center.

2) The study result from the private operators

2 of 4 private operators reported their comments that leadership affects the management success of the Customs houses. An operator suggested that leadership is crucial because leadership is a characteristic of the Customs Department. The heads of Customs houses should monitor their work closely with the operators. Another operator viewed that the leadership of the Customs house executives is very important. Sometimes, the heads must be decisive in commanding the important matters. Other 2 operators did not have any idea on this topic.

In conclusion, 2 of 4 private operators reported their vision that the factor as leadership affects the management success of the Customs houses, that the heads of Customs houses should be responsible for their work while being decisive in commanding the important matters.

4.2.2.4 The factors as the managerial competency and the management success of the Customs houses

1) The study result from the sample of Customs house executives

30 Customs house executives viewed that managerial competency affects the management success of the Customs houses as follows;

The first Customs house executive had a comment about the management that “effective management is that the heads of Customs houses must act as the CEO in managing the Customs houses in order to be a one-stop service and to be able to make a rapid decision. In the management of the Customs houses, the Customs houses should take a leading role in making decisions with other related agencies. There must be an upgrade of English usage of the Customs officers to be in line with the global standard. The work needs a unity, teamwork and interdependence in managing. External factors also affect the management success of the Customs houses because the operation of the Customs houses should cooperate with other related internal and external bureaus. Sometimes, there is an implementation of other related laws from external departments that are necessary factors of the management”. Likewise, the second Customs house executive had an opinion that the heads of Customs houses must act as the CEO in the management of the Customs houses in order to support Customs personnel and manage the use of tools and equipment for the maximum advantage to be the one-stop service. The leader should be able to make a decision rapidly. There should be an enhancement of the neighboring languages. Moreover, the first Customs houses executive additionally added that “the most important factor is to give the management power of the Customs houses to the heads of the Customs houses, who also have responsibilities in managing budget, stock, organizing management and human resource management” which is in line with the opinion of the second heads of the Customs house, as well.

Regarding the third Customs house executive, there was a comment that managerial competency affects the management success of the Customs houses. There should be a good relationship with the agencies that also operate at the border area and teamwork has also an effect on the management success of the Customs houses. This is similar to the opinion of the fourth Customs house executive who viewed that the managerial competency is related to the external factors. The heads of Customs houses should understand the working procedures and the problem solving to let the work come out smoothly. Teamwork also affects the management success of the Customs houses. Moreover, the Customs house executive also added that teamwork is when every member of the team should know their duty. If they do the same thing to achieve the same target, the mission should be completed by protecting and promoting each other. If we know the target, the work will be done". Moreover, this executive also thought that the internal cooperation is the core of the management that enables the Customs house management to be successful. Similar to the fifth executive who commented that the internal management in Customs houses and the cooperation from the officers of the other agencies, would affect the management success of the Customs houses.

Regarding the sixth Customs house executive, the executive viewed that "the management should be in line with the budget. It should be passed by the input and output process, including the evaluation by the organization itself and the outsider". The seventh Customs house executive had a view that "each infrastructure has a different level of readiness. The heads of Customs houses should have a managerial competency and readiness in integrating the Customs houses with the governing agencies at certain level". The eighth Customs house executive had a different opinion that there should be implementation of new innovation and a development in the operation. Teamwork affects the management success of the Customs houses and the Customs houses should be supported from the local agencies as the local agencies become more understanding and support border trades.

The ninth Customs house executive viewed that "the Customs houses could be compared as sub-Customs departments that use the principle of multi-level management with a mission and indicators. There must be cooperation with related agencies while the role of the heads of the Customs houses is very

crucial. The heads of the Customs houses therefore have to know every element that is related to the Customs, including finance, human resource, construction, stock management, Customs laws and related regulations, sciences and art, political sciences and legal implementation”.

The tenth Customs house executive had a comment that the heads of the Customs houses should have a capability to manage internally and externally, have a good relationship with other agencies and understand the role of the Customs houses. This is similar to the opinion of the eleventh Customs house executive who viewed that “if one would like to make it successful, the form of network success should come from 2 levels which are external and internal. Internally, there is a network of commander-to-subordinate and officer-to-officer network while the external network comprises of Customs house to the local community and the province”.

The twelfth Customs house executive had an opinion on the managerial competency that “punishment must have a clear process. There should be a clear separation of the punishment for wrongdoers and likely-to-be wrongdoers, for example the case of transparency, legal ignorance, inappropriate actions during the working time, there must be a decisive punishment no matter who the officers are. Otherwise, the management must be inefficient. The cooperation between agencies is another matter and Customs houses should establish a good relationship with the other agencies. Also there should be internal unification because it would lead to a successful management of the Customs houses. Then, comes to the cooperation with external agencies. This issue certainly affects the management of the Customs houses, as well. Sometimes, the Customs houses need cooperation from an officer, such as the immigration, the department of livestock, the department of Agriculture, army, police and drug enforcement unit and etc. Sometimes, when the Customs houses have problems, they could contact those agencies for clarification. In this regard, there should be the encouragement to work as a team. The organizational management could not be successful if one works alone. A good leader must work with a good team so that the leader could guide the direction of the organization. Good teamwork is combination of a good participation of officers and a good leader while bad teamwork is the lack of participation and leadership.

The thirteenth Customs house executive had a comment that “it is undeniable that everyone has their own competency. But the question is how to gather and integrate all competencies to discuss, understand, work and set the goal together? There should be the importance of cooperation with relevant agencies for achieving the mission of the Customs house management and the vision of the Customs Department”. The fourteenth Customs house executive thought that there should be control by giving that “the control system should be implemented in order to frame the operation to be in line with the needed direction. Also, it should not forget to analyze the future problems”.

The fifteenth Customs house executive had a comment that “the management system should be ready. If the process is not ready, for example the uncompleted designation of unit codes for the electronic Customs procedures for the importation, the clearance could not be made because of the uncompleted working system”. The sixteenth Customs house executive had a different perspective from the previous executive. This executive thought that “to be knowledge-based, management-for-changes, economics-of-scale, target-oriented and two-way-communication organization would affect the management success of the Customs houses.”

The seventeenth Customs house executive viewed that “the Customs Department has a good working system, good mission, vision and regulations. If those things can be followed, it should provide a positive effect. Nowadays, it depends on the selection of human resource, who could be selected to work at the Customs houses. If there are many kinds of cooperation, then the selection should focus on people with cooperative skills. If the quantity of work is high, the manpower should be high. So the management and the selection of human resource should conform to the characteristic of the Customs houses, characteristic of the operation, environment, and related agencies. Teamwork is very important. If there is no teamwork, then problems will certainly happen. If there is cooperation in the Customs houses, the operation would be smooth”. The eighteenth Customs house executive had a comment that there is a need for cooperation with other relevant agencies in order to develop that cooperation. The external concerned factors for the management success of the Customs houses are to cooperate with and give importance to the local community, districts and provinces. The Customs houses can

not operate alone. They should cooperate with other relevant agencies in order to achieve their goals. So the cooperation from other agencies also affects the management success of the Customs houses”.

The nineteenth Customs house executive gave the opinion on the factor affecting the management success of the Customs houses that “the cooperation with other relevant agencies at the border Customs houses and other relevant agencies would make the operation rapid and efficient”. The twentieth Customs house executive commented that there should be recognition of relevant agencies, and mutual development agreement. The twenty-first Customs house executive thought that the cooperation with other agencies would affect the management success of the Customs houses by saying that “the relation and cooperation between agencies are formal and informal. If the heads are invited but they decide to send their representative instead, it would disappoint the inviting persons. So if we are invited, we should try to go. In case of having problems, the relevant agencies would be willing to help us”. Moreover, the importance of teamwork should be promoted, “Teamwork is very important. Many management and activities need participation, for example landscape improvement”.

The twenty-second Customs house executive viewed that the domestic and international cooperation should be thorough, not limited to the Ministry of Finance, the Revenue Department, the Excise Department, and army security unit”. Likewise, the twenty-third Customs house executive focused on the importance of the external cooperation by commenting that “Customs houses should have a good relationship with the Province. There should be a multi-level cooperation; department, district and province”. The twenty-fourth Customs house executive also thought that “there must be cooperation with every level as we cannot work alone and we must be supported from the center. It is similar to the twenty-fifth to twenty-seventh Customs house executive who had an opinion that there is cooperation between the agencies and in the organization. There must be unity and teamwork which the twenty-seventh also added that “the cooperation with other agencies could improve the image of the Customs Department”.

The twenty-eighth Customs house executive had a concordant opinion with the heads or the acting heads of the Customs houses, “the managerial

executive must know how to cooperate for interest, not only at the CIQ work”. It is like the opinion of the twenty-ninth Customs house executive that “there must be an external management, border management and cooperation with various agencies in every district and provinces”. Likewise, the thirtieth Customs house executive viewed that “every unit must mutually follow the step. There is no need to heavily promote. Sometimes, people are so different and some work is routine, such as meetings, and cooperation with other agencies. So there must be a balance between external and internal societies.”

In conclusion, all 30 Customs house executives had the common opinion that the factor of managerial competency affects the management success of the Customs houses by having cooperation with relevant agencies, both externally and internally. There must be an establishment of good relations and collaboration in formal and informal forms, including cooperation in the domestic and international level. The new innovation and development of operations should be implemented. The heads of the Customs houses should build a network at 2 levels; these are the internal in the Customs houses (commander to subordinate and officer to officer) and the external with the Customs houses (Customs houses and external local agencies) that would lead to a working balance between external and internal societies. The heads of Customs houses must understand the process of working and know how to solve the problems in order to facilitate the operation to be smooth while promoting teamwork and participation. One of the Customs house executives gave a comment that the heads of Customs houses should act as the Chief Executive Officer (CEO) in the management of the Customs houses in order to serve as a one-stop service and they should be decisive in making decisions. Another executive gave the opinion that the important factor to the successful management of Customs houses is to give the authority to the heads of Customs houses to manage the budget, stock, arrangement and human resources. The other executive viewed that all officers have their own capability. The capability should therefore be discovered to support the achievement of the goal. Some executives thought that there should be a monitor and control system in order to frame the operation to be in line with the set direction with an analysis of problems that may occur in the future operation. One executive also had a comment that to be knowledge-based, management-for-changes,

economics-of-scale, target-oriented and two-way-communication organization would affect the management success of the Customs houses.

2) The study result from the 4 private operators.

The 4 private operators had an opinion that the managerial competency affects the management success of the Customs houses as follows;

The first operator had a view that “managerial competency affects the management success of the Customs houses. There should be a change in the perception of Customs officers. The new generation should be transparent and accountable in which the Customs Department has improved in this matter and it must improve their procedures as soon as possible”. Similar to the second operator, this operator thought that “the Customs Department must facilitate the promotion of the competitive advantage of the operators. The Customs houses should create a good relationship with the operators. The third operator gave its comment that “managerial competency affects the management success of the Customs houses. The current management is a result of a good relationship from the Customs houses. There must be communication with the operators to create their understanding on Thai Customs while keeping in touch with the other agencies. This could improve the image of Thai Customs and the public begins to give importance to the Customs houses. The heads should have morals, professional pride and honor as they are part of the driving mechanism in the border”. Regarding the fourth operator, the opinion was that the Customs procedures must have a clear time limit. Teamwork affects the management success of the Customs houses and there is a need to change the mindset of the officers to attempt to work as team.

In conclusion, all the 4 private operators agreed that managerial competency affects the management success of the Customs houses. The new Customs generation must be transparent and accountable together with a moral, professional pride and honor. There must be an improvement in the Customs procedures as soon as possible in order to facilitate and promote the competitive advantage of the operators. The Customs houses should also have a good understanding and relationship with the operators as well as other agencies.

4.2.2.5 The factor as the skills and knowledge of human resources and the management success of the Customs houses

1) The study result from the sample of Customs house executives

23 of 30 Customs house executives agreed that the factor of the skills and knowledge of human resources affects the management success of the Customs houses as follows;

The first Customs house executive gave the opinion on the skills and knowledge of human resources that “the officers must have knowledge and competence in English and related languages, laws and Information Technology system”. This is similar to the opinion of the second and third Customs house executives that the knowledge and competence of the human resources affects the management success of the Customs houses. Likewise, the fourth Customs house executive had a vision that “the officers should have a service mind. If the officers have a lack of understanding in their work, the operation would not be successful. Therefore, it is mandatory to send officers to get the training and coaching.

The fifth Customs house executive had a view that the skills and knowledge of human resources affects the management success of the Customs houses by giving the opinion that “the administration should put the right man in the right job”. Similar to the sixth and seventh Customs house executives, they commented that “The officers must be ready and the administration should assign a right job to a right man according to their competence”. The eighth Customs house executive also had a same comment that “the administration should put the right man in the right job, for example, if an officer has no knowledge of stock or budget management, that officer should be trained”. Furthermore, the sixth Customs house executive also gave an additional opinion that “the operation must be in line with the clear legal framework and there should be regulations to support the operations. The officers must have a good knowledge and understanding as well as integrity”. The seventh Customs house executive added that learning new things would affect the management success of the Customs house and the administration should recognize the human resource development plan, as well.

The eighth Customs house executive viewed that “Customs executives must learn the cultures of each society because each society is different. So it is necessary to understand the societal culture, for example the North culture is

normally different from the South culture. If we can understand, it would let us create a good relationship with local people and the society. The example is in the south where every Friday is the religious day. If we invite the operators to join the meeting, the operators would be definitely inconvenienced. To conclude, each region has its own societal culture. After understanding their culture, we can adapt our knowledge into our work to the way that we should communicate, participate and serve those people, including the way that we should make them understand or cooperate with us. The suggestion is to organize the CSR activities with the community in order to create a good image and trust on our administration. So it would be easy when we ask them for their cooperation or explain to them how to prepare for the Customs procedures. We must understand the people in that community and their culture, then provide them the CSR activities so we would make a good link with the local authority by asking them what they want to have, for example school library or sport activity in the community. The CSR activity is not only to give necessary things to the people, it is also the participation from our side into the public activities that are useful to the community”.

Regarding the ninth Customs house executive, the opinion was that the frontline officers, who have determination and responsibility, would affect the management success of the Customs houses. It also includes the factors of skills, knowledge and experience of the Customs officers. The Administration sets the training duration of each officer should not be lower than 7 hours per year. It could be coaching, training and on the job training. Similar to the tenth and eleventh Customs house executive who gave priority to the leader who has the role to promote the competence of the officers for the management success of the Customs houses according to the mission and vision of the Administration. Regarding the eleventh Customs house executive, the executive added that “The development of our potential to be in line with the global standard, would definitely affect the management success of the Customs houses”. It conforms to the opinion of the tenth Customs house executive.

The twelfth and thirteenth Customs house executives had opinions that the skills and knowledge of human resources affects the management success of the Customs houses. The twelfth Customs house executive said that “the

officers must be well trained. The officers at the central bureaus and the regional bureaus have same knowledge but different application so that the training courses should be diversified according to the real application. The curriculum of each training course should be detailed to be suitable for each officer in each kind of working environment so that the knowledge can be applicable. There should be some rotation of the workplace for continuous operation. However, if the rotation happens too often, the management in the Customs houses will not be smooth. The local people should understand what we do. The CSR activities need an understanding from local agencies and authorities so the operation would be smooth. We could use our experience from study visits or seminars in explaining the operation of the Customs houses”. The thirteenth Customs house executive thought that training is very necessary for human resource development

The fourteenth Customs house executive had a view that “the Administration should select hard-working officers for every position, including heads/acting heads and officers at the Customs houses. The training is very crucial. When the AEC integration is completed, the Customs personnel should have knowledge and management skill. There must be training of neighboring languages for the frontline officers, for example Muslim living pattern in the South that is very sensitive, and the minority in Myanmar that learning their languages would make us understand their style of living and culture. Good service comes from a primary understanding of the context and norms of that community”. Similar to the fifteenth Customs house executive, the opinion was that “if the officers have good competence in their work, it would be very useful, especially budgetary matter. It is suggested to train the new generation for the budgetary and monetary matters. The inspectors and procedure officers should have knowledge in tariff classification and price. They should at least know that how much this thing is which is imported. If the price is too low, they should ask for the statement. The training is very crucial too”. Likewise, the sixteenth Customs house executive had an opinion that “the officers who have not been regularly trained or educated with new knowledge, they should pass some examination before stepping to the upper position. So there must be training or an examination with some standard before moving to the upper position”.

The seventeenth Customs house executive had a view that “there must be training courses for officers continuously”. Similar to the eighteenth Customs house executive who had an opinion that “the Administration should have the continuous human resource development so that its officers would be well equipped with knowledge and competence for the task. The organizational competence of the Thai Customs Department is a result of the human resource development. There should be a clear target for example the English competence of the officers in communicating with the operators and customers by 2017 according to the goal set by the Director-General of Thai Customs”. Regarding the nineteenth Customs house executive, the opinion was that “the heads of Customs houses must know about the working environment as their responsible areas are different from each other, both domestically and internationally. The fact is that each Customs house in each area has different problems, this fact affects the management success of the Customs houses”. The twentieth Customs house executive had a view that “a lack of understanding of the security administration towards local mafias and way of living of local people, would affect the management success and failure of the Customs houses”.

The twenty-first Customs house executive viewed that the Customs houses should communicate to the stakeholders about the changing regulations or changing situation of the Customs Department that would affect the stakeholders. However, there are regular meetings between operators and Customs officers. The executive also thought the understanding of the local need of customers and the working environment would affect the management success of the Customs houses by mentioning that “it would affect, especially the knowledge of the stakeholders. We know them but they never know us. The stakeholders do follow what they get accustomed with. So we have to inform them what has been changed and what they have to prepare for. Every time that there have been any changes that would affect the operations, including service and enforcement, we normally invite our stakeholders at the Customs house to be given that information, formally and informally. However, I would firstly explain it to our officers in order to have the same information in our hands on what we are going to do, to think and in which direction we are going to head for this changed regulation. I would set the way of

answering for each kind of question. We have a monthly meeting in our Customs house where I can raise up the example of problems that comes from the real case. If the problem is really complicated, we would have a primary discussion with 4-5 officers to have a primary conclusion before bringing it into the Customs house meeting. The Customs house meeting is a meeting where I would inform our officers about how we are going to deal with this kind of problem, how to solve and how to answer the customers. We have a meeting every 2 months with the operators”. This is similar to the twenty-second and twenty-third Customs house executive who had their opinion that if the Customs houses could make a good relationship and a good understanding with the community, it would affect the management success of the Customs houses”.

In conclusion, 23 of 30 Customs house executives had the opinion that the factor of the skills and knowledge of human resources affects the management success of the Customs houses by putting the right man in the right job. The officers should have knowledge and competence in foreign languages, especially English language, in laws and regulations on monetary and budgetary matters, and in Information Technology system. The operation should be in line with the clear legal framework and supporting regulations. There should be regular training to prepare the officers for the readiness in the operation. The training curriculums should be diversified, such as coaching, teaching and on the job training. The officers should have an understanding of the local needs of customers as well as the working environment. One executive had an opinion that the training courses should be suitable for each officer and conform to the characteristic of work in order to apply the knowledge in a real case. Another executive also added that the training is very crucial. There must be the training of neighboring languages, ways of living and norms of the community for the frontline officers. It would definitely affect the management success of the Customs houses.

2) The study result from the sample of private operators

3 of 4 private operators had the opinion that the skills and knowledge of human resources affects the management success of the Customs houses. The first private operators commented that “the officer should have knowledge and language competence as well as interpersonal relation”. The second

private operator commented that “there should be an adjustment in the mindset of the officers to work as a team”. This is similar to the third operator that there should be a promotion of teamwork.

In conclusion, 3 of 4 private operators had the opinion that the skills and knowledge of human resources affects the management success of the Customs houses and that the officers should have knowledge and competence in languages and interpersonal relation, including an adjustment of their mindset to work as team.

4.2.2.6 The factor as the role of media and the management success of the Customs houses.

1) The study result from the sample of Customs house executives

18 of 30 Customs house executives had a view that the factor of the role of media affects the management success of the Customs houses as follows;

The first Customs house executive had a view that “the role of the media highly affects the management of the Customs houses. It does not mean that we have to make the media a favor in order to communicate our good image to the public. We must have sincerity that is based on trust, reason, correctness and fact. The media has a very important role so that the Customs house should communicate to the media for a correct understanding with a correct information and reason”. The other Customs house executive gave the opinion on the role of media that “the media's role could give us both positive and negative result. It depends on how we would like to interact with the media. It is important because the media is considered to be our spokesperson. The result therefore depends on the relation between the Administration and the media which is a very important matter”. This is similar to an opinion from an executive of the Customs house in the province that is connected to Laos. The executive thought that “the media helps the Customs house in terms of publicizing the information to the public to make an understanding. The local and central journalists help in broadcasting the operation of the Customs house. If we can make the media understand our roles and situations, it would be useful for the Customs houses. The communication of information could be conveyed through the

media, for example the public communication about the special economic zones”.

This is similar to the opinion of the second head of the Customs house in the province that is connected to Laos, stating that “the media has an impact on our operation. As we adopt the principle of laws and political sciences, it does not matter that the agencies whom we have to make a good cooperation must be import and export agencies, The Customs should create a good relation with other agencies such as army, police, constructing unit, local authorities or people. Those agencies could be our spokespersons. Sometimes, we have to depend on the experienced agencies by joining their activities by ourselves or sending our subordinate as representatives, instead. We have to cooperate with various agencies. It is the interdependent principality that we need to keep in mind”.

The third executive of the Customs house in the province where its border is connected to Laos gave the opinion that the media are very important by mentioning that “the media monitors the Customs operations by warning and examining in every area, every unit and every municipality”. Likewise, the fourth executive of the Customs house in the province where the border is connected to Laos gave a comment that “the media certainly affects the management success of the Customs houses. If we do not pay interest to the media or persons who come to ask for information, the information would be wrongly communicated. And this would affect the Customs houses. Therefore, the Administration should give correct and clear information”. This opinion conforms to the opinion of the second executive of the Customs house in the province where its border is connected to Laos. The second one stated that “the role of media is very crucial as the operations of plans/projects should be publicized. Referring to the training course of medium-level executives public relations is a high priority in management sciences”. Similarly, the fourth executive of the Customs house in the border province near Laos also viewed that “the media has an outstanding role. If the Customs houses do not operate correctly and fairly, the Customs houses would be examined by the media. If there is a need in communicating the news to the public, the Customs houses could also use the media as a channel of communication, and vice versa”. Regarding the first executive of the Customs house in the border province near Malaysia, this executive had a view on the media that “the media play an important role that affects the success. The media

importantly helps the Customs in communicating the news and the public relations”. For the second executive of a Customs house in the border province near Malaysia, he gave an opinion that “if we want to promote the operation of the Customs houses, we have to make a good relationship with the media”.

However, the minority of the Customs house executives thought that the factor of the role of media does not affect much the management success of the Customs houses. One Customs house executive revealed his different opinion that “In case that we are quite closed with the media and normally have a good relation, it does not affect the management success of the Customs houses”. This is similar to the opinion of an executive of the Customs house in a border province near Myanmar, he viewed that “the local media may not affect the management success of the Customs houses. Even though the media have nothing related to the management success of the Customs, we have to cooperate with the media anyway”. This opinion also conforms to an opinion of an executive of the Customs house in a border province near Lao. He thought that “it does not affect much the management success but we have to involve them. Otherwise, the media would not communicate to the public correctly”. Another executive of the Customs house in a border province that is connected to Cambodia had a similar opinion on this matter. He commented that “The media is not important. They report the news and examine the operation of the Customs house. The media create some impact but they do not significantly affect the management success of the Customs houses”. The executive of the Customs house in a border province that is connected to Malaysia reported similarly that “In the local community, the media do not affect the image of Administration. The local community do not normally have any problem”. Another executive of a Customs house in a border province beside Malaysia also commented that “the media is not a factor affecting the management success of the Customs houses”.

In conclusion, the majority of the Customs house executives counted as 18 of 30 executives, had comments that the factor of the role of media has an effect on the management success of the Customs houses. Customs houses should communicate and make a good understanding with the media in order to send them the correct information and comprehension of Customs operations. The communication should be based on reason and correctness by creating a good relation

with the media that would help the Customs in publicizing the Customs projects as well as a good administrative image to the public. The Customs house executives must adopt the principality of political sciences and laws in their work. There is a minority of the Customs house executives who viewed that the factor of the media's role does not affect much the management success of the Customs houses.

1) The study result from the sample of private sectors.

The majority of the sample, 3 of 4, had an opinion that the factor of the role of media affects the management success of the Customs houses. The first interviewed operator thought that “the media is a reflection of the Administration. It leads the Customs houses to adapt themselves and cooperate with other. The media also reflects the image of people. If the Customs houses do not function well, it would be reflected by the media”. Likewise, the second interviewed operator commented that “indeed, the media affects the management success of the Customs houses by monitoring the operation of the Customs houses. Therefore, it causes the officers to have an awareness of working”. This is similar to the third interviewed operator who had a view that “the media play a very important role in changing the public perception. If there is a need to change the public perception, the media could help us a lot”.

In conclusion, 3 of 4 private operators agreed that the factor of the role of the media affects the management success of the Customs houses as the media reflects the image of the Administration, encourages the Customs houses to adapt themselves, and monitor the operations of Customs houses that cause an awareness of working for the officers.

4.2.2.7 Other factors

Apart from all above mentioned factors, the Customs house executives and the private sectors also had additional comments on other factors that could affect the management success of the Customs houses as follows;

1) Government policy

4 of 30 Customs house executives had comments that the factor of government policy affects the management success of the Customs houses. They thought that the national policy and the Customs policy, that are clear and continuous, would affect the management success of the Customs houses. 3 of 4 private operators

commented that the government policy affects the management success of the Customs houses, in which an operator revealed that the government policy is quite clear but many leaders of the local authorities are not so clear.

2) Organizational structure

1 of 30 Customs house executive thought that the organizational structure factor affects the management success of the Customs houses by commenting that “the organizational management is to manage the organizational structure of the Customs houses to operate efficiently”. However, none of private operators had any comment on this factor.

3) Organizational commitment

1 of 30 Customs house executive had a view that the factor of the organizational commitment affects the management success of the Customs houses by giving a reason that “the establishment of organizational loyalty, awareness, pride, including dedication to one's own work and respect the organization, would affect the management success of the Customs houses very well”. However, none of private operators had any comment on this factor.

4) Organizational norms and culture

1 of 30 Customs house executive thought that the factor of the organizational norms and culture affects the management success of the Customs houses by giving a comment that “I would like to leave a matter of the culture and norms of our Administration for your consideration. In the era of the old generation Customs, we worked with strength and professional awareness in which the old generation paid very much interest. We had never given priority to anything other than our duty. We thought that we had our own responsibility that must be done. So I would like to leave this point for other officers and this is another important part in the border management of Thai Customs”. However, none of private operators had any comment on this factor.

5) Manpower

2 of 30 Customs house executive thought that the factor of manpower affects the management success of the Customs houses and that the Administration must have a sufficient manpower management plan. However, none of private operators had any comment on this factor.

6) Laws and regulations

3 of 30 Customs house executives thought that the factor of laws and regulations affects the management success of the Customs houses. The clarity of the laws and regulations would affect the management success of the Customs houses by having a clear framework and supporting regulations. A Customs house executive gave the opinion that “the cooperated agencies must understand the regulations that are related to import and export which would help facilitate the Customs operations to be smooth”. However, none of private operators had any comments on this factor.

7) Economic system

1 of 30 Customs house executives thought that the factor of the economic system affects the management success of the Customs houses by mentioning that “the external factor which has an effect on the management success of the Customs houses, is the economic system as it is directly related to the achievement of target set by the Customs houses. The expanding economy would increase the international trade and the exchange of goods that would directly affect the duty collection which is the core mission of Thai Customs”. However, none of private operators had any comment on this factor.

4.2.3 Challenges in the Customs House Management

The researcher asked the Customs house executives whether they have any problems, obstacles, concerns or objections in the management of the Customs houses. The data was collected as follows;

Some executive of Customs houses reported that they do not have any problem in the Customs house management, for example, the first Customs house executive informed that “I use my management experience in cooperating with external and internal agencies and I get very good support. No problem has occurred so far”. Similarly to the second executive who reported that “the cooperation with other external agencies is well supported”. The third executive said that “the high-level executives of Thai Customs pay interest in hearing problems and obstacles with a quick response in fulfilling the manpower in the legal position. They get reported of the successful operation of the Customs house that meets the target”. Likewise, the

fourth executive reported that there has not been any problem in the Customs house management”.

However, other executive of the Customs houses reported different opinions on the problems and obstacles in the Customs house management as follows; The fifth executive commented that “there is an obstacle in the human resource management in which we have a limited resource and each officer must function multi-dimensionally, in Customs procedures, Enforcement, Customs control, and facilitation according to the provincial policy”.

The Sixth executive commented that “the problems are 1) lack of the necessary modern equipment for the operation, for example out-of-date computer system and container X-ray machine 2) lack of accommodation for the officers. The living accommodation is old and not sufficient. 3) lack of budget to hire security officers and cleaner service in order to maintain the government assets” This is similar to the opinion of the seventh Customs house executive that “the Customs house has following problems 1) The office buildings at the Customs house are very old as they have been in service for a long time. The customers do not get facilitated. 2) There is traffic congestion at the Customs house due to the increased number of trailers. This problem may come from the increased border trade every year. 3) There is no security officer, nor cleaner at the Customs house.”

The eight executive gave the comment that “there is a problem in the Customs house building which is located far from the border crossing checkpoints or the entry-exit points of goods and vehicles. Each point is far from the Customs office building (more than 50 kilometers) and that causes a problem of transportation for the officers and the Customs control. In the near future, the Customs house has a plan to search for land for constructing a new office building for Chanthaburi Customs house to be nearer at the border in order to increase the efficiency of Customs operations and controls. The concern would be the land that will be the new location which we have to request permission from the Department of Highway.”

The ninth executive reported that “there is a lack of manpower and budget for purchasing vehicles and tools”. This is a same problem from the tenth executive who

mentioned that “it is a lack of manpower in the stock management position that every Customs houses should have”.

The eleventh Customs houses executive revealed his problem that “Most problems come from the related laws and regulations rather than the Customs laws itself, for example, a restriction in the consideration for approval which is related to other agencies. The authorization and manpower still needs the human resources from other agencies, for example the plant quarantine officer. Moreover, there is a problem in the border area where it is the conserved forest that is not permitted by the Department of Forestry. So, in this case, it is not possible to request a budget for the border development to support the border trade and the AEC integration”.

The twelfth executive mentioned the problem in the Customs house management that “1) Unprofessional officers who lack knowledge and experience, especially the account officer who is newly recruited. So they do not understand the working system and are not able to solve the problem. In case of any mistake, they may be examined and be accused of wrongdoing. 2) lack of experienced officers or senior officers who could train the newly recruited officers”.

The thirteenth executive had an opinion that “the operation of the Customs house is a result of implementation of Customs policy. If the Customs house announces its order but no one implements, the operation would be slowly driven which does not meet the policy target. The Customs house must function various duties, for example making a good relation with government agencies, private sectors, chamber of commerce, the industry association, operators, Customs brokers, and freight forwarders by creating an accessible image through informal relations such as dinner or sport. Sometimes, the head may interact through his personal connection in discussing the operation. The mid-level officers to the bottom level have not understood their roles and the policy of the Administration, yet. So the head of Customs house must directly command to the bottom, no matter it is the operation or the facilitation. The officers do not understand a strong role of facilitation”.

The fourteenth executive had a view that the problem in the Customs house management is very different in each area by mentioning that “the south is a high risk area for the safety of life and government assets. The frontline officers would wear their uniform only when it is necessary by basing on the 2 factors; internal and

external factors. The internal factor is to notice the behavior of the customers. There are officers who always monitor and the CCTV record system that the date can be retrieved later. The external factor is the cooperation between the government agencies and the private sectors in order to discuss and follow any news and issues. There is also a group communication of the Provincial authority through the mobile application (Line) to inform, warn and cooperate with the private sectors, local leaders and Muslim leader. The head of Customs house normally pays a visit to those people and I get a warm welcome from them. In the New Year's event, the Customs house would invite the religious leaders to bless the officers. In the holidays, the Customs house would send officers to join the event as invited while the date palm is an important fruit used as a gift in the important events. The Administration has a policy in providing the computers to the school. So the Customs house gives them to the Muslim school in order to create a strong linkage with the local people. This way would ensure that the officers may get security and protection. Moreover, there is a regular visit to the community. Regarding the Customs houses in the border province that is connected to Myanmar, this area is still unstable. The Myanmar Customs and other agencies in the border area were sent from the central bureaus. There is a special unit of Myanmar Customs that will collect high-rated duties. The internal factor is that the Customs house has useful tools for trade facilitation, for example the re-locatable X-ray machine, repeater tools for communication. The external factor is the cooperation between 5 relevant agencies in Mae Sai which are Customs, Immigration, Sheriff, Police and Soldier. The collaboration with Myanmar is well supported.”

In conclusion, according to the perspectives from several Customs house executives, there is no problem in the Customs house management. For some executives who reported their problems, most problems are related to human resource management, insufficient manpower in the accountant position, lack of budget, necessary equipment and utilities, including the traffic congestion at the workplace. These problems must be addressed by the high-level executive of Thai Customs. To support a smooth operation of the Customs management, the Customs houses should cooperate with domestic and international agencies.

4.3 The Mixed Method of Quantitative and Qualitative Research

The mixed method of the analysis result of quantitative and qualitative data is to compare the outcome that is a result from the data analysis by two methods in order to evaluate in which issues the two outcomes are concordant or resistant. The combination of data analysis in this study was carried out by the side-by-side comparison in a summary table where the selected issues for the comparison are the factors affecting the management success of the Customs houses as appeared in the table 4.16

Table 4.16 The Comparison of Result Analysis between Quantitative and Qualitative Data on the Factors Affecting the Management Success of the Customs Houses

Factors	Data Analysis	
	Quantitative	Qualitative
Clarity of Mission Statement (X1)	The factor as the clarity of mission statement (X1) has positive correlation with the level of success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.335 which means the clarity of mission statement has conformed to the level of success of the Customs house management.	The factor as the clarity of the mission statement affects the management success of the Customs houses. - all 30 Customs house executives had the opinion that the factor of clarity of the mission statement affects the management success of the Customs houses. The clarity of mission is an important method on which Customs officers could rely in order to achieve the target. If the mission of the Department

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Clarity of Mission Statement (X1)		<p>is clear enough for officers to be able to understand and follow, it will provide efficient operations of Customs officers to achieve the target while the Customs house management must be in line with the plans/projects as well as the Department's vision. Moreover, some Customs houses executives had different opinions that the important thing that would support the achievement of goal of Thai Customs is a desire to communicate the mission of the Department from top to bottom level, and to make an understanding in methods/procedures with the internal unity that also supports the achievement. It also includes strict operations for the achievement of goal, attendance to the operations of the officers, support for competencies of officers,</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Clarity of Mission Statement (X1)		<p>encouragement in the operation, an improvement of working place and sufficient equipment, good relations between relevant agencies and private sectors, a public communication to the operators about their privileges in order to create a good image. One of Customs house executive commented that apart from the development plan of Thai Customs, there should be a control and evaluation of projects, including the same standard of the operation. Another Customs house executive gave a priority to the clarity of laws and regulations that must be well kept and organized for a convenience of searching that would support the achievement of goal set by Thai Customs.</p> <p>- all 4 private operators viewed that the factors of</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Clarity of Mission Statement (X1)		<p>clarity of the mission statement affects the management success of the Customs houses. The state policy is very clear but the local leaders should understand it very well. The mission on the trade facilitation enables the operators to receive a convenient and rapid export of goods but it should be based on justice at the same time. The government should announce laws and regulations that facilitate and give privileges to the investors. The Customs Department should work proactively to give knowledge to the operators about the related regulations and the privileges that they would get. The heads of Customs houses must be able to solve problems and obstacles immediately. This will foster a good relationship between the operators and the officers that would support the achievement of mission.</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Organizational Competency (X2)	The factor of organizational competency (X2) has positive correlation with the level of success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.365 which means the organizational competency has conformed to the level of success of the Customs house management.	The factor as organizational competency affects the management success of the Customs houses. - 16 of 30 Customs house executives thought that the factor of organizational competency affects the management success of the Customs houses. The officers should have an efficient operation to follow the mission of the Department. The mission-support budget should be sufficient. There must be new tools and modern equipment. The infrastructure of facilities should be developed, such as office building, public utility and modern information technology that can serve the public conveniently and rapidly. The office building should be improved and renovated in order to be proper for working. The officers should have an

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Organizational Competency (X2)		<p>opportunity to access to a good working environment that would encourage officers to work efficiently. One of the Customs house executives had a useful comment for the request of budget that the heads of Customs houses should present their previous work in supporting their request for new sum of budget. So the budget would become easier to be granted. Some executives viewed that the human resources are the most important part of the management success of the Customs houses. Another Customs house executive gave the comment that the way to get a success in the Customs house management should be conditioned with the target-oriented operation, transparency and adherence to justice and morals.</p> <p>- all 4 private operators reported their opinion that the</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Organizational Competency (X2)		<p>factor of organizational competency affects the management success of the Customs houses. There should be the development in the organizational competency with modern IT system. The Customs officers should have a mindset of working as a team. The Administration should adapt itself to create a good relationship with operators. The Customs Department should also give importance to its human resources, its service and the trade facilitation. If the international trade is considered very important, the Customs Department should set a goal in expanding the number of operators while enhancing and upgrading the local operators.</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Leadership (X3)	The factor of leadership (X3) has positive correlation with the level of success of the Customs house management (Y) at quite “low”. The correlation coefficient is at 0.325 which means the leadership has conformed to the level of success of the Customs house management.	The factor of leadership affects the management success of the Customs houses. - 19 of 30 Customs house executive viewed that the leadership affects the management success of the Customs houses. The Customs house executives must be fully supported from the high-level executive of Thai Customs. The leaders must be able to convince the officers to participate in teamwork and to cooperate with each other properly and smoothly. The leaders must have a clear role in working and development, including a role in facilitation and Customs control. They can inform, interact and give information to the related agencies and the local communities, including creating employment. They should have managerial

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Leadership (X3)		competency, skills, knowledge as well as good suggestion and working recommendation for the subordinates. They should dare to make a decision, be responsible for their work, encourage and motivate their officers. The heads of Customs houses must use their leadership in a service for the Customs house officers to place trust and rely on them. They should create the internal unification among officers, motivation and encouragement in the operation while changing the officers' mindset of their work for a feeling of pride, happiness and goodness in working ambiance. This would encourage the officers to work better. The leaders must be hard-working and curious. They should know how to collaborate and

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Leadership (X3)		<p>cooperate with other agencies for their interest. They must have both scientific and artistic capabilities, justice and morals in their work and make themselves and obvious to the public. The heads should set the target of work, command their subordinates and guide the direction of the operation while controlling the operation of their subordinates to be in line with the mission and vision. There was an executive who had a different perspective that the Customs Department should consider the selection of the personnel who are going to work at the Customs houses, the heads and officers, to be suitable to each area as certain Customs houses would have different and specific internal and external factors. Another executive viewed that the heads of Customs houses</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Leadership (X3)		<p>should pay interest in both private and public works in order to better achieve the management success. There were 2 executives that had interesting comments that the heads of Customs houses should be supported and encouraged by the high-level executives of Thai Customs because some Customs houses are located in the risk areas or far from the center.</p> <p>- 2 of 4 private operators reported their vision that the factor as the leadership affects the management success of the Customs houses, that the heads of Customs houses should be responsible for their work while being decisive in commanding the important matters.</p>
Managerial Competency (X4)	The factor as the managerial competency (X4) has positive correlation with the level of	The factor as the managerial competency affects the management success of the

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Managerial Competency (X4)	success of the Customs house management (Y) at “medium” level. The correlation coefficient is at 0.419 which means the managerial competency has conformed to the level of success of the Customs house management.	Customs houses - all 30 Customs house executives had the common opinion that the factors of managerial competency affects the management success of the Customs houses by having a cooperation with relevant agencies, both externally and internally. There must be an establishment of good relation and collaboration in formal and informal forms, including cooperation in the domestic and international level. The new innovation and development of operations should be implemented. The heads of the Customs houses should build a network at 2 levels; there are the internal in the Customs houses (commander to subordinate and officer to officer) and the external to the Customs houses (Customs houses and external local agencies) that

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Managerial Competency (X4)		would lead to a working balance between external and internal societies. The heads of Customs houses must understand the process of working and know how to solve the problems in order to facilitate the operation to be smooth while promoting teamwork and participation. One of the Customs house executive gave a comment that the heads of Customs houses should act as the Chief Executive Officer (CEO) in the management of the Customs houses in order to serve as one-stop service and they should be decisive in making decisions. Another executive gave the opinion that the important factor to the success management of the Customs houses is to give the authority to the heads of Customs houses to manage the budget, stock, arrangement

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Managerial Competency (X4)		<p>and human resources. The other executive viewed that all officer have their own capability. The capability should therefore be discovered to support the achievement of the goal. Some executives thought that there should be a monitor and control system in order to frame the operation to be in line with the set direction with an analysis of problems that may occur in the future operation. One executive also had a comment that to be knowledge-based, management-for-changes, economics-of-scale, target-oriented and two-way-communication organization would affect the management success of the Customs houses.</p> <p>- all the 4 private operators agreed that the managerial competency affects the management success of the Customs houses. The new</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Managerial Competency (X4)		Customs generation must be transparent and accountable together with a moral, professional pride and honor. There must be an improvement in the Customs procedures as soon as possible in order to facilitate and promote the competitive advantage of the operators. The Customs houses should also have a good understanding and relationship with the operators as well as other agencies.
Skills and Knowledge of Human Resources (X5)	The factor as the skills and knowledge of human resources (X5) has positive correlation with the level of success of the Customs house management (Y) at quite “low” level. The correlation coefficient is at 0.372 which means the skills and knowledge of human resources has conformed to the level of success of the Customs house management.	The factor as the skills and knowledge of human resources affects the management success of the Customs houses. - 23 of 30 Customs house executives had the opinion that the factor of the skills and knowledge of human resources affects the management success of the Customs houses by putting the

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Skills and Knowledge of Human Resources (X5)		right man in the right job. The officers should have knowledge and competence in foreign languages, especially English language, in laws and regulations on monetary and budgetary matters, and in Information Technology system. The operation should be in line with the clear legal framework and supporting regulations. There should be regular training to prepare the officers for the readiness in the operation. The training curriculums should be diversified, such as coaching, teaching and on the job training. The officers should have an understanding of the local needs of customers as well as the working environment. One executive had an opinion that the training courses should be suitable for each officer and conform to the characteristic of work in order to apply the

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Skills and Knowledge of Human Resources (X5)		<p>knowledge in the real case.</p> <p>Another executive also added that the training is very crucial. There must be the training of neighboring languages, way of living and norms of the community for the frontline officers. It would definitely affect the management success of the Customs houses.</p> <p>- 3 of 4 private operators had the opinion that the skills and knowledge of human resources affects the management success of the Customs houses and that the officers should have knowledge and competence in languages and interpersonal relation, including an adjustment of their mindset to work as team.</p>
Role of Media (X6)	The factor as the role of media (X6) has positive correlation with the level of success of the Customs house management.	The factor as the role of media affects the management success of the Customs houses.

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Role of Media (X6)	(Y) at quite “low” level. The correlation coefficient is at 0.345 which means the role of media has conformed to the level of success of the Customs house management	- The majority of the Customs house executives counted as 18 of 30 executives, had comments that the factor of the role of media has an effect on the management success of the Customs houses. The Customs houses should communicate and make a good understanding with the media in order to send them the correct information and comprehension of Customs operations. The communication should be based on reason and correctness by creating a good relation with the media that would help the Customs in publicizing the Customs projects as well as a good administrative image to the public. The Customs house executives must adopt the principality of political sciences and laws in their work. There is a minority of the Customs

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
Role of Media (X6)		<p>house executives who viewed that the factor as the media's role does not affect much the management success of the Customs houses.</p> <p>- 3 of 4 private operators agreed that the factor of the role of the media affects the management success of the Customs houses as the media reflect the image of the Administration, encourage the Customs houses to adapt themselves, and monitoring the operations of Customs houses that cause an awareness of working for the officers.</p>
Other Factors - Government Policy	-	<p>The factor as the government policy affects the management success of the Customs houses.</p> <p>- 4 of 30 Customs house executives had comments that the factor of government policy affects the management success of the Customs</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
- Government Policy		<p>houses. They thought that the national policy and the Customs policy, that are clear and continuous, would affect the management success of the Customs houses.</p> <p>- 3 of 4 private operators commented that the government policy affects the management success of the Customs houses, in which an operator revealed that the government policy is quite clear but many leaders of the local authorities are not so clear.</p>
- Organizational Structure	-	<p>The factor as the organizational structure affects the management success of the Customs houses.</p> <p>- 1 of 30 Customs house executive thought that the organizational structure factor affects the management success of the Customs houses by commenting that “the</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
- Organizational Structure		<p>organizational management is to manage the organizational structure of the Customs houses to operate efficiently”.</p> <p>- none of the private operators had any comment on this factor.</p>
- Organizational Commitment	-	<p>The factor as the organizational commitment affects the management success of the Customs houses.</p> <p>- 1 of 30 Customs house executive had a view that the factor as the organizational commitment affects the management success of the Customs houses by giving a reason that “the establishment of organizational loyalty, awareness, pride, including dedication to one’s own work and respect for the organization, would affect the management success of the Customs houses very well”.</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
- Organizational Commitment		- none of the private operators had any comment on this factor.
- Organizational Norms and Culture	-	<p>The factor as the organizational norms and culture affects the management success of the Customs houses.</p> <p>- 1 of 30 Customs house executive thought that the factor of the organizational norms and culture affects the management success of the Customs houses by giving a comment that “I would like to leave the matter of the culture and norms of our Administration for your consideration. In the era of the old generation Customs, we worked with strength and professional awareness in which the old generation paid very much interest. We had never given priority to anything other than our duty. We thought that we had our</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
- Organizational Norms and Culture		own responsibility that must be done. So I would like to leave this point for other officers and this is another important part in the border management of Thai Customs”.
		- none of the private operators had any comment on this factor.
- Manpower	-	The factor as the manpower affects the management success of the Customs houses. - 2 of 30 Customs house executives thought that the factor of the manpower affects the management success of the Customs houses that the Administration must have a sufficient manpower management plan. - none of the private operators had any comment on this factor
- Laws and Regulations	-	The factor as the laws and regulations affects the management success of the

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
- Laws and Regulations		<p>Customs houses.</p> <p>- 3 of 30 Customs house executives thought that the factor of laws and regulations affects the management success of the Customs houses. The clarity of the laws and regulations would affect the management success of the Customs houses by having a clear framework and supporting regulations.</p> <p>- none of the private operators had any comment on this factor</p>
- Economic system	-	<p>The factor as the economic system affects the management success of the Customs houses.</p> <p>- 1 of 30 Customs house executive thought that the factors of the economic system affects the management success of the Customs houses by mentioning that “the external factor which has an effect on</p>

Table 4.16 (continued)

Factors	Data Analysis	
	Quantitative	Qualitative
- Economic system		<p>the management success of the Customs houses, is the economic system as it is directly related to the achievement of target set by the Customs houses. The expanding economy would increase the international trade and the exchange of goods that would directly affect the duty collection which is the core mission of Thai Customs”.</p> <p>- none of the private operators had any comment on this factor.</p>

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

The study of “Factors Affecting the Management Success of Customs Houses” is a descriptive research with inference statistics in which the Mixed Method Research, comprising of Quantitative Research and Qualitative Research, was used in conducting the study of the factors affecting the management success of Customs houses in Thailand. Customs houses play an important role as gateways in the context of international trade, especially for the border trade. They are also considered to be the important mechanism that has a role in implementing border trade policies. Therefore, an effective and efficient management is very necessary in order to help facilitate trade and promote the economic growth of the country. According to the data from the border trade statistic in 2-3 years ago, it found that border trade has had a gradual growing trend. As the Government has the policies to promote the border trade and establish the Special Economic Zones (SEZs) along the borders, the Thai Customs Department as well as the Customs houses should adapt themselves to be ready for the border trade and the integration of ASEAN Economic Community, including the development of the Special Economic Zones. In this study, the researcher studied the factors of clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and role of media toward the management success in the Customs houses. The study result and suggestions can be summarized as follows;

In this research, the researcher has a purpose to analyze the factors affecting the management success of the Customs houses and to systematically explain the relation of the factors affecting the management success of the Customs houses by setting the hypotheses as follows;

1) Hypothesis 1 The factor of clarity of mission statement has a positive correlation with the degree of management success of the Customs houses.

2) Hypothesis 2 The factor of organizational competency has a positive correlation with the degree of management success of the Customs houses.

3) Hypothesis 3 The factor of leadership has a positive correlation with the degree of management success of the Customs houses.

4) Hypothesis 4 The factor of managerial competency has a positive correlation with the degree of management success of the Customs houses.

5) Hypothesis 5 The factor of skills and knowledge of human resources have a positive correlation with the degree of management success of the Customs houses.

6) Hypothesis 6 The factor of the role of the media has a positive correlation with the degree of management success of the Customs houses.

For the scope of this research, the researcher focused on the factors affecting the management success of the Customs houses, in which the independent variables are 6 factors that affect the management success of Customs houses, comprising of clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and role of media. The dependent variable is the degree of management success of the Custom houses.

Population and Samples are as follows;

1) Population comprises of a group of frontline officers operating in certain Customs house which comprised of managerial-position officers (the heads of Customs house), Customs technical officers, Customs Officers, Government employees, Government permanent employees and temporary employees. This group of population normally works in 30 Customs houses located in the provinces where their borders are connected with the neighbor countries. Another group of population are the private operators who are based in the provinces where the target Customs houses are located.

2) Sampling and Samples

The selection of a representative sample in conducting this research was carried out in 2 steps as follows;

(1) The selection of the sample for the survey questionnaires that comprises of 200 frontline Customs officers from 30 Customs houses being situated in the border provinces that are connected to the neighbor countries.

(2) The selection of the sample for in-depth interviews is categorized as follows;

a) Group of in-depth interviewees who work in the public sector. This sample is composed of 30 heads or acting heads of Customs houses who monitor and manage the Customs houses in the border provinces. The method of selection is the purposive sampling.

b) Group of in-depth interviewees who work in the private sectors. This sample is composed of 4 manufacturers who are based in the provinces where the border Customs houses are located; they are the President of Tak Chamber of Commerce, President of Upper Northeastern Chamber of Commerce Part 2 (responsible for SakonNakhon province, Nakhon Phanom province and Mukdahan province), Vice-President of Songkhla Chamber of Commerce, and President of Ubon Ratchathani Shipping Association. The method of selection is the purposive sampling, as well.

The tools used in conducting this research comprised of questionnaires designed by the researcher. The whole questionnaire has been tested for its quality by the evaluation of reliability value in which Cronbach's Alpha Coefficient was calculated by the SPSS software for Window version 17. Conclusions from the questionnaires for the factors affecting the management success of the Customs houses, were based on the 5-point scale according to the Likert-type Rating scale, the reliability value of the whole questionnaire was equal to 0.911. Moreover, the researcher also gathered data by structured interviews used in conducting the in-depth interviews.

In this study, the methods used in conducting data collection were carried out into 2 steps as follows;

1) Data collection from the survey questionnaires; the researcher cooperated with the heads/acting heads of the Customs houses and the frontline

officers in the target Customs houses. With a personal connection, the researcher asked them a favor to help collect data from the survey questionnaires that were sent to those officers via electronic mail. The completed questionnaires were sent back to the researcher via post and electronic mail.

2) Data collection from in-depth interviews; phone interview and face-to-face interviews were also used in conducting the data collection.

Regarding the data analysis for this study, the retrieved data was analyzed by computer software called the SPSS for Window Version 17 in order to find out the frequency, percentage, average, standard deviation and Pearson's Correlation Coefficient. The method used in analyzing data obtained from the interviews was content analysis.

5.1 Research Conclusion

The study of the factors affecting the management success of the Customs houses from the representative samples of frontline Customs officers and the private operators could be summarized as follows;

5.1.1 Research Conclusion of Quantitative Analysis

The data was retrieved from the survey questionnaires in order to analyze the factors affecting the management success of the Customs houses, and to explain the correlation of the factors affecting the management success of the Customs houses systematically. The research result can be concluded as follows;

5.1.1.1 The factors affecting the management success of the Customs houses in the overall picture and in each dimension; the analysis revealed that factors in every dimension affect the management success of the Customs houses at a “high” level. The influential factors could be ranked by the highest to the lowest average scores as follows; 1) leadership (average = 4.23) 2) role of media (average = 4.16) 3) clarity of mission statement (average = 4.08) 4) managerial competency (average = 4.00) 5) skills and knowledge of human resources (average = 3.92) and 6) organizational competency (average = 3.65)

5.1.1.2 The degree of the management success of the Customs houses as an overall picture; the study found that the management success of the Customs houses was at a 'high' level.

5.1.1.3 The correlation between the factors affecting the management success of the Customs houses and the degree of the management success found that all 6 factors, comprising of clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and role of media, have a correlation that conforms to the degree of the management success of the Customs houses with a static significance at 0.01. The factor that is relevant to the degree of the management success of the Customs houses at a medium level is only the managerial competency (Correlation Coefficient = 0.419). Apart from the aforementioned factors, it was the factors that affect the management success of the Customs houses at quite "low" level, which could be ranked by the highest to the lowest correlation coefficient as follows; 1) skills and knowledge of human resources (correlation coefficient = 0.372) 2) organizational competency (correlation coefficient = 0.365) 3) role of media (correlation coefficient = 0.345) 4) clarity of mission statement (correlation coefficient = 0.335) and 5) leadership (correlation coefficient = 0.325).

5.1.2 Research Conclusion of Qualitative Analysis

The researcher has studied the preparation of the Customs house management for the border trades and the integration of ASEAN Economic Community (AEC integration), the factors affecting the management success of the Customs houses and challenges in the Customs house management. The study result can be summarized as follows;

5.1.2.1 Conclusion on the preparation of the Customs house management for the border trades and the integration of ASEAN Economic Community (AEC integration) is as follows; all 30 Customs house executives gave priority to the Customs house preparation for the border trade and the AEC integration by having various opinions. Most executives had the similar opinion on the human resource development in terms of organizing training courses about the AEC and related regulations as well as neighboring

languages, especially English language, budget management, materials and equipment, information communication technology, building, infrastructure and facilities, revision of Customs laws and regulations, good relations with domestic and neighboring government agencies, separation of goods inspection from people inspection, and preparation for the Common Control Area (CCA) to be an area for mutual goods inspection between Thailand and neighboring countries that needs a cooperation from related agencies in Thailand.

5.1.2.2 Study result of factors affecting the management success of the Customs houses can be concluded as follows;

1) The factor of the clarity of the mission statement affects the management success of the Customs houses as follows; all 30 Customs house executives had the opinion that the factor of the clarity of the mission statement affects the management success of the Customs houses. The clarity of mission is an important method on which Customs officers can rely in order to achieve the target. If the mission of the Department is clear enough for officers to be able to understand and follow, it will provide efficient operations of Customs officers to achieve the target while the Customs house management must be in line with the plans/projects as well as the Department's vision. Moreover, some Customs houses executives had different opinions that the important thing that would support the achievement of the goal of Thai Customs is a desire to communicate the mission of the Department from top to bottom level, and to make an understanding in methods/procedures with the internal unity that also supports the achievement. It also includes strict operations for the achievement of goal, attendance to the operations of the officers, support for competencies of officers, encouragement in the operation, improvement of the working places and sufficient equipment, good relations between relevant agencies and private sectors, a public communication to the operators about their privileges in order to create a good image. One of the Customs house executive commented that apart from the development plan of Thai Customs, there should be a control and evaluation of projects, including the same standard of the operation. Another Customs house executive gave a priority to the clarity of laws and regulations that must be well

kept and organized for a convenience of searching that would support the achievement of goal set by Thai Customs.

All 4 private operators stated that the factor of the clarity of the mission statement affects the management success of the Customs houses. The state policy is very clear but the local leaders should understand it very well. The mission on the trade facilitation enables the operators to receive a convenient and rapid export of goods but it should be based on justice at the same time. The government should announce laws and regulations that facilitate and give privileges to investors. The Customs Department should work proactively to give knowledge to the operators about the related regulations and the privileges that they would get. The heads of Customs houses must be able to solve problems and obstacles immediately. This will foster a good relationship between the operators and the officers that would support the achievement of mission.

2) The factors of the organizational competency affects the management success of the Customs houses as follows; 16 of 30 Customs house executives thought that the factor of organizational competency affects the management success of the Customs houses. The officers should have an efficient operation to follow the mission of the Department. The mission-support budget should be sufficient. There must be new tools and modern equipment. The infrastructure of facilities should be developed, such as office buildings, public utilities and modern information technology that can serve the public conveniently and rapidly. The office building should be improved and renovated in order to be proper for working. The officers should have an opportunity to access a good working environment that would encourage officers to work efficiently. One of the Customs house executives had a useful comment for the request of a budget that the heads of Customs houses should present their previous work in support their request for new sum of budget. So the budget would become easier to be granted. Some executives viewed that human resources are the most important part of the management success of the Customs houses. Another Customs house executive gave the comment that the way to get success in the Customs house management should be conditioned with the target-oriented operation, transparency and adherence to justice and morals.

All 4 private operators reported their opinion that the factor of the organizational competency affects the management success of the Customs houses. There should be the development in the organizational competency with a modern IT system. The Customs officers should have a mindset of working as a team. The Administration should adapt itself to create a good relationship with operators. The Customs Department should also give importance to its human resources, its service and trade facilitation. If international trade is considered very important, the Customs Department should set a goal of expanding the number of operators while enhancing and upgrading the local operators.

3) The factor of the leadership affects the management success of the Customs houses as follows; 19 of 30 Customs house executive viewed that leadership affects the management success of the Customs houses. The Customs house executives must be fully supported from the high-level executive of Thai Customs. The leaders must be able to convince officers to participate in teamwork and to cooperate with each other properly and smoothly. The leaders must have a clear role in working and development, including roles in facilitation and Customs control. They can inform, interact and give information to the related agencies and the local communities, including creating employment. They should have managerial competency, skills, knowledge as well as good suggestions and working recommendation for the subordinates. They should dare to make decisions, be responsible for their work, encourage and motivate their officers. The heads of Customs houses must use their leadership in the service of the Customs house so that officers have trust and reliability on them. They should create the internal unification among officers, motivation and encouragement in the operation while changing the officers' mindset of their work for a feeling of pride, happiness and goodness in working ambience. This will encourage the officers to work better. The leaders must be hard-working and curious. They should know how to collaborate and cooperate with other agencies for their interest. They must have both scientific and artistic capabilities, justice and morals in their work and make themselves and obvious to the public. The heads should set the target of work, command their subordinates and guide the direction of the operation while controlling the operation of their subordinates to be in line with the mission and vision. There was an executive who

had a different perspective that the Customs Department should consider the selection of the personnel who are going to work at the Customs houses, the heads and officers, to be suitable for each area as certain Customs house would have different and specific internal and external factors. Another executive viewed that the heads of Customs houses should pay interest in both private and public works in order to better achieve management success. There were 2 executives that had interesting comments that the heads of Customs houses should be supported and encouraged by the high-level executives of Thai Customs because some Customs houses are located in the risk areas or far from the center.

2 of 4 private operators reported their vision that the factor of the leadership affects the management success of the Customs houses, that the heads of Customs houses should be responsible for their work while being decisive in commanding the important matters.

4) The factor of the managerial competency affects the management success of the Customs houses as follows; all 30 Customs house executives had the common opinion that the factor of the managerial competency affects the management success of the Customs houses by having cooperation with relevant agencies, both externally and internally. There must be an establishment of good relations and collaboration of formal and informal forms, including the cooperation at the domestic and international level. The new innovation and development of operation should be implemented. The heads of the Customs houses should build a network at 2 levels; these are internally at the Customs houses (commander to subordinate and officer to officer) and the externally at the Customs houses (Customs houses and external local agencies) that would lead to a working balance between external and internal societies. The heads of Customs houses must understand the process of working and know how to solve problems in order to facilitate the operation to be smooth while promoting teamwork and participation. One of the Customs house executives gave a comment that the heads of Customs houses should act as the Chief Executive Officer (CEO) in the management of the Customs houses in order to serve as a one-stop service and they should be decisive in making decisions. Another executive gave the opinion that the important factor for successful management of the Customs houses is to give the authority to the heads of

Customs houses to manage the budget, stock, arrangement and human resources. The other executive viewed that all officers have their own capability. The capability should therefore be discovered to support the achievement of the goal. Some executives thought that there should be a monitor and control system in order to frame the operation to be in line with the set direction with an analysis of problems that may occur in the future operation. One executive also had a comment that to be a knowledge-based, management-for-changes, economics-of-scale, target-oriented and two-way-communication organization would affect the management success of the Customs houses.

All the 4 private operators agreed that managerial competency affects the management success of the Customs houses. The new Customs generation must be transparent and accountable together with a moral, professional pride and honor. There must be an improvement in the Customs procedures as soon as possible in order to facilitate and promote the competitive advantage of the operators. The Customs houses should also make a good understanding and relationship with the operators as well as other agencies.

5) The factor of the skills and knowledge of human resources affects the management success of the Customs houses as follows; 23 of 30 Customs house executives had the opinion that the factor of the skills and knowledge of human resources affects the management success of the Customs houses by putting the right man in the right job. The officers should have knowledge and competence in foreign languages, especially English language, in laws and regulations on monetary and budgetary matters, and in Information Technology systems. The operation should be in line with the clear legal framework and supporting regulations. There should be regular training to prepare the officers readiness in the operation. The training curriculums should be diversified, such as coaching, teaching and on the job training. The officers should have an understanding of the local needs of customers as well as the working environment. One executive had an opinion that the training courses should be suitable for each officer and conform to the characteristic of work in order to apply the knowledge in the real case. Another executive also added that training is very crucial. There must be training of neighboring countries' languages, way of

living and norms of the community for the frontline officers. It would definitely affect the management success of the Customs houses.

3 of 4 private operators had the opinion that the skills and knowledge of human resources affects the management success of the Customs houses and that the officers should have knowledge and competence in languages and interpersonal relation, including an adjustment of their mindset to work as team.

6) The factor of the role of media affects the management success of the Customs houses as follows; the majority of the Customs house executive counted as 18 of 30 executives, had comments that the factor of the role of media has an effect on the management success of the Customs houses. Customs houses should communicate and make a good understanding with the media in order to send them the correct information and comprehension of Customs operations. The communication should be based on reason and correctness by creating a good relation with the media that would help the Customs in publicizing the Customs projects as well as a good administrative image to the public. The Customs house executives must adopt the principality of political sciences and laws in their work. There is a minority of the Customs house executives who viewed that the factor of the media's role does not affect the management success of the Customs houses much.

3 of 4 private operators agreed that the factor of the role of media affects the management success of the Customs houses as the media reflect the image of the Administration, encourage the Customs houses to adapt themselves, and monitor the operations of the Customs houses that cause an awareness of working for the officers.

7) Apart from all abovementioned factors, the Customs house executives and the private sectors also had additional comments on other factors that could affect the management success of the Customs houses as follows;

(1) The factor of the government policy affects the management success of the Customs houses as follows; 4 of 30 Customs house executives had comments that the factor of government policy affects the management success of the Customs houses. They thought that the national policy and the Customs policy, that are clear and continuous, would affect the management success of the Customs houses. 3 of 4 private operators commented that the

government policy affects the management success of the Customs houses, in which an operator revealed that the government policy is quite clear but many leaders of the local authorities are not so clear.

(2) The factor of the organizational structure affects the management success of the Customs houses as follows; 1 of 30 Customs house executive thought that the organizational structure factor affects the management success of the Customs houses by commenting that “the organizational management is to manage the organizational structure of the Customs houses to operate efficiently”. However, none of private operators had any comment on this factor.

(3) The factor of the organizational commitment affects the management success of the Customs houses as follows; 1 of 30 Customs house executive had a view that the factor of the organizational commitment affects the management success of the Customs houses by giving a reason that “the establishment of organizational loyalty, awareness, pride, including dedication to one's own work and respect the organization, would affect the management success of the Customs houses very well”. However, none of private operators had any comment on this factor.

(4) The factor of the organizational norms and culture affects the management success of the Customs houses as follows; 1 of 30 Customs house executive thought that the factor of the organizational norms and culture affects the management success of the Customs houses by giving a comment that “I would like to leave a matter of the culture and norms of our Administration for your consideration. In the era of the old generation Customs, we worked with strength and professional awareness in which the old generation paid a lot of interest. We had never given priority to anything other than our duty. We thought that we had our own responsibility that must be done. So I would like to leave this point for other officers and this is another important part in the border management of Thai Customs”. However, none of private operators had any comment on this factor.

(5) The factor of the manpower affects the management success of the Customs houses as follows; 2 of 30 Customs house executive thought that the factor of manpower affects the management success of the Customs houses

that the Administration must have a sufficient manpower management plan. However, none of private operators had any comment on this factor.

(6) The factor of the laws and regulations affects the management success of the Customs houses as follows; 3 of 30 Customs house executive thought that the factor of laws and regulations affects the management success of the Customs houses. The clarity of the laws and regulations would affect the management success of the Customs houses by having a clear framework and supporting regulations. A Customs house executive gave the opinion that “the cooperated agencies must understand the regulations that are related to import and export which would help facilitate the Customs operations to be smooth”. However, none of private operators had any comment on this factor.

(7) The factor of the economic system affects the management success of the Customs houses as follows; 1 of 30 Customs house executive thought that the factors of the economic system affects the management success of the Customs houses by mentioning that “the external factor which has an effect on the management success of the Customs houses, is the economic system as it is directly related to the achievement of the target set by the Customs houses. The expanding economy would increase the international trade and the exchange of goods that would directly affect the duty collection which is the core mission of Thai Customs”. However, none of private operators had any comment on this factor.

5.1.2.3 The study of challenges in the Customs house management can be summarized as follows; according to the perspective from several Customs house executives, there is no problem in the Customs house management. For some executives who reported their problems, most problems are related to human resource management, insufficient manpower in the accountant position, lack of budget, necessary equipment and utilities, including the traffic congestion at the workplace. These problems must be addressed by the high-level executive of Thai Customs. To support a smooth operation of the Customs management, the Customs houses should cooperate with domestic and international agencies.

5.2 Discussion of Research Results

The study result of “Factors affecting the Management Success of Customs Houses” revealed several important points that could be discussed as follows;

5.2.1 Factors Affecting the Management Success of the Customs Houses

The study result of the factors affecting the management success of the Customs houses as a whole picture and in each dimension revealed the opinion of the frontline officers that the degree of management success of the Customs houses is at the high level. Considering from the average scores, it reflected that the average scores of each factor affecting the management success of the Customs houses tended to be high. The factors can be ranked by the highest to the lowest average scores as follows; leadership, role of media, clarity of mission statement, managerial competency, skills and knowledge of human resources and organizational competency. Therefore, it could be seen that the degree of the management success of the Customs houses mainly depends on these factors. In this connection, the study also found that the first 3 factors obtaining the highest average scores are leadership, role of media and clarity of mission statement. The factor that has the lowest average scores is organizational competency.

5.2.1.1 The reason of the study results to why leadership was ranked as a high prior factor affecting the management success of Customs houses, is because the Customs houses play an important role in facilitating trades and protecting society from illegal items being carried with imported goods and exported goods and with the responsibility of duty collection. The operation of the Customs houses has to cooperate with the customers who are importers, exporters, Customs brokers, and other related officers, such as immigration officers, agricultural control officers, food and drug control officers, bank officers and etc., including the inbound and outbound passengers. Hence, leadership is considered an important part in jointly cooperating, operating and managing for a smooth operation of the Customs houses. The leadership also has a role in designating and communicating the mission to the subordinates in their operations according to the study result of Nuttida Suankramdee (2010) who studied the factors affecting the success in implementing the public sector

management quality awards of the management of the Department of Disease Control. The study found that the factor of leadership affects the success in the public sector management quality awards of the Department of Disease Control. Most of problems in the operation are the lack of skilled and professional officers, including the communication of knowledge that was still not thorough. So there are some suggestions that would enable the operation to be more successful; the high-level Executives should have a clear mission statement as well as the management direction. There should be a thorough communication within the organization, including the capacity building by promoting new training for the officers.

The in-depth interviews from the Customs house executives and private operators revealed that the factor of leadership affects the management success of the Customs houses. Some executives viewed that the direction is very important so the heads of the Customs houses should be the people who direct the operations of the frontline officers in order to meet the goal. This comment is in line with Robbins's approach (quoted in Bidhya Bowornwathana, 1998: 73) that is related to the theory of democratic and autocratic leader styles which is described as; the combination of democratic or autocratic personality in each leader would define whether that leader has democratic or autocratic styles of leadership. It also conforms to the approach of Tannenbaum and Schmidt (quoted in Rungarun Pattamawanitcha and et. al., 2001: 58-59) mentioning the characteristics of the authoritarian leaders which the first type of leaders would make and announce decisions without explanation or communication to the subordinates. This kind of leader also ignores the participation from the subordinates in the decision-making process. If any leader has less authoritarian degree in their personality, they would be classified to the second and third kinds of leaders. The second kind of leader would make a decision by trying to convince the subordinates to accept the decision instead of announcing the decision result to the subordinates. In this process, as the leader would recognize that there might be some public pressure, the leader then attempted to explain how important and useful their decision would be for the subordinates. Regarding the third kind of leaders, they would explain their reason for making decision and give the subordinates an opportunity to question the leaders in order to make a mutual understanding on the decision result.

Most Customs house executives had an opinion that a high potential leader could be able to give the subordinates the motivation to mutually work and cooperate with the leader continuously. The heads of Customs houses must use the leadership skill to receive confidence from their subordinates in the operation, make trustworthiness from the officers, reframe the mindset of the officers on their work, and create good ambiance in workplaces to create a better working intention of officers. It is also consistent with the definition of an approach of Robbin and De Cenzo (1998: 358) that the Motivation is referred to as the willingness to dedicate oneself in doing any activities in order to achieve the organizational targets under a condition in which the actions must fulfill a personal need, as well. It also conforms to the approach of Herzberg (1959: 141 quoted in Rungarun Pattamawanitcha and et. al., 2001: 73-75) that the executives should give the officers an opportunity to receive motivation in working, for example an opportunity to be recognized and successful. This method would help increase the degree of satisfaction for their responsible tasks and the degree of intense motivation. Moreover, when the leaders create a trustable relation with their subordinates, it is also consistent with the Contingency Model of Leadership of Fiedler (1967) who suggested that the situation factor that assists the leader to control the games and have an influence in the group, is indeed the relation between the leader and the member. This relation also means the trustworthiness and respect that the subordinates give to the leaders.

Moreover, most of Customs house executives viewed that the heads of Customs houses must be a good collaborator that could coordinate with internal and external relevant agencies, create a formal and informal good relation and cooperation between agencies, including the domestic and international cooperation. The heads of Customs houses must create the 2-level networks; internal networks being separated into a network between the leaders and the subordinates and a network among the subordinates, and external networks comprising of networks between Customs houses and external agencies in the local and provincial levels. The heads of Customs houses must create a balance in working between external and internal societies that conforms to the Power and Influence Theory. This theory gives a priority to the power network and influence of the leaders towards others by considering the leaders as the center of the power. Most of the Customs houses executives had an opinion that there

should be an implementation of new innovation in the management. This opinion is in line with the Transformation Theory in which the internal motivation has an effect by focusing upon determination and creation of motivation, rather than submission of the subordinates. Therefore, transformational leaders consist of a proactive personality, innovation and vision.

As the heads of Customs houses are considered the subordinates of the high-level executives of Thai Customs, some of the Customs house executives thought that they should be substantially supported by the high-level executives, including encouragement, as some Customs houses are located in the risk area or far from the Headquarters. One of Customs house executive's had an opinion that the Administration should select the heads of Customs houses by considering each individual characteristic in comparison with each area. The reason is that certain Customs houses have different internal and external factors. This reason conforms to the Situation Theory in which different situations would trigger to the need of different forms of leaders. Hence, it also makes the leadership to have the specific characteristics that depend on the situation rather than on the personality. As disaster situations make heroes out of ordinary people, this is a reason situations influence the forms of leadership. Many Customs house executives viewed that the heads of Customs houses should have science and art as well as moral and ethics, to make them and the Administration to be publicly accepted. The heads of Customs houses must know the operational goal, command the subordinates, guide the operation of frontline officers, and control and monitor the operations of the frontline subordinates to meet the target according to the mission and vision of the Administration.

Regarding the private operators, they viewed that the leadership affects the management success of the Customs houses as the heads of Customs houses must be closely responsible for their duties and be decisive in making the important decision. This view conforms to the Behaviorist Theory that focused upon the actions in which the leaders really behave, rather than their specific characteristics. It is also consistent with the Decision-making Model of Leadership of Vroom and Yetton (1973) that suggested the patterns of making decisions for the leaders in reality is how to make decisions under different situations that would trigger a maximum yield. In some situations, the leader must give the subordinates an opportunity to join the decision-

making process but in other situations the leaders must make the decision by themselves without any participation from the subordinates. The decision-making pattern would depend on each type of situation.

5.2.1.2 The second-ranked factor affecting the management success of the Customs houses is the role of media. It reflects that the media plays an important role in supporting the successful operation of the Customs houses. It is mandatory for the Customs houses to communicate with the media to make them receive correct information and facts as well as correct understanding based on rationality and justice. The Customs houses should create a good relationship with the media for the benefit of public relations and good image of the Customs houses. These comments are consistent with the comment of Mazmanian and Sabatier (1983) and Voradej Chandarasorn (2009) that support from the media is another variable of the success in policy implementation.

5.2.1.3 The third-ranked factor affecting the management success of the Customs houses is the clarity of mission statement which reflects the importance of the mission in the action plans of the Customs houses. If the mission is stated clearly, it will support the management success of the Customs houses. Every Customs house executive and every private operator had a consensus that the factor of the clarity of mission statement is a crucial method that could be used by the officers in pursuing the operations to meet the target. If there is clarity of the mission statement with a harmonized operation of the officers that is consistent with the mission, it would create the efficient operations according to the goal set by the Thai Customs Department. This opinion is consistent with the opinion of Voradej Chandarasorn (2009) who suggested that the success in the policy implementation depends on the clarity of the mission statement. It also conforms to the study result of Rosacker and Olson (2008) who found that the clarity of mission statement is a factor for the success of the government agencies.

5.2.1.4 The fourth-ranked factor affecting the management success of the Customs houses is the managerial competence. Most Customs house executives viewed that there should be a promotion of participatory operation from the officers in order to have a smooth operation. It is consistent with Likert's Approach (quoted in Rungarun Pattamawanitcha and et. al., 2001: 58-59) that focused upon the

Participative Management Style. The Participative Management Style is a management pattern that the leaders have significant trust and reliance in their subordinates. The subordinates are given an opportunity to work freely and be able to share opinions and suggestions to the leaders in solving problems. The leaders would motivate the subordinates to get encouraged in their operation by having a participatory decision-making process of the organizational management. Likewise, the leader must create a positive attitude toward the Administration and lead the Administration to meet the set target. The communicative system in the Administration must be rapid and independent, both vertically and horizontally, while internal news and updated information must be correct and reliable. Moreover, the opinion is also consistent with the study result of the Frackiewicz-Wronka, Szoltysek and Kotas (2012) who found that participation is one of the “Key Success Factors of Social Services Organizations in the Public Sector”, and the approach of Tannenbaum and Massarik (1950: 408-419) who suggested that the participative management style is related to the stakeholders and the way of participation of members or subordinates, that could be in a direct or indirect way. The interest is a driving force for the participation that triggers the relation between leaders and subordinates. Furthermore, the promotion of participatory operation also conforms to the study result of Yowvarese Nutdechannun (2015) who studied the factors affecting the success in organizational development according to the public sector management quality awards (PMQA) of the Department of Mental Health, the Ministry of Public Health. The study found that the participation of officers affects the success in organizational development and it also suggested that the high-level executives of the Department of Mental Health, who play an important role in organizational development and decision-making process, and lead the development process, should communicate to other executives in the Department of Mental Health in order to create support and motivate officers to give their recognition and cooperation to the executives while reducing negative pressure.

Some Customs house executives had opinions that the heads of Customs houses must understand the operational process and be able to solve problems for the smooth and participatory operation, that is consistent with Team Leadership Theory of Blake and Mouton (quoted in Bidhya Bowornwathana, 1998: 73). They suggested

the 'Managerial Grid' in which the best pattern of leader is pattern 9,9 where it presents the leader who focuses on human resources and work the most and has a working style of Team Leadership. One of the Customs house executives gave a comment that they must act as the Chief Executive Officer (CEO) in the management of the Customs houses where they provide the one-stop service. The leader should be able to make a decision rapidly. Another Customs houses executive additionally added that the most important factor is to give the management power of the Customs houses to the heads of the Customs houses who also has responsibilities in managing the budget, stock, organizing management and human resource management. One executive thought that there should be the monitoring and controlling system in order to frame the operation in accordance with the designated direction, and the analysis of problems that may occur in future operations. These comments are consistent with a comment from Sombat Thamrongthanyawong (1997) who said that a successful implementation of policy must have a responsible organization for an efficient implementation. It means that there should be the potential organization that is directly responsible for the important policies. The policy implementation needs the controlling mechanism or system that would closely monitor and examine in order to ensure confidence that the policy implementation would be achieve the mission efficiently and effectively.

One executive also had an opinion that every officer has their own competences that should be revealed and retrieved by the leaders for a successful operation. This comment is concordant with the comment from Arun Raktham (1989) who suggested that subordinates have a chance to participate in the decision-making and planning process or mission-setting with the leader by mainly focusing upon the target result because the leader recognizes that the subordinates have skills and knowledge, and understand the operations very well as they are the real practitioners. Moreover, the leader also recognizes that the subordinates are valuable human resources who could lead the organization to success. Some Customs houses executives thought that being a learning organization affects the management success of the Customs houses, which is in accordance with the approach of Peter M. Senge. His approach considered that the leaning organization must be unstoppably developed for the future competence. If the organization would like to know how far they could

grow, it depended on how the organization could discover a method to create the organizational relationship and the learning capability. All people in every position, including the service sector, could learn to develop their knowledge, their potential and themselves in order to create an efficient organization. One Customs house executive additionally added that the two-way communication affects the management success of the Customs houses, which is consistent with the approach of Likert and et. al. (quoted in Rungarun Pattamawanitcha and et. al., 2001: 58-59). This approach suggested that communication happens in every direction; Downward Communication, Upward Communication and Horizontal Communication that happens among same-level colleagues. The information that the subordinates receive is clear. The relation between the leader and the subordinates goes very well with friendship and reliability. The leader receives and understands problems of the subordinates very well. The decision-making process happens thoroughly in every corner of the organization. The decision makers receive the information very well before making a decision while the target determination is completed by the participation of the whole organization.

5.2.1.5 The fifth-ranked factor that affects the management success of the Customs houses is skills and knowledge of human resources by a suitable manpower management, known as 'put the right man in the right job'. The officers must possess knowledge in laws, accountancy, use of Information Technology system, and foreign language skill, especially English language. The operation of the officers must be conducted to be in line with clear legal frameworks and supportive regulations. There should also be regular training and human resource development in order to prepare the officers to be ready for the operations. This reason is accorded with the The 7-S Framework of McKinsey (quoted in Sangob Sittidech, 2006: 84-86) in which staff should be properly selected and managed. The staff should also have professional and core competencies in order to function efficiently according to their roles and tasks. Regarding the continuous human resource development and training, it is accorded with the approach of Likert and et al. (quoted in Rungarun Pattamawanitcha and et. al., 2001: 58-59). This approach suggested that the leader see the importance of human resource development by training staff to perform to the maximum yield and achieve the target. One Customs house executive gave his

opinion that the curriculum should be designed to be appropriate with the officers and their responsibilities in order to apply knowledge in the real operation.

5.2.1.6 The factor that affects the management success of the Customs house in a high level but earns the lowest average score is the organizational competence. The reason why the study comes out in this way is that the Customs houses manage their manpower, budget, workplaces, material and equipment sufficiently and efficiently, including the operational readiness. Considering the interviews with the Customs house executives and private operators in the province where the border Customs houses are located, they had an opinion that there is no problem in the organizational competence. This is in line with the opinion from frontline officers. The researcher interviewed the heads of Customs houses about the problems in the Customs house management, it found that there is a minority of the Customs house executives who has a problem in the operation. Most problems are related to human resource management, manpower insufficiency, budget constraint, lack of materials and equipment as well as facilities, and traffic congestion in the working area. These problems should be addressed by the high-level Customs executives for the smoother management of those Customs houses. The majority of the Customs house executives viewed that the factor of the organizational competency affects the management success of the Customs houses. The frontline officers should function efficiently to meet the Administrative mission. The budget should be sufficiently managed. The materials and equipment must be well allocated and modernized while the infrastructure and facilities, for example office building, public utilities, IT system, should be well equipped for serving convenience and rapid service to the customers. The working area and office building must be renovated to be proper and convenient. This opinion is accorded with the 4M principle and the management model of implementation of public policy of Willam (1975). Some Customs house executives commented that human resources are the most important asset that would trigger the success in the Customs house management. There is also another executive who give a useful comment for the budget request that the heads of Customs houses should present their previous work as a supportive element for requesting new budget on the Customs house development. It would also help managing the budget easily.

5.2.1.7 Moreover, the minority of Customs house executives and private operators gave their comment that there are also other factors that affect the management success of the Customs houses which are; government policy, organizational structure, organizational commitment, core value of the organization, manpower, laws and regulations, and economic system, which should be carefully studied at the next opportunity.

5.2.2 Correlation of the Factors Affecting the Management Success of the Customs Houses

The correlation between factors affecting the management success of the Customs houses and the degree of the management success found that all 6 factors, comprising of clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and role of media, have a correlation that conforms to the degree of the management success of the Customs houses with a static significance at 0.01. The results are accordant with the 6 hypothesis as follows;

5.2.2.1 The factor of clarity of mission statement has a coherent correlation with the degree of management success of the Customs houses.

5.2.2.2 The factor of organizational competency has a coherent correlation with the degree of management success of the Customs houses.

5.2.2.3 The factor of leadership has a coherent correlation with the degree of management success of the Customs houses.

5.2.2.4 The factor of managerial competency has a coherent correlation with the degree of management success of the Customs houses.

5.2.2.5 The factor of skills and knowledge of human resources has a coherent correlation with the degree of management success of the Customs houses.

5.2.2.6 The factor of the role of the media has a coherent correlation with the degree of management success of the Customs houses.

The factor that is related to the degree of the management success in the Customs houses with the highest correlation value is the managerial competency but it was only measured to be in the medium level of correlation by having a positive correlation with the degree of the management success in the Customs houses and the

static significance at 0.01. The explanation of the study result is that the officers who have the managerial competence could mean that they would possess the capability in cooperating with external individuals and agencies, communities and local societies. There is a teamwork that is accepted and trusted by leaders or commanders. They would get an independency in their responsible tasks and in suggesting new projects or developing and improving the existing projects to be in accordant with the Customs mission. If this is the case, it would enhance the degree of management success of the Customs houses respectively. Regarding the other factors, they have a 'low' level of relation with the degree of management success of the Customs houses, considering their ranking position from the highest to the lowest value, which are skills and knowledge of officers, organizational competence, role of media, clarity of mission statement, and leadership respectively.

In conclusion, this study revealed that 'the factors affecting the management success of the Customs houses' which should be promoted and supported for the successful management of the Customs houses is the capacity building in the management that is related to the responsible tasks of the officers for the achievement of the mission of the Thai Customs Department.

5.3 Recommendations

From the study of "Factors Affecting the Management Success of Customs Houses", the researcher is proposing the following recommendations for an effective measure for Customs house management. Both policy-level and practical level recommendations and future research topics are proposed in this section.

5.3.1 Policy and Management Recommendations

5.3.1.1 Clarity of mission statement

- 1) A succession plan for the Customs Department should be made clear. Short term plans and long term plans should be set in order to support the mission of the Customs Department. There should be a main responsible person in charge with a proper timeline and budget to carry out the plans together with indicators to measure the success of the operations. The length of the long term plans

might be set to 10 years or more. Studies and investigations should be performed to see which direction the Customs Department should be heading so that missions, visions and development policies can be set clearly and accordingly given the changing scenarios.

2) There should be a system to monitor, control and evaluate the action plan to ensure that it is going in the right direction. Any problems along the way should be analyzed to find ways to solve them. Close supervision is recommended in order to put the policies into action efficiently and effectively.

3) There should be communication channels to convey the missions of the department of Customs preferably in a written form so that all the employees are aware of the missions. This would mean that everyone is on the same page and can achieve the organization goals together.

5.3.1.2 Organizational competency

1) Any project outcome and achievements of the Customs houses should be kept systematically. This should be documented for future use when a proposal for budget to redevelop the Customs house should be made. Having this tangible achievement documentation would make it easier to request for budgets.

2) Sufficient manpower should be provided in the Customs houses. The Custom house executives should have the authority to select their own staff to work on site.

3) The Customs houses should be equipped with modern tools and technology to provide better services.

4) The landscape of the Customs houses should be re-designed to provide smooth and efficient services to the public.

5.3.1.3 Leadership

1) The Customs house executives should have a role in setting the organization's missions. They should also be the ones to transfer the visions and missions to all of the subordinates so that everyone's mind-set is aligned and moving towards the same goal.

2) For a successful and better operation in Customs house management, the Customs house executives should be involved in managing or advising the work flow while building up relationships between themselves and the

subordinates to create trust and acceptance of the executives. This will result in a smooth customs operation.

3) A step should be taken towards boosting the morale of the workplace and also to have the staff working on duty with a correct mind-set and attitude to create pride and raise the happiness level. This will result in the subordinates wanting to work and working effectively. The Customs house executives should encourage their subordinates to feel united and coordinated for a sustained working environment.

4) Networking should be built in 2 separate levels, one with a leader and subordinates and one amongst the staff with others outside Customs houses. A network between Customs houses and agencies outside Customs houses at the local level and provincial level should also be set up. Both formal and informal relationships are encouraged, including at international level. This will create a flow of information exchange in terms of import/export and social protection.

5) Work should be carried out proactively with new innovations introduced to the system for administration. This is related to Transformation Theory with a focus on motivation.

6) The Customs house executives should be flexible and adaptable to suit different scenarios. Decision making is different depending on the situation. In some cases, the Customs house executives should allow the subordinates to have a say in the decision making process but in other cases the decision should be made by the executives only.

5.3.1.4 Managerial competency

1) Directors of Customs houses should be selected carefully based on the context of Customs houses and the skillset required for each Customs house as the role of the director of Customs house is to share the organization's mission and vision to the subordinates. Each Customs house has a different kind of work.

2) As the role of the Customs house involves providing services, facilitating trading and providing social protection associated with import and export, the corporation between officers within the Customs house and also external organizations such as Immigration Bureau, Department of Agriculture , Food

and Drug Administration and other provincial and national agencies should be supported.

3) The participation of the staff should be promoted such that the leader should provide opportunity for the subordinates the freedom to work. They should have the opportunity to express their opinions and propose new ideas to improve the current project. They should also be allowed to be part of the decision making process and this will lead to the leader and subordinates agreeing on a common solution to a problem at hands. As a result this will generate a smooth working environment built on good relationship.

4) Teamwork should be supported where team leadership quality should be present in the person in charge to give importance to both the human aspect and work aspect at the same time.

5) The Director of Customs house should be given the authority on budgetary requirements, inventory management and human resource management.

6) Customs house should be encouraged to be a learning organization by having staff at every level develop new skillsets at a sustainable level to benefit the organization as a whole.

7) Two-way communication should be implemented to include upward and downward communication as well as horizontal communication for staff at the same level to cooperate and communicate with one another. Subordinates should be getting a clear and concise message from the management. Relationships between leader and subordinates should be based on trust, respect and friendliness. The leader should be aware and realize any problems that the subordinates might have. The decision maker should gather as much background information as they can before making a final decision.

8) There should be a public service to know the benefits of any improvement and new developments including public stakeholders to acknowledge the actions performed by the Customs Department which would have an impact on stakeholders.

5.3.1.5 Skills and knowledge of human resources

- 1) Put the right man in the right job.
- 2) Training course should be provided to create an all round general knowledge amongst all staff. Emphasis must be placed on learning foreign languages especially English, as Thailand is now entering the AEC. Attention must be paid to the knowledge of Customs in ASEAN countries and also their culture and community. Other training courses should focus on each individual talent's to get them to excel in their own job and responsibility.

5.3.1.6 Role of media

- 1) A good relationship with the media is important as they will be the one publicizing the work done by the Customs house.
- 2) Make sure that the media gets the correct information and facts so that the work done by the Customs house is well perceived by the public.

5.3.2 Recommendations for Future Research

5.3.2.1 The study of other factors such as government policy, organizational structure, organizational commitment, organizational norms and culture, manpower, laws and regulations, and economic system should be further investigated.

5.3.2.2 The effectiveness of the predictive factors that affect the success of Customs house management should be studied.

5.3.2.3 The readiness level to serve and facilitate customers should be studied. Satisfaction level and quality of service should also be considered. These are important factors as the Customs house is in a service sector.

5.3.2.4 The results from this study have shown that both the management in the Customs house and the private sector agreed that there should be up to date technologies and modern tools available for service at the Customs house to serve customers efficiently and effectively. Further research should be conducted to see if this is the case.

5.3.2.5 The results from this study revealed that leadership is one of the most important factors in terms of a success factor for Customs house management. By interviewing Customs houses management and executives and the

public sector, most of them thought that it is an important factor. The researcher is proposing further research should be conducted to see what type of leadership has the most impact on the success of Customs house management.

5.3.2.6 In this study, the researcher has interviewed Customs house executives and management about leadership factors, further investigation should be carried out by interviewing the subordinates to get their views on leadership. Then the comparison of the two results can be made.

5.3.2.7 In this study, the researcher defined the population sample as Custom officers at the Customs houses in the border provinces that are connected to the neighbouring countries and also private operators in the provinces where the border Customs houses are located. This is a factor concerning activities on land. Further investigation should be performed for activities not only on land, but by sea, and by air to see if there are any similarities or differences between them and what that might be.

5.3.2.8 Further study can be extended to cover case studies of success factors of Customs house management in other countries, which can be used for comparison with Thailand and how Thailand can learn from those countries.

BIBLIOGRAPHY

- Akachai Apisakkul; Kittiphun Khongsawatkiat and Jatuporn Lerdlum. 2008. **Business Research**. Bangkok: Pearson Education.
- Aumnad Watjinda. 2008. **McKinsey 7-S Framework**. Retrieved August 22, 2015 from [http:// www.gracezone.org/index.php/management-article/81--in-](http://www.gracezone.org/index.php/management-article/81--in-)
- Amorn Raksasat. 2005. **Policy Development**. Bangkok: National Institute of Development Administration.
- Amornkarn Sumpao-Ngern and Vuttichat Soonthonsmai. 2014. Factors of Managerial Success under the Social Responsibility of Golf Course Management in the East of Thailand. **Business Management Journal**. 3 (1): 74-88.
- Anake Pongsiri. 2012. **Critical Success Factors of ICT in SCM Implementation (Single Case Study of Petrochemical Company, Map Ta Phut Industrial Estate)**. Master's thesis, Thammasat University.
- Arrug Phrommanee. 2010. **Organizational Management to Success**. Retrieved August 23, 2015. from <https://www.gotoknow.org/posts/376627>
- Arun Raktham. 1989. **Organization Development for Change**. Bangkok: Thai Wattana Panich.
- Azimi, Alireza. 2013. A Conceptual Framework for Key Success Factors in Microbial Biotechnology Firms in Iran. **Management**. 12 (2): 18-27.
- Benazic, Alen. 2012. Measuring Efficiency in the Croatian Customs Service: A Data Envelopment Analysis Approach. **Financial Theory and Practice**. 36 (2): 139-178.
- Bertolini, M. et al. 2007. Lead Time Reduction through ICT Application in the Footwear Industry: A Case Study. **International Journal of Production Economics**. 110 (October): 198-212.

- Bidhya Bowornwathana. 1998. **Public Organization Theory**. Bangkok: Chulalongkorn University.
- Boonthawan Wingwon. 2009. **Antecedents and Consequence of Business Strategies For SMEs Entrepreneurs in the Upper Northern Region**. Lampang: Lampang Rajabhat University.
- Breuer, Garry D. and de Leon, Peter. 1983. **The Foundation of Policy Analysis**. Homewood, Illinois: Dorsey Press.
- Bundee Bunyakit. 2005. **Knowledge Management**. Bangkok: Chirawat Express.
- Certo, Samuel C. 1998. **Modern Management**. 7th ed. New Jersey: Prentice-Hall.
- Chanad Bhowbhandee. 2002. **Factors Affecting the Chances of Successful Privatization of Public Telecommunication Organizations in Thailand**. Doctoral dissertation, National Institute of Development Administration.
- Chapman, R. and Corso, M. 2005. From Continuous Improvement to Collaborative Innovation: The Next Challenge in Supply Chain Management. **Production Planning & Control**. 16 (4): 339-344.
- Contractor, F. J. and Lorange. 1998. **Cooperative Strategies in International Business**. Lexington, MA: Lexington Books.
- Cooper, M. C.; Lambert, D. M. and Pagh, J. D. 1997. Supply Chain Management: More than a New Name for Logistics. **The International Journal of Logistics Management**. 8 (1): 1-13.
- Dadashzadeh, M. 1989. Teaching MIS Concepts to MBA Students: A Critical Success Factor Approach. **Journal of Information Systems Education**. 1(4): 11-15.
- Department of Foreign Trade. 2013. **The Statistics of Border Trade and Transit for Thailand, 2009-2012**. Bangkok: Department of Foreign Trade.
- Department of Foreign Trade. 2015. **Report of Values of Border Trade**. Retrieved January 23, 2015 from <http://bts.dft.go.th/btsc/index.php/overview>

- Dhurakij Pundit University. 2008. **Key Factors of Success**. Retrieved August 28, 2015 from <http://www.dpu.ac.th/ipad/page.php?id=3424>
- Drucker, Peter F. 1954. **The Marketing Information Revolution**. Boston: Harvard Business School Press.
- Drucker, Peter F. 1986. **The Frontiers of Management: Where Tomorrow's Decisions are Being Shaped Today**. New York: Truman Talley Books.
- Drucker, Peter F. 1990. **Managing the Non-Profit Organization: Principles and Practices**. New York: Taylor & Francis.
- Duangmon Chuengsatiansup. 2009. **Factors Affecting the Effectiveness of Corporate Governance Policy: The Case of Thai Listed Companies**. Doctoral dissertation, National Institute of Development Administration.
- Elmore, Richard F. 1978. Organizational Models of Social Program Implementation. **Public Policy**. 26 (2): 185-228.
- Fiedler, Fred E. 1967. **A Theory of Leadership Effectiveness**. New York: McGraw-Hill.
- Flippo, Edwin B. 1970. **Management: A Behavioral Approach**. 2nd ed. Boston: Allyn and Bacon.
- Fraczkiewicz-Wronka, Aldona; Szoltysek, Jacek and Kotas, Maria. 2012. Key Success Factors of Social Services Organizations in the Public Sector. **Management**. 16 (2): 231-255.
- Grit Permtanjit. 1997. **Public Policy and Planning**. Bangkok: National Institute of Development Administration.
- Grunert, K. and Ellegaard, C. 1993. **The Concept of Key Success Factors: Theory and Method, in Perspectives on Marketing Management**. Michael J. Bakur, eds. Chichester: Wiley. Pp. 245-274.
- Have, Steven Ten. 2003. **Key Management Model. Translated from Key Management Model: the Management Tools and Practices that will Improve Your Business**. Bangkok: A. R. Business Press.

- Henri, Fayol. 1954. **General and Industrial Management**. London: Pitman and Sons.
- Henry, Nicholas. 2004. **Public Administration and Public Affairs**. 9th ed. New Jersey: Pearson Prentice Hall.
- Henry, Nicholas. 2010. **Public Administration and Public Affairs**. New Jersey: Pearson Prentice Hall.
- Hersey, P. and Blanchard, K. H. 1972. **Management of Organizational Behavior**. Englewood Cliffs, New Jersey: Prentice-Hall.
- House, Robert J. 1971. A Path Goal Theory of Leader Effectiveness. **Administrative Science Quarterly**. 16 (3): 321-339.
- HR Thai. 2015. **10 Factors for successful Cooperation**. Retrieved October 28, 2015 from <http://www.thaihrcenter.com/>
- Hubbard, Michael.; Delay, Simon and Devas, Nick. 1999. Complex Management Contracts: The Case of Customs Administration in Mozambique. **Public Administration & Development**. 19 (2): 153-163.
- Jetsada Noknoi. 2009. **Many Views on Knowledge Management and Learning Organization Building**. Bangkok: Chulalongkorn University.
- Kanlaya Wanitbancha and Thita Wanitbancha. 2015. **SPSS for Windows for Data Analysis**. 5th ed. Bangkok: Samlada Publisher.
- Kennedy, Carol . 2004. **Shortcuts to the Ideas of Leading Management Thinks**. Translated from Guide to the Management Gurus. By Sompong Suwanchitkul. Bangkok: Manager.
- Kim, D. et al. 2006. Information System Innovations and Supply Chain Management: Channel Relationships and Firm Performance. **Journal of the Academy of Marketing Science**. 34 (Winter): 40-54.
- King Mongkut's University of Technology North Bangkok. Center of Educational Quality Assurance. 2004. Characteristics of Key Success Factors and KPI of Result Based Management. **QA-NEWS**. Retrieved August 22, 2015 from <http://qa.kmitnb.ac.th>.

- Koontz, Harold D. 1937. The Depreciation Base in Railroad Accounting. **The Journal of Land & Public Utility Economics**. 13 (1): 1-13.
- Krittika Panprasert. 2005. **Revised Kyoto Convention**. Bangkok: Legal Affairs Bureau The Customs Department.
- Laksana Siriwan. 2010. **E-Public Service from Public Policy and Resource-Based Perspectives: Case Studies of E-Library Service of Higher Education Institutions**. Doctoral dissertation, National Institute of Development Administration.
- Leidecker, J. and Bruno, A. 1984. Identifying and Using Ethical Success Factors. **Long Range Planning**. 17 (February): 23-32.
- Maslow, Abraham H. 1943. A Theory of Human Motivation. **Psychological Review**. 50 (4): 370-396
- Matichon**. 2008 (September 19-28). 5 Traits of Successful Organizations: 10.
- Mazmanian, D. A. and Sabatier, Paul A. 1982. The Implementation of Public Policy: A Framework of Analysis. **Policy Studies Journal**. 8 (4): 538-567.
- Mazmanian, Danial A. and Sabatier, Paul A. 1983. **Implementation and Public Policy**. Lanham, MD: University Press of America.
- McGregor, Douglas. 1960. **The Human Side of Enterprise**. New York: McGraw-Hill Education.
- McLaughlin, J. et. al. 2003. Using Information Technology to Improve Downstream Supply Chain Operations: A Case Study. **Business Process Management**
- Menzel, Donald C. 1987. An Interorganizational Approach to Policy Implementation. **Public Administration Quarterly**. 11 (1): 3-16.
- Montazer, Gh. A. and Zadeh, Ali Zare. 2013. Iran Customs E-Readiness Measurement Case Study: Bushehr Customs. In **Information and Knowledge Technology (IKT)**. Shiraz: IEEE. Pp. 159-162.
- Narong Phetprasoet. 1999. **Community Business: Possible Way**. Bangkok: Research Fund Office.

- Nittaya Thiangtrongphinyo. 2008. **Customs and Foreign Affairs**. Bangkok:
The Customs Department.
- Nuttida Suankramdee. 2010. **Factors Influencing the Success of Public Sector Management Quality Award: Department of Disease Control, Ministry of Public Health**. Master's Thesis, Mahidol University.
- Office of the National Economic and Social Development Board. 2011. **Report of Thai Border Trade with Neighboring Countries 2001-2010**. Bangkok:
Office of the National Economic and Social Development Board.
- Office of the National Economic and Social Development Board. 2012. **National Economic and Social Development Plan (2012-2016)**. Bangkok:
Office of the National Economic and Social Development Board.
- Office of the National Economic and Social Development Board. 2012. **Report of Thai Border Trade with Neighboring Countries 2011**. Bangkok:
Office of the National Economic and Social Development Board.
- Osborne, D. and Gaebler, T. 1992. **Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector from Schoolhouse to State House, City Hall to Pentagon**. Massachusetts:
Addison-Wesley.
- Panee Suanpleng. 2009. **Information Technology and Innovation for Knowledge Management**. Bangkok: Se-Education.
- Patpon Keawyome. 2014. **The Success Factors of Rajamangala University of Technology, Suvarnabhumi Operations Quality Assurance**.
Master's Thesis, Rajamangala University.
- Pisit Pipatpokakul. 2014. **Service Excellence**. Retrieved January 12, 2015 from
<https://www.youtube.com/watch?v=mt3L6Skw124>
- Pornthida Wichienpanya. 2004. **Knowledge Management**. Bangkok: Expnernet.
- Porter, M. E. 1980. **Competitive Strategy: Techniques for Analyzing Industries and Competitors**. New York: The Free Press.

- Prachoom Rodprasert. 2000. **Policy and Planning: Principle and Theory**.
Bangkok: Netikul.
- Prakhong Kannasut. 1998. **Statistics for Behavioral Scientific Research**. 2nd ed.
Bangkok: Chulalongkorn University.
- Pressman, Jeffrey L. and Wildavsky, Aaron B. 1974. **Implementation**. California:
University of California Press.
- Pressman, Jeffrey L. and Wildavsky, Aaron B. 1979. **Implementation: How Great
Expectations in Washington are Dashed in Oakland: Or, Why It's
Amazing that Federal Programs Work at All, this Being a Saga of the
Economic Development Administration as Told by Two Sympathetic
Observers who Seek to Build Morals on a Foundation of Ruined
Hopes**. Oakland: University of California Press.
- Priyanun Palasak. 2013. **Organization Success Factors Affecting Audience
Perception and Recognition: Case Study of Thairath TV Station**.
Master's Thesis, Bangkok University.
- Puangrat Taweerat. 1997. **Research Methodology in Behavioral and Social
Sciences**. Bangkok: Chulabook.
- Rensis, Likert. 1961. **New Patterns of Management**. New York: McGraw-Hill.
- Robbins, Stephen P. and De Cenzo, D. A. 1998. **Fundamentals of Management**.
2nd ed. Upper Saddle River. New Jersey: Prentice-Hall.
- Rockart, J. F. 1979. Chief Executives Defy Their Own Data Needs. **Harvard Business
Review**. 57 (March): 81-93.
- Rockart, J. F. and Cresenz, A. D. 1983. **A Process for the Rapid Development of
Systems in Support of Managerial Decision Making**. Cambridge: MIT
Sloan School of Management.
- Rosacker, Kirsten M. and Olson, David L. 2008. Public Sector Information System
Critical Success Factors. **Transforming Government: People, Process
and Policy**. 2 (1): 60-70.

- Rungarun Pattamawanitcha; Surachet Kupongsak; Sommit Chantrasuksun; Aree Ratiyanuwat and Naruemol Sirisaad. 2001. **Factors Effecting Hospital Availability for the 30 Baht Health Policy**. Master's Thesis, National Institute of Development Administration.
- Rungroung Sukapirom. 2000. **An Analysis of Factors Related to the Educational Policy Implementation: A Case Study of the Expansion of Basic Education Policy**. Master's thesis, Chulalongkorn University.
- Sangob Sittidech. 2006. **New Paradigm in Chemical Management: Its Impact upon Society and the Environment in the International Multilateral Environmental Agreements of the Thai Customs Department**. Doctoral dissertation, Suan Dusit Rajabhat University.
- Sasawat Pengpae. 2010. **Studies on the Development Model of Higher Education Delivery for Disabled Students in Thailand**. Doctoral dissertation, National Institute of Development Administration.
- Schein, Edgar H. 1970. **Organizational Psychology**. 2nd ed. Engelwood Cliffs, New Jersey: Prentice-Hall.
- Schofield, Jill. 2001. Time for a Revival? Public Policy Implementation: A Review of the Literature and an Agenda for Future Research. **International Journal of Management Reviews**. 3 (3): 245-263.
- Senge, Peter. 1990. **The Fifth Discipline: The Art & Practice of the Learning Organization**. New York: Currency.
- Simon, Herbert A. 1965. The Logic of Rational Decision. **The British Journal for the Philosophy of Science**. 16 (November): 169-186.
- Siriorn Khantahath. 1996. **Organization and Management**. Bangkok: Aksarapipat.
- Siriwan Sereerat; Somchai Hirankitti and Somsak Wanitchayaporn. 2002. **Organization Theory**. Bangkok: Thammasarn.
- Sombat Thamrongthanyawong. 1997. **Public Policy: Concepts Analysis and Process**. Bangkok: S&G Graphic.

- Sombat Thamrongthanyawong. 2009. **Public Policy: Concepts Analysis and Process**. Bangkok: Sematham.
- Somkid Bangmo. 1997. **Organization and Management**. Bangkok: Witthayapat.
- Somyot Naveekarn. 1982. **Participative Management**. Bangkok: Thammasart University.
- Song, Xuehua and Wu, Wenyun. 2010. Design and Realization of Real-Time Data Management System in Customs Surveillance Zone. In **Second Pacific-Asia Conference on Circuits, Communications and System (PACCS)**. Beijing: IEEE. Pp.159-162.
- Stamoulis, D.; Gouscos, D.; Georgiadis, P. and Martakos, D. 2001. Revisiting Public Information Management for Effective E-Government Services. **Information Management & Computer Security**. 9 (4): 146-153.
- Suchart Prasith-rathsint and Kanikar Sookasame. 2008. **Qualitative Research Methodology: Research on Current Issues and Future Research**. Bangkok: Samlada.
- Supharamphai Harnthaweephanit. 2009. WCO SAFE Framework of Standards. **Customs Journal**. 17 (January): 8-9.
- Suwimon Sae Kong. 2010. **Factors Affecting the Success in Administration of Life and Property, Security of People and Government Officials under the Impact of the Insurgency in the Three Southernmost Provinces Areas : A Case Study of Amphoe Betong, Changwat Yala**. Master's thesis, Prince of Songkla University.
- Tannenbaum, R. and Massarik, F. 1950. Participative by Subordinates in the Managerial Decision Making Process. **The Canadian of Journal of Economics and Political Science**. 16 (3): 408-419.
- The Customs Department. 2007. **Snapshot of Thai Customs**. Bangkok: The Customs Department.

- The Customs Department. 2013. **Study Report of Customs Organization Establishment to Support Border Economic Zones Related to AEC.** Bangkok: The Customs Department.
- The Customs Department. 2014. **Study Report of Coordinated Border Management (CBM).** Bangkok: The Customs Department.
- Thosaporn Sirisumphand. 1995. **Government Renovation: The Case Study of Building the New Government of the United States.** Master's thesis, Chulalongkorn University.
- Thosaporn Sirisumphand. 1996. **Fundamentals of Public Policy.** Bangkok: Chulalongkorn University.
- Tippawan Jumpang; Koolarb Rudtanassudjatum and Wanlop Jaidee. 2012. Factors Influencing the Success of Public Sector Management Quality Award Based on the Perception of the Personnel at the Regional Level, Ministry of Public Health. **The Public Health Journal of Burapha University.** 7 (July-December): 38-52.
- Thippawan Lorsuwannarat 2002. **Modern Organization Theory.** Bangkok: D.K. Printing World.
- Tummala, V. M. R.; Phillips, C. L. M. and Fohnson, M. 2006. Assessing Supply Chain Management Success Factors: A Case Study. **Supply Chain Management: An International Journal.** 1 (2): 179-192.
- Uthai Boonprasert. 1985. Research Papers on Project Evaluation. Bangkok: Chulalongkorn University.
- Uthai Laohavichien. 1985. **Development Administration.** Bangkok: Chulalongkorn University.
- Van Meter, Donald S. and Van Horn, Carl E. 1975. The Policy Implementation Process: A Conceptual Framework. **Administration & Society.** 6 (4): 445-488.

- Vinit Songpratoom. 2004. **Organization and Management Theory**. Bangkok: S & G graphic.
- Virut Santiarpar. 2005. **Factors Affecting the Success of Lamphun Municipality Administration**. Master's thesis, Chiang Mai University.
- Voradej Chandarasorn. 1984. **Government Project Mangement**. Bangkok: Sahaiblog Publisher.
- Voradej Chandarasorn. 1997. **Policy Implementation**. Bangkok: Graphic Format (Thailand).
- Voradej Chandarasorn. 2009. **An Integrated Theory of Public Policy Implementation**. 4th ed. Bangkok: Thai University Research Association (TURA).
- Vroom, Victor H. and Yetton, Philip W. 1973. **Leadership and Decision Making**. Pittsburgh: University of Pittsburgh Press.
- Vuttichat Soonthonsmai and Amornkarn Sumpao-Ngern. 2014. Key Success Factors in Management under the Corporate Social Responsibility of Golf Courses in the Eastern Part of Thailand. **Burapha University's Journal**. 3 (1): 74-88.
- Wannapa Chumnarnwej. 2008. **Key Success Factors in Employees' Performance of the Government Savings Bank in Bangkok Metropolitan and the Suburban Areas**. Master's Thesis, Srinakharinwirot University.
- William, Walter. 1975. Implementation Analysis and Assessment. **Policy Analysis**. 1 (3): 531-566.
- World Customs Organization. 2011. **WCO SAFE Framework of Standards**. Belgium: World Customs Organization.
- Yawapha Pathomsirikul. 2011. Model of Health Service Business Success of Private Hospitals in Thailand. **Business Management Journal**. 34 (April-June): 5.

- Yowvarese Nutdechanun. 2015. Factors Affecting on the Success of Organization Development in Line with Organization Development of the Department of Mental Health's Public Sector Management Quality Award. In **The Department of Mental Health's Research Paper**. Bangkok: The Ministry of Public Health. Pp. 107-119.
- Yupaporn Jongcharoen. 2012. **Administration Following. McKinsey's Organizational Excellence Case Study of Petchaburi Primary Educational Service Area Office 2**. Master's Thesis, Phetchaburi Rajabhat University.
- Zarepur, J. 2001. Information Management Systems and Critical Success Factors in Small Agencies. **Ravesh Magazine**. 19 (2): 2-4.

APPENDICES

APPENDIX A

Research Tools

Research Questionnaire



Subject: Requirements for Cooperation in Answering Questionnaire

Dear Respondents

This questionnaire is a part of a doctoral research in the Public Administration Curriculum, in the topic called “Factors Affecting the Management Success of Customs Houses”, aiming to study the factors that lead to the success in customs house management.

The questionnaire focuses on the factors, in the light of clarity of mission statement, organizational competency, leadership, managerial competency, skills and knowledge of human resources, and role of media. The information comprises of 3 parts as followed:

1. Demographic Information of the Respondents
2. Factors of Customs House Management
3. Opinions and Suggestions

Your information will be strictly confidential and applied only for research purposes. The researcher would like to thank all respondents very much for your great contribution to the questionnaire.

Best Regards

Mrs. Kanchana Suwanicho

Student of Doctoral Program in Public Administration

Part I : Demographic Information of the Respondents

Instruction Please mark “ ✓ ” in the appropriate ☐ .

1 . Gender

☐ 1) Male

☐ 2) Female

2. Age

☐ 1) Below 25

☐ 4) 46-55

☐ 2) 25-35

☐ 5) Over 55

☐ 3) 36-45

3. Position

☐ 1) Director

☐ 4) Government Employee

☐ 2) Technical Officer

☐ 5) Permanent/Official Worker

☐ 3) Official

4. Highest Education

☐ 1) Below Bachelor's Degree

☐ 3) Master Degree

☐ 2) Bachelor's Degree

☐ 4) Doctorate

5. Tenure

☐ 1) Below 5 years

☐ 4) 26 -35 years

☐ 2) 5-15 years

☐ 5) Over 35 years

☐ 3) 16 -25 years

6. Total Revenue per Month

☐ 1) Below10,000 baht

☐ 4) 30,001 – 40,000 baht

☐ 2) 10,001 – 20,000 baht

☐ 5) Over 40,000 baht

☐ 3) 20,001 – 30,000 baht

Part II : Factors of Customs House Management

Instruction The following answers are related to the degree of opinions on factors of customs house management, please “ ✓ ” in the appropriate space.

Questions		Degree of Opinions				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1 Clarity of Mission Statement						
1.1	Your administration disseminated the mission literally and clearly.					
1.2	The content of the mission is easy to be understood.					
1.3	Your administration has communicated the mission to the officials thoroughly and clearly.					
2. Organizational Competency						
2.1	You think that the officials at your Customs house are effective for their work under the mission.					
2.2	The budget is adequate for the performance under the mission.					
2.3	The budget is used effectively in the performance under the mission.					
2.4	The department provided enough equipment for officials to work promptly.					
2.5	The workplace of your Customs house is adequate for all kinds of operations.					
3. Leadership						
3.1	Your supervisor has a key role to designate the organizational mission and communicate it to officers annually.					

Questions		Degree of Opinions				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
3. Leadership						
3.2	Your supervisor is competent for management.					
3.3	Your supervisor is competent for motivation and management.					
3.4	Your supervisor is open-minded enough to accept any opinions at any time.					
3.5	Your supervisor is capable of coordination.					
3.6	Your supervisor is capable of tackling problems and conflicts and is ready if errors with the operation are discovered.					
3.7	Your supervisor is creative and can think about new tasks or activities to archive the goal he/she has set.					
3.8	Your supervisor can work to meet all the targets and goals he/she has set.					
3.9	Your supervisor always makes the right decision.					
3.10	Your supervisor is capable of making subordinates work happily.					
4. Managerial Competency						
4.1	You have chances to give opinion and propose new projects or revamp your work.					
4.2	You are involved in making decisions often and appropriately.					
4.3	You get the recognition and trust from your supervisor.					

Questions		Degree of Opinions				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
4.4	You are appropriately independent to perform your duty.					
4.5	Your administration supports team work and you are a part of the team.					
4.6	Your performance is trusted by your supervisor and you are ready to take responsibility of your decision.					
4.7	Your administration operates to coordinate with other external agencies.					
4.8	Your administration operates to coordinate with the community and locals.					
5. Skills and Knowledge of Human Resources						
5.1	You understand your work well.					
5.2	You have been trained adequately.					
5.3	You can satisfy the public thoroughly.					
5.4	You know well about management.					
5.5	You have a thorough knowledge of management.					
6. Role of Media						
6.1	Your administrative always keeps up with Customs house's news displayed on the media.					
6.2	Your administration sees the communication with media in every topics relating with the Customs house on the news as a serious matter.					
6.3	At the present time, the media has a powerful role in examining the wrong doings of the Customs house's performance.					

Questions		Degree of Opinions				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
6.4	The strong role of the media is to ensure your administration's performance is in line with laws and regulations.					
6.5	When there is any complain on the operation of Customs house broadcast by the media, your administration will take it as the first priority to tackle it.					

7. Please evaluate all the factors and scenarios, and mark “ ✓ ” in the appropriate ☐

To which level do you think the management of your customs house is successful.

☐ Most successful

☐ Less successful

☐ Very successful

☐ least successful

☐ Fairly successful

Part III: Opinions and Suggestions.

.....

.....

.....

.....

.....

*** Thank you very much for your kind attention and cooperation to answer the questionnaire ***

RESEARCH INTERVIEW
FACTORS AFFECTING THE MANAGEMENT SUCCESS OF
CUSTOMS HOUSES
(For the Director of Customs House)

This interview is one of the tools a student in the doctoral program of Public Administration of National Institute of Development Administration is using for information collection.

1. How many years have you worked in the Customs Department?
2. How many years have you served as the Director of Customs Houses?
 - 2.1 How long have you been serving at your present Customs House?
 - 2.2 If you have served as the Director of another Customs House, how long was it?
3. From the beginning of serving as the Director of your present Customs House, have you ever encountered any problems, obstacles or the need to work without support, caused by Customs house management?
4. How do you feel about the Customs house management in supporting cross-border trade and ASEAN Economic Community (AEC) ? How do you prepare for the AEC and why?
5. Which factor do you think would support the competitiveness of the country?
6. Which factor do you think would protect society?
7. Can you think of anything else that would benefit Customs house management?
8. Do you think the clarity of mission statement would help Customs houses Succeed in management, if so, how?
9. Do you think organizational competency will help Customs houses succeed in management, if yes, please explain, how?
10. Do you think leadership would help Customs houses succeed in management, if yes, please explain, how?

11. Do you think managerial competency would help Customs houses succeed in management, if yes, please explain, how?
12. Do you think skills and knowledge of human resources would help Customs houses succeed in management, if yes, please explain, how?
13. Do you think role of media would help Customs houses succeed in management, if yes, please explain, how?
14. Beyond that, what else do you think it would help Customs house to succeed in management?
15. Which factor do you think would not help the Customs house succeed in management, how can that problem be solved?
16. In addition, what would you like to suggest to make the Customs house management be better in supporting the cross-border trade and ASEAN Economic Community?

RESEARCH INTERVIEW
FACTORS AFFECTING THE MANAGEMENT SUCCESS OF
CUSTOMS HOUSES
(For Private Operator)

This interview is one of the tools a student in the doctoral program of Public Administration of National Institute of Development Administration is using for information collection.

1. How many years have you done the import/export business?
2. Which Customs house do you do your business with, and how long for?
3. From the beginning of your business, have you ever encountered any problems, obstacles or worries that were caused by Customs house management?
4. How do you feel about the Customs house management in supporting cross-border trade and ASEAN Economic Community (AEC) ? How do you prepare for the AEC and why?
5. Which factor do you think will support the competitiveness of the country?
6. Which factor do you think will protect society?
7. Can you think of anything else that would benefit the Customs house management?
8. Do you think the clarity of mission statement would help Customs houses Succeed in management, if you do, please explain, how?
9. Do you think organizational competency would help Customs houses succeed in management, if you do, please explain, how?
10. Do you think leadership would help Customs houses succeed in management, if you do, please explain, how?
11. Do you think managerial competency would help Customs houses succeed in management, if you do, please explain, how?
12. Do you think skills and knowledge of human resources would help Customs houses succeed in management, if you do, please explain, how?

13. Do you think role of media would help Customs houses succeed in management, if you do, please explain, how?
14. What else do you think it would help Customs house to succeed in management?
15. Which factor do you think would not help the Customs house succeed in management, how can that problem be solved?
16. In addition, what would you like to suggest to make the Customs house management to be better in supporting the cross-border trade and ASEAN Economic Community?

APPENDIX B

The Reliability of the Questionnaire

THE RELIABILITY OF THE QUESTIONNAIRE

Questionnaire about Factors Affecting the Management Success of Customs Houses.

Table B.1 The Reliability of the Questionnaire Taking into Consideration the Factors Affecting the Management Success of Customs Houses

List of Factors	Reliability
1. Clarity of Mission Statement	0.929
2. Organizational Competency	0.738
3. Leadership	0.955
4. Managerial Competency	0.836
5. Skills and Knowledge of Human Resources	0.847
6. Role of Media	0.875
Total	0.909

Table B.2 The Overall Reliability of the Questionnaire

List of Factors	Reliability
The whole questionnaire	0.911

APPENDIX C

An Overview of Border Trade

AN OVERVIEW OF BORDER TRADE

C.1 Border Trade between Thailand and Neighboring Countries

Thailand has been trading with neighboring countries a long time, from the time that buying and selling meant products were exchanged, to the modern time when the countries were mapped, money was the medium of all transactions. Since modern trading between neighboring countries is connected by transport and routes. There is another trade depending on cross-border land transport for transferring goods through countries with land adjacent to its territory, which is called cross-border transport. There are two forms of border trade in Thailand, as follows:

- 1) Border-trade is the form of transactions between neighboring countries with adjacent areas to each other, such as Myanmar, Cambodia, Laos, Malaysia.
- 2) Transit is a form of trade in which a person or an operator from a country conveys goods through the second country continuing to the third. That is to say that each country has to let goods be transferred to land beyond its territory.

Trade Channels along the border of Thailand, are classified as follows:

- 1) **Natural Channels** are the channels that people use for traveling in and out, visiting each other, or trade. Some of them are made as Customs houses or International Points of Entry.

- 2) **Legitimated Channels'** opening and the operation shall be in line with the authority and function of the Customs Department that are legalized by the Customs Act., but for the benefit of security and focusing on the advantage of trade, the Customs Department shall coordinate with other agencies to operate the import and export in the area. The legitimate channel are divided into 2 categories, such as:

- (1) **Approved Route, Boundary Post or Customs Station** according to section 3 and 5 of the Customs Act. (No. 7) B.E. 2480, at the present time, there are 39 land borders and water borders with adjacent area to lands.

a) “Approved Route” means the routes determined by Ministerial Regulations by which goods may be conveyed into or out of the Kingdom, or to or from any Customs Station from or to a land frontier.

b) “Boundary Post” shall mean the Station established by Ministerial Regulations on an Approved Route for the examination of goods conveyed by that route.

c) “Customs Station” shall mean the Station established by the ministerial regulation on an Approved Route for the collection of Customs Duties on goods conveyed by that route and the examining thereof.

(2) **Temporary Approved Route** established by Section 5 bis of Customs Act (No. 7) B.E. 2480 to facilitate business operators for goods import and export. The channel would expire immediately after the progress is finished. It is because the border areas still has situations that would affect the security, so the subcommittee has defined the method for the Customs Department to cooperate with other agencies in the area closely in case temporarily permitted channels have to be opened.

3) **International Point of Entry** opened for promoting good relations between countries, citizens of the two, including the third party, can travel and trade. It is in accordance with the international system of the agreement on border passage between Thailand and the neighboring countries. The point the Thai Government and the adjacent countries’ announces provides travelling permission for humans, vehicles, objects and there is generally personal import and export. At the entry point, immigration and Customs perform their duties together according to the laws of the two countries. (The authority to open the International Point of Entry is the responsibility of the minister of the of interior)

4) **Temporary Point of Entry** is specifically opened in an emergency case to facilitate transit. It permits humans, vehicles and objects to enter or exit for a specific time period. Normally it would be opened from time to time depending on missions and goals but such goals and missions must not affect the safety and security. When goals have been achieved, the entry points must be closed immediately.

5) **Border Area Point of Entry** opened by the Thai Government to help neighboring countries for people of the 2 states to trade goods or necessary drugs, in the border areas specified defined and it is prohibited to travel outside of the area, and the travelers must come back to the country where they live in one day. (The provincial governor authorizes permission.) Border trade is more prosperous and increasing as can be seen that people at the border with Thai, Myanmar, Laos, and Cambodia that travel for communications and trade more often. There have been more entrances opened, and the level of channels raised, that have been made since the opening of International, Temporary, and Border Areas Points of Entry.

APPENDIX D

An Overview of Framework Agreements

AN OVERVIEW OF FRAMEWORK AGREEMENTS

D.1 ASEAN Economic Community (AEC)

ASEAN has been focusing on cooperative economic strengthening after the establishment of the ASEAN Free Trade Area was achieved in 2003, at the 8th ASEAN Summit, held in November 2002. It was approved that ASEAN had to specify the direction of operation towards ASEAN Economic Community, similar to the EEC, and improve its internal operation processes to be more efficient. At the ASEAN summit in Bali, the member countries' leaders issued the second Bali statement, to integrate the group to become the ASEAN Economic Community (AEC) by the year 2020, and to accelerate the integration of free trade of goods and services in 11 fields, such as tourism, automotive, aviation, wood products, rubber products, textiles, electronic products, agriculture, fishing, health, information technology, and later logistics was added to be the twelfth. After that, ASEAN Leaders signed the ASEAN Charter and the Cebu Declaration on the plan to establish the ASEAN Economic Community, on 20 November 2007 in Singapore to expedite the establishment within the next 5 years (by 2015).

D.1.1 Goals and Operation Guidelines

The ASEAN Economic Community will be concluded by 2015 with the goal of becoming a single market and production base, having the free movement of goods, services, investment, skilled labor, and more liberal capital flows. There will be the capacity building of the policy of intellectual property rights competition, tax policy and infrastructure development (transport, finance, information technology, and the reduction of economic gaps between ASEAN member countries. In addition to that, it will be a region that is integrated into the global economy. The AEC focuses on coordinating the economic policies of ASEAN with the countries outside the region, so that ASEAN will have to act the same way. In taking action on achieving

the goals of the ASEAN Economic Community as defined, member countries shall follow the guidelines below.

1) Accelerating the reduction of tax of 9 products; agricultural products, fishery, wood products, rubber, automotive, textile, electronics. Information technology and health. To be 3 years faster than the AERA framework, ASEAN 6 had to complete this by 2010, and the new members (CLMV) later in 2015. Due to the guidelines, Thailand had made all of the cuts since 2010, so it could be said that being included in AEC would not require Thailand to make further tax cuts, especially for industrial products in 2016.

2) Reducing non-tariff barriers: NTBs, Thailand has the commitment to abolish non-tariff barriers, most of them were tariff quotas for 3 series of agricultural products, And has almost finished except for rice, which is still in discussion among the relevant agencies to find the solution and measures to prevent problems that may arise from the removal of such measures.

3) Improving the law of origin to ensure transparency and greater facilitation for the private sectors.

4) The liberalization of trade and services, by increasing the stake of ASEAN countries at least 70 percent by 2010, in the service sector, including the fields of Information Technology, Health and Tourism in 2012 and logistics by 2015, but in the field of sensitive services, they would be exempted.

5) Investment liberalization under the framework of the agreement in ASEAN investment by the abolition of restrictions on investment and promotion of joint investment in the industry.


6) Greater facilitation with customs procedures by starting to use the ASEAN Harmonized Index in tariff classification when trading with the external countries and developing a single window clearance.


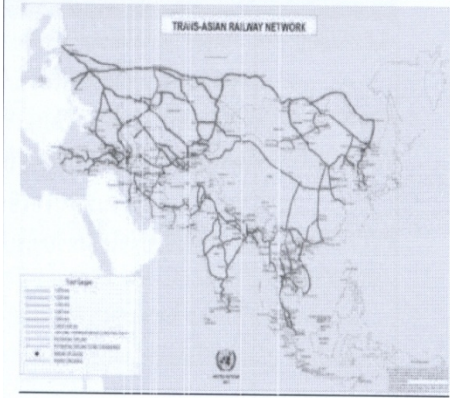
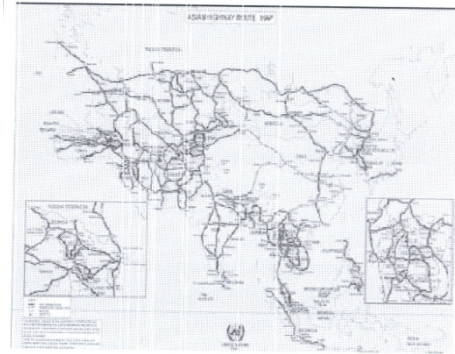
7) The free movement of skilled labor, in accordance with the regulations of each country, as well as facilitating the travel of businessmen, experts, professionals and skilled labor when coming to work in the region.

D.1.2 Transport Network to Support the Connection to Other ASEAN Countries

According to the study of the office of transport and Traffic Policy and Planning (2012), on the overview of the development of transport and communication in ASEAN countries, ASEAN has a goal to link the member countries, increase competitiveness and make it become a single market and production base. There would be increased, free flow of goods, services, investment and skilled labor and free flow of capital. Thailand needs to develop a network of transport links with ASEAN to enhance the competitiveness of the region to support economic activities and trade investors. When considering the transportation system that supports the connection within Thailand and with other members, it was found that Thailand had some parts of the communication network in place that supported connectivity with ASEAN countries as follows.

Table D.1 Communication Network which Supports Connectivity with ASEAN Countries

Type	Project	Figure
1) Asian Highway	- Asian Highway, the project of international cooperation between Asia and Europe to improve the highway system in Asia, and connecting it to the Southern area of Europe.	

Type	Project	Figure
2) ASEAN Highway	- ASEAN Highway Network, as part of the Asian Highway, links the ASEAN countries' areas with high potential together. It has already linked all of the international points of entry.	
3) Trans-Asian Railway	- Trans-Asian Railway network is the project contributing to the connection between Asia and Europe, by selecting any rail which can be connected to the capital, centers of agricultural, industries, main sea ports or air ports of the countries.	
4) ASEAN Railway	- ASEAN Railway network is part of the Asia railway, the route that received most attention is the Kunming – Singapore.	

Thailand's Transport Infrastructure relating to the connection with neighboring countries so far, needed to be developed, detailed as follows;

1) The Road Network has a problem with the connection at the area of the border customs houses. This is congestion and the subsequent traffic jam which cause difficulty of goods transportation in areas, such as Nong khai Customs House, Sadao Customs House, and Maesot Customs House, etc., also there is a lack of transportation facilities, like truck rest areas, intermodal facilities and public transport systems which is insufficient and doesn't meet the need of users yet.

2) The domestic train network does not cover the entire country. There are some missing links, including the lack of a connection between the gateways of trade with neighboring countries in some areas, such as 6 kilometers between Aranyaprathet-Klong Luek, 153 kilometers between Three Pagodas pass – Water Fall; public rail transport is insufficient and does not meet the need of users yet.

3) The river and coastal networks were affected by the construction of large dams in China, retaining a lot of water, so water levels were reduced making navigation difficult. Additionally, coastal transport has the problem of service, especially at Laem Chabang Port, which is currently the main gateway for water transportation, now it is congested at the port and the linking roads, it is anticipated that in the future, the port will have more import and export traffic, after the free trade agreements, making the port reach its limit in the next ten years this may result in a lot of goods left waiting to be imported and exported, which may impact operators' commercial opportunities.

4) The aircraft network may have some issues with its service effectiveness because of the congestion at Suvarnnabhumi. In 2011, the volume of passengers through the airport was at about 47 million, which exceeded its capacity of 45 million per year. Moreover, there were also the delay of immigration inspection and luggage handling.

Additionally, when considering the changes resulting from the impact of the AEC that Thailand will face, the growth trend of agricultural products will be increased. The demand for food is certainly proportional to population growth amount. Energy demands, both from crude oil, natural gas, and other fuels will be

Thailand's opportunity to expand its market based on exporting primary agricultural products to the other countries in the ASEAN. In the growth of the industrial sector, it is likely that a large production will benefit from economies of scale and there are more connections between international manufactures, including the production of value added products, energy saving and the reduction of environmental impact. And all of that will benefit Thailand's trade growth e.g. goods transportation, both local and abroad. The network plans that supports the capacity building of transport networks connections are as follows;

1) Developing the main trade gateways effectiveness, such as at Suvarnabhumi Airport and Laem Chabang Port and the ICD, are the targets to support more cargo and passengers, trade facilitation at border customs houses, traffic management, truck parking areas and the use of information technology in the logistics system development.

2) The development of infrastructure connecting travel and transport hubs together , such as constructing inter-city motorways e.g. Bang Pa-In – Nakhonratchasima and Bang Yai -Kanchanaburi, etc., constructing double – tracked railways in the areas with high rail traffic density, such as Prachuap Khiri Khan-Chumphon, and Chachoengsao-Klong 19-Kaeng Khoi etc. Constructing additional links between internal areas to the border economic zones, or important trade areas, and the development of hi- speed railway project.

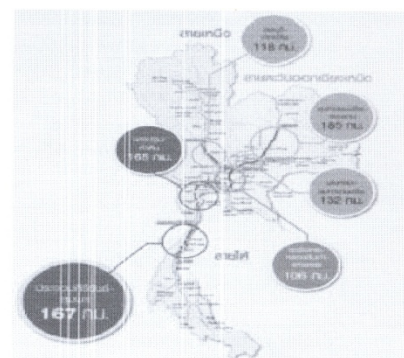


Figure D.1 Inter-city Motorway Development **Figure D.2** Double-track Railways Construction

3) The development of transport and logistics such as the consolidation facility and distribution centers along the ASEAN high ways and container yards, and an inland container depot in the same area, that would make it become the Node and sub Node.

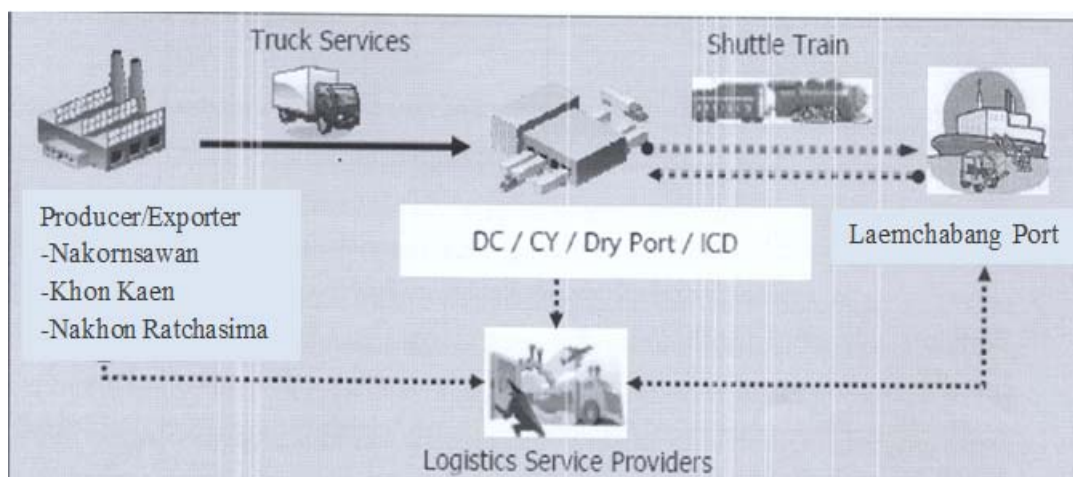


Figure D.3 The Form of Logistic Service of Rail Transport Area

4) The development of legal and international agreements such as the ASEAN Framework Agreement on the facilitation of transit.

D.1.3 The Current Capacity of Customs Houses for Supporting Border Economic Zones

When ASEAN members have coherent transport networks and the same production base, it would directly affect the growth trends of goods transport along the border of Thailand. It is predicted that its volumes would increase at the customs houses around main borders, such as, Aranyaprathet, Sadao, Nong Khai. Moreover, Thailand also gives precedence to development to make borders to become special economic zones to support the growth of economic activities between Thailand and its neighboring countries. So, it is important that the Customs Department should prepare a plan to enhance the potential of the borders to be capable of supporting the growing transport efficiently. currently, there are 48 customs houses that are located along the border of Thailand, while only 13 can be linked to the ASEAN highway and when

considering only the capacity for the transport of goods through its territory, based on the first protocol, under the ASEAN framework agreement on the transit facilitation, there would be only 8 potential customs houses suitable.

The ASEAN Framework Agreement on transit facilitation signed on 16 December 1998, aims to improve the efficiency of cross-border trade and transit to support the implementation of the ASEAN Free Trade Area (Office of Transport and Traffic Policy and Planning, 2012).

However, there are high potential customs houses with highways, suitable for supporting the special border economic zones, point of entry, international point of entry, (Sangkhlaburi Customs House, Nakhon Phanom Customs House, Chong Chom Customs House. That have been made high potential customs houses) connected to the highway system that support the cross border transport and transit according to the international agreements, a total of 11 customs houses as follows;

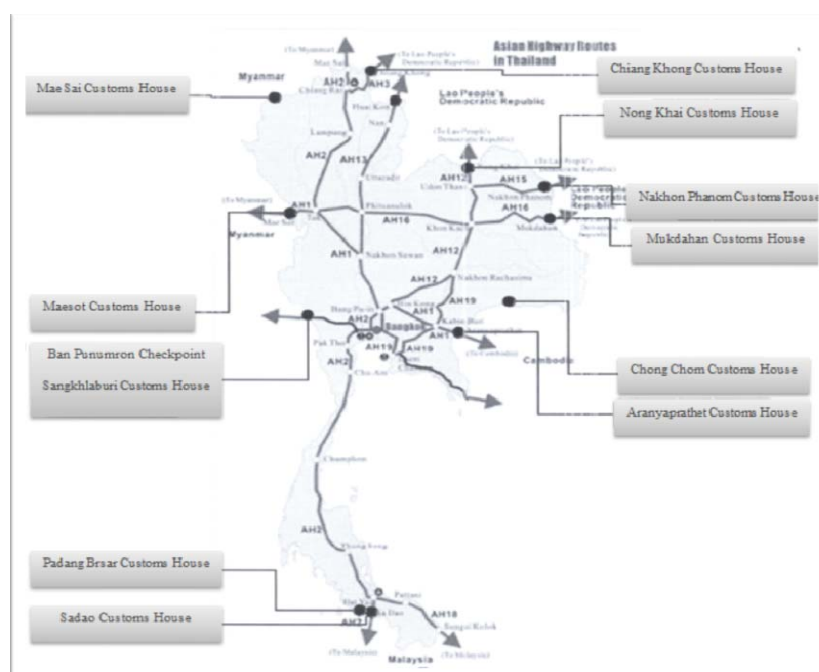


Figure D.4 Locations of Customs Houses in Line with the Strategy of Investment for Transport Infrastructure Development.

The Customs Department is also experiencing a shortage in manpower in the operation of practices involving AEC, such as in the development of NSW to link with ASW to be ready to support the opening of the Free Trade AEC in 2015, and the customs houses that are strategic points according to the government's policy supporting expansion and growth of border trade for example the following Customs Houses, Mae Sai, Chiang khong, Su-ngai Kolok Customs Houses and so on.

D.2 National Economic and Social Development Plan, Laws and Framework for Cooperation and Supporting Border Trades

D.2.1 The Strategy to Create Links with Countries in the Region for Security of Economic and Society

D.2.1.1 Transport and logistics connection development under the cooperation with ASEAN, especially the plan for economic cooperation development among 6 countries of Greater Mekong Subregion (GMS) joining with the strategy of the economic cooperation among Ayeyawady-Chao Phraya - Mekong (ACMECS), Trilateral economic development plan, Indonesia, Malaysia, Thailand (IMT-GT), the Bay of Bengal Initiative for the Cooperation of Multi-sector of Technical and Economic collaboration (BIMSTEC) under the Committee of Thailand Malaysia on Joint Development Strategy for Border Areas (JDS), are made to facilitate and reduce the cost of logistics by

- 1) Developing transport and logistics services to be efficient and to meet international standards, especially, road transport ,railway, double-track railway and high-speed trains, water transport, navigation and coastal trade, including border customs houses, border economic centers and fast transit facilitation, to help increase the efficiency of developing the network system and network administration of transport services and logistics throughout the supply chain in the region, which is for sharing resources and knowledge. This will lead to lower costs for business, improve the efficiency of transport connections, transport facilitation systems, trade and cross border transport and transit by using the potential for infrastructure connections from every economic zone.

2) Improving the transport and associated regulations, to reduce the number of documents, the cost of operations and the length of time taking in cross-border transport and transit, to increase the overall competitiveness of Thailand and sub-terrains for the reduction in transportation and logistics costs, by Thailand providing technical support to the neighboring countries in its development partners.

3) Linking economic development on the border economic areas, including production systems with the internal zones of the country, by connecting the transport networks that connect the production factors, production system and international production chains together efficiently, including linking the large developed economic areas in neighboring countries with Thailand's borders and the internal economic zone. And establishing some coordinating centers to manage economic activities between Thailand and the neighboring countries in important border cities.

D.2.1.2 The development of investment by empowering the competition in the sub-region and ASEAN, focus on cooperation with neighboring countries to establish manufacturing bases along economic developing areas. This is a spatial strategy that can respond to the restructuring of the economy of the following;

1) The development in different regions in Thailand to be accordance with its neighbors and the ASEAN as the base for the development of industry, agriculture and agricultural processing, and regional tourism by proactive planning, publicizing of policies from major powers in the region in investing in neighboring countries, especially the development of the local economic development links from the East – West, the North to the South and the southern part of GMS plan, and the link of economies of IMT – GT, which has the potential and possibilities of linking diversely, and that could be the options for Thailand in any situation. And the government agencies related, have been discussing with the private sector for investment plan designation, and with government agencies and private sectors of neighboring countries in frameworks related to it.

2) The development of border economic and border regions that are anticipated to be the key part of the gateway to the neighboring countries' economy, both the border area economy (which is continuously developed and new areas, especially with the development of transport and logistics systems, the standard of services,) and facilities at the border point of entry, (the capacity of the personnel and local operators to support the development of merchandise investment and tourism) in consideration of appropriate measures to the impact the country as a whole. It would be considered more carefully on parts that might cause labor mobility from neighboring countries, drug trafficking, smugglings, etc. Moreover, with border and border economic development, the additional issues that should be considered are the impact on the country's potential in the physical, economic, society and culture of the local area.

D.2.2 The Core Principles of “Cross-Border Transport Facilitation Act. B.E. 2556”, are as follows;

- 1) It specifies that the common controlled areas of the Kingdom, in which the involved agencies operate, process legal procedures comprehensively.
- 2) The operation of the competent authorities of the Thai Government in the areas out of the kingdom is counted as doing the operation in the Kingdom.
- 3) The scope of power in carrying out the procedures is in accordance with the agreement made by the Thai Government, with the contracting party's government, for each common controlled area.
- 4) To commit an offence on cross-border transport in the controlled area out of the Kingdom, which violates Thai law, it is considered as breaking Thai law.
- 5) Any actions on a crime involving cross-border transport detected in the common controlled area located in the Kingdom, must be in keeping with rules of the following criteria,
 - (1) In the case of violating Thai laws, it should be a Thai officer who takes legal action.

(2) In the case of violating the contracting party's law, and the officer of the contracting party's requests the Thai government to send the person, object, vehicle etc. back.

(3) In the case of violating both contracting parties' laws, Thai authority should take the legal action, after finishing such actions, the Thai officer should report the result to the officer of the contracting party's government. If the contracting party's officer requests Thai government to send the person, object, vehicle, etc. back to the country, Thai government may do as the officer has requested.

6) The action in case of violating Thai law, related to cross-border transport, detected in the CCA located out of the Kingdom, Thai officer should request to the officer of the contracting party's government to return the person, vehicle or object to the kingdom to take legal action later on.

7) It gives the minister the power to issue regulations to determine the performance of government officials from Thailand in the CCA, as follows;

(1) The duties shared between the relevant agencies.

(2) Bringing work systems, tools and equipment to the international standard to exchange data, perform customs formalities and link processes among related agencies.

D.2.3 ASEAN Framework Agreement on the Facilitation of Goods In Transit (AFAFGT)

ASEAN has had the cooperation of transport since 1996, for the integration of transport and logistics to be effective, ASEAN has created the Agreement frameworks on Facilitation of transit in 3 issues as follows;

1) ASEAN Framework Agreement on the Facilitation of goods in Transit (AFAFGT)

2) ASEAN Framework Agreement on Multimodal Transport (AFAMT)

3) ASEAN Framework Agreement on the Facilitation of Inter-State Transport (AFAFIST)

All of the above were made to reduce the steps in trading formalities, to speed processes, to facilitate and to reduce the cost. At the present time, every ASEAN country has signed all of them, and they are in the process of implementation. AFAFGT is anticipated to be the first to be implemented.

The frameworks defined that the member countries shall give the right of transit of transport goods from a third country, up or down, that are from, or has the target in one of the member countries. The operation based on this agreement, would not affect the rights and obligations that the bilateral members have under the agreement of subcontract between any countries and the bilateral members. Moreover, the member countries have to facilitate transit in the member countries' lands and shall not obstruct or delay the transport, excluding the fee and customs duty on examining the goods during transport. The member countries still have authority in examination when necessary. Also, the framework agreement defined that the vehicle used for transit shall follow technical regulations related to the customs system, the measures for diagnosing persons, insurances etc. This framework prohibits the members to transit dangerous goods, except for receiving permission in specific case from that member country and not permit prohibited and restricted goods transit through other member countries. Anyhow the vehicle used for transit from the member countries, including humans and goods shall strictly follow the laws and regulations of the countries, and member countries shall implement the laws and regulations fairly without bias on transit by other member countries.

Customs Related Protocols

Under the AFAFGT there are 2 relevant protocols as follows;

1) Protocol 2: Designation of Frontier Posts

This defines the designation of Frontier posts of each country having should the same exit and entrance posts. Thailand has designed the frontier posts as follow;

- : Mae Sai – Tha Khi Lek
- : Maesot – Myawaddy
- : Aranyaprathet – Poipet
- : Sadao – Bukit Kayu Hitam

: Chiang Khong – Huay Xai

: Mukdahan – Savannakhet

In conclusion, at the present time, Thailand has recommended the frontier posts for designation as the spot, which is in the same spot as one with ASEAN Highway Network, having been constructed by neighboring countries. That means they are available for immediate use.

2) Protocol 7: Customs Transit System

Protocol 7 is the protocol concerned with the Customs Transit System, each contracting party shall allow goods to be transported across its territory except prohibited or restricted goods, as specified in the annexes to this protocol. Transit goods shall not be subjected to the payment of duties and taxes or other charges of transit. The conditions to be fulfilled and Customs formalities applied to a transit operation must be specified in national legislation or administrative notification issued by Customs. Customs of each country can conduct any operations that are necessary for controlling goods to be transited properly, and the inspections of goods must be under the principles as follows;

1) The officers of the contracting parties shall make full use of information technology by filing e-messages to:

(1) To communicate between a trader and the customs for transit declaration and the discharge of completed transit movements.

(2) To exchange information of transit between customs authorities.

2) This system is open for traders with appropriate qualities, without concerns about which kind of business, but by evaluating traders' qualification, by a competent authority on the minimum agreed criteria. All of these must follow the international standards best practice.

3) The contracting party shall use personal data examinations on risk profiling scheme in order that the most credible traders will get the simplified customs procedures in line with the defined standards.

4) The contracting parties shall use single journey guarantee, which is complete in every country and it shall cover the goods for the entire journey.

5) The contracting parties shall use single regional customs declaration/documents for transit in every country and it must cover transit.

6) The current status of the ASEAN member countries have signed to accept the ad- referendum of Protocol 7, and the law office of Thai Customs Department is in the process of implementation and ratifying the protocol.

D.2.4 The Greater Mekong Subregion Economic Cooperation (GMS)

Called in short “GMS”, was born from the cooperation of 6 countries in 1990, and comprises of Thailand, Myanmar, Laos, Cambodia Vietnam and southern China (Yunnan and Guangxi Zhuang) with the support of The Asian Development Bank (ADB) for infrastructure development.

GMS has the ministry of Transport as the main host, and its purposes are as follow;

1) To facilitate cross-border transport between bilateral contracting parties.

2) To simplify and coordinate laws, regulations, customs laws, and rules about humans, goods and vehicles.

3) To support multi-modal transport that is related to the customs department directly as follows;

Annex to the Agreement Relevant to the Customs Department

Annex 4: Facilitation of Frontier Crossing Formalities

1) GMS Road-Traffic cross-border transport for humans, vehicles and goods shall be performed with convenience, quickness, effectiveness and simplicity

2) It shall advise, suggest, cooperate and coordinate the customs procedure operations and cross-border transport with each other.

3) Contracting parties shall process control and examining operations on humans, goods and vehicle of transit by establishing a Single Window Inspection and Single Stop Inspection for the single physical examination of goods by officers of the contracting parties with adjoining territories, and they shall perform the inspection in the Common Control Area (CCA) in the importing land.

Annex 6: Transit and Inland Customs Clearance Regime

1) Transit goods shall be exempted from customs inspection during transportation, but if there is a reasonable suspicion of irregularities customs may inspect it.

2) Vehicles and containers must be constructed in such way to prevent stealth, free of areas for potential concealment of goods, the goods containment area shall be examinable and easy to affix stamps in accordance with the defined standard.

3) Customs at the first country of the transport will be ones affixing the stamp, the transit land customs have to accept but could affix a stamp in addition, so as to control.

4) Each country shall establish an institution, or an organization to perform goods transit formalities and guarantee the payment of tax, and accrued interest, to be limited to the amount of 35,000 per unit of Special Drawing Rights (SDR) per trip by the document that must be at least six months from the day it was issued.

Annex 8: Temporary Importation of Motor Vehicles

1) For acceptance for temporary importation of cars registered by another contracting party, without payment of tax or duty and other taboos and restriction, the vehicle must include the accessories, tool kit, fuel in the fuel tank, lubricant and reasonable amount of maintenance.

2) The temporary imported car shall have the temporary importation document issued by the institutes or organization each country has established, to perform goods transit formalities and guarantee the payment of tax, and accrued interest, to be limited to the amount of 20,000 per unit of Special Drawing Rights (SDR) per trip.

3) The temporary importation document shall be at least 6 months and the vehicle permitted under this annex, shall depart from the country of transport by 30 days from the date passed into the territory.

Annex 14: Container Customs Regime

1) The contracting party has to accept the temporary importation of a container, without payment of tax or duty and other taboos or restrictions, it should include the accessories, tool kit, and a reasonable amount of maintenance.

2) A temporary imported container shall have the temporary importation document issued by the institutes or organization for each country that has been established, to perform goods transit formalities and a guarantee of the payment of tax, and accrued interest, to be limited at the amount of 300 per unit of Special Drawing Rights (SDR) per trip.

3) The temporary importation document shall be at least 6 months and the vehicle permitted under this annex, shall depart from the country of transport by 30 days from the date it passed into the territory.

The Agreement will come into force when the member countries have ratified it, the process could be different, such process can take a long time to be implemented. However the member countries which are ready and have territories adjacent to another, could bring all the contents of the agreement to practice, there was the making of a bilateral Memorandum of understanding (MOU) called “Memorandum of Understanding on the Initial Implementation of Cross Border Transport Agreement” (MOU on IICBTA), comprising of chapters covering the essentials, including cross-border procedure facilitation and cross-border human transport etc.

To provide smooth transport between bilateral contracting parties, there are measures for facilitating it in the forms of Single Window Inspection (SWI) and Single Stop Inspection (SSI) as defined in Annex 4, summarized below.

1) Single Window Inspection (SWI) is a joint operation between the competent authorities involved (such as customs, Immigration, agriculture and public health, etc.), to check and control the contracting parties' vehicles and humans entering and exiting the border, including declaration of invoices, immigration inspection and license checking, of everyday-imports and exports. Currently, the Customs Department has implemented SWI for use in customs houses, already under the GMS framework.

2) Single Stop Inspection (SSI) is a joint operation for a single physical check of both imported and exported goods by competent authorities of the contracting parties at the established area called the Common Controlled Area (CCA) in the importing country. Such an area, will contain an operations building, accommodation, depot, parking lot all surrounded by a fence.

The point of entry in Thailand that has made the MOU on IICBTA and signed on July 4, 2005 is:

Mukdahan - Savannakhet (Thailand - Laos PDR)

Aranyaprathet – Poipet (Thailand – Cambodia)

The MOU on IICBTA that the Cabinet has agreed on 18 January, 2006 and has been waiting for ratification in a GMS meeting are:

Mae Sai – Tha Khi Lek (Thailand – Myanmar)

Maesot – Myawaddy (Thailand – Myanmar)

The MOU on IICBTA that has got the final draft is:

Chong Mek – Vang Tao (Thailand – Laos PDR)

Clearance Procedures under the Economic Cooperation in the Greater Mekong Sub-region

Mukdahan Customs House was a pilot in using the transit procedures system called Greater Mekong Subregion Customs Transit Systems: GMS-CTS, details are as follows;

1) Establishment of a guarantor organization in each country to guarantee tax and duty for transit of containers and vehicles to the customs of the transiting country, cash guarantee between guarantor organizations in each country, in case there are customs duty or tax to be paid, customs could call for tax payment from the guarantor organization in its country immediately. Such an organization in Thailand is the board of trade (BOT), for Laos is the LIFFA, and VATA is for Vietnam. The organization has as a main task to issue transit documents to the transport operators to be the certificate for checking at each border.

2) There are two ways to control the transit.

(1) Controlling car license car transit quotas, driver licenses, and insurance by the Department of Land Transport, Ministry of Transportation

(2) Controlling it by using a shared transit document from the point of departure to the destination, such as changing stamped organization seals, names and signatures of competent authorities and the seal on containers as documents for checking at each border.

3) Putting SWI and SSI system into use for reducing time and cost.

Thailand has ratified all of the 20 annexes / and protocols of GMS CBTA already.

APPENDIX E

The Overview of the Customs Department

THE OVERVIEW OF THE CUSTOMS DEPARTMENT

Customs Main Strategies

The Customs Department has the mission for tax collection from the imported and exported goods, the prevention and protection of customs law, conducting duties in accordance with customs law and relevant laws, including giving advice about tax collection to ministries, supporting production and exports, and protecting the benefits of the country and the people in it, by the following granted authorities:

- 1) Develop work process and ICT system for trade facilitation
- 2) Develop customs measures and international trade information promoting border trade and global trade connectivity
- 3) Develop an efficient and integrated customs control system
- 4) Enhance revenue collection efficiency and effectiveness based on good governance principles.
- 5) Develop human resource capacity and organizational management

Vision

World-class Customs for national competitiveness and social protection

Mission

- 1) Facilitate trade and promote national logistics system
- 2) Promote national economy by customs-related measures and international trade information
- 3) Protect and secure society based on customs control system
- 4) Collect revenue in a fair, transparent and efficient manner

Strategies

- Thailand
- 1) Develop the systems of Thai Customs to be world-class
 - 2) Develop Customs measures to enhance the competitive capacity of
 - 3) Develop the potential of customs control to international standards
 - 4) Manage the tax collection systems by adhering to good governance

Divisions of the Customs Department, can be displayed as the figure E.1.

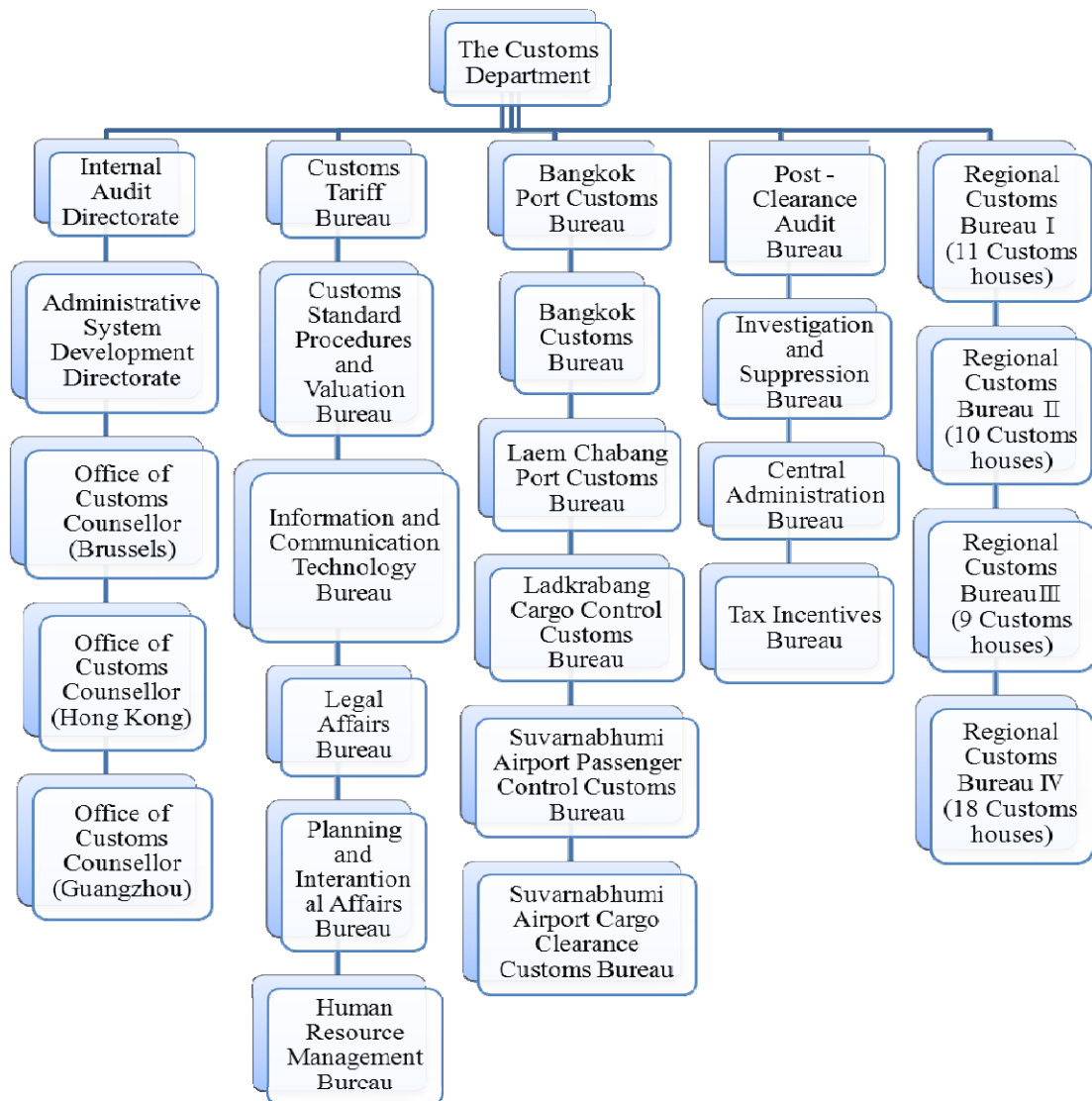


Figure E.1 Organization Structure of the Customs Department

The Customs Department has 48 Customs houses spread along the border, divided into 4 regions. Regional Customs Bureau I is responsible for the central, eastern and some of southern parts with 11 Customs houses, Regional Customs Bureau II is for the northeastern area with 10 Customs houses, Regional Customs Bureau III takes the responsibility in the north with 9 Customs houses and the last,

Regional Customs Bureau IV, the south with 18 Customs houses, details as in Figure E.3 and Table E.1, furthermore, currently, the Thai Government and the Customs Department have raised potential Temporary Points of Entry to be International Points of Entry so as to handle the increase of cross-border trade and ASEAN Economic Community participation. They are as follows:

- 1) Ban Phu Nam Ron international point of entry, Muang, Kanchanaburi, was raised from temporary point of entry by the Ministry of Interior's Announcement dated on 12 June 2013 to support economic expansion from Dawei's development and AEC participation.
- 2) Phudu international point of entry, Ban Kok, Uttaradit, was raised to a temporary permitted area by the cabinet resolution dated 21 January 2013, to support cross-border trade the value of which is expected to increase.

Regional Customs Bureau I - IV, have the authorization as follows:

- 1) Define strategies for the collection of taxes of goods, imported and exported objects. They control and conduct import, export, transshipment, transit and imported and exported objects, including control and conduct of bonded warehouse, goods privilege and free zones according to the customs laws. Also Free Trade Zones. (Export Processing Zone), and Industrial Estate Authority of Thailand including other privileges according to relevant laws.
- 2) Conduct the customs houses operations to be in line with policies, guidelines and plans that the customs department has made.
- 3) Give advice or suggestions and technical support to customs houses to fulfill the customs department's strategies.
- 4) Support the customs houses' operations of collecting taxes, tax privileges, investigation, protection and suppress violation of customs laws or other relevant laws.
- 5) Investigate and suppress the violation of customs law and other relevant laws and perform documents review after passing customs procedures, including taking legal action on customs cases and property in dispute.

6) Examine memorandum, accounts and documents related to the importation or exportation of importers and exporters' office to suppress the fraudulent trade under their jurisdiction.

7) Analyze and approximate the risk of violation on customs or other related laws of imported and exported goods or objects, including providing evaluation, development, improving customs data for risk management.

8) Cooperate with or support the operation of other related or appointed agencies.

The operations can be divided as follow:

- (1) General Administrative Sub-division is responsible for
 - a) Performing administrative duties.
 - b) Conducting tasks concerning personnel, budget supplies and equipment, procurement and transport.
 - c) Conducting tasks concerning meetings, publicizing, disseminating performance and information about performance on missions.
 - d) Conducting tasks about information technology and communication.
 - e) Conducting tasks about finance such as collecting tax payment, fee or other revenue, examining and controlling disbursements, keeping, receiving, paying and delivery of money, tax fees and other revenue, providing report and budget, recording information, and statistics of the revenue collection, maintaining and copying financial documents of regional customs bureaus.
 - f) Prosecution of offences under customs laws or other relevant laws to conduct the abatement of action of proceeding as appointed including providing documents and reports about the lawsuit.
 - g) Conducting the tasks for disbursing rewards and charges.
 - h) Communicating and coordinating with both internal and external agencies.
 - i) Performing other duties relevant or appointed.

(2) Planning and Evaluation Division is responsible for:

a) Conducting the tasks for defining the strategy of tax collection for imported and exported goods and objects.

b) Proving plans/ projects or action plans under plans/projects in accordance with the customs department administrative method including monitoring the overall operation.

c) Analyzing issues on policies and plans/projects to improve the effectiveness.

d) Conducting the operations of the customs houses to be in line with the customs department defined policies, plans, and goals.

e) Giving advice and suggestions on techniques to the customs houses about the strategies of the customs department.

f) Supporting the houses in issues of tax collection, tax privileges, examining and protection and suppression of the violation of customs or other relevant laws.

g) Performing the examination of the fiscal year budget of customs houses in the area of responsibility.

h) Concluding reports on the performance of customs houses in the responsible area as defined by the customs department.

i) Performing other relevant duties or ones appointed to do. duties divided internally as follow;

j) Planning branch's duties are as follows:

- Conducting the task for defining strategy of tax collection for imported and exported goods and objects.

- Proving plans/projects or action plans under plans/projects in accordance with the customs department administrative method including following overall operation.

- Analyzing issues on policies and plans/projects to improve the effectiveness.

- Giving advice and suggestions on techniques to the customs houses about the strategies of the customs department.

- Performing other relevant duties or ones appointed to do.

k) Evaluation branch's duties are as follows:

- Conducting the operation of the customs houses to be in line with the Customs Department defined policies, plans, and goals.

- Giving advice and suggestions on techniques to the Customs houses about the strategies of the customs department.

- Supporting the houses with tax collection, tax privileges, examining and protection and suppression of the violation of customs or other relevant laws.

- Conducting and evaluating the performance of Customs houses in the responsible area of regional customs bureau.

- Performing the examination of the fiscal year budget of customs houses in the responsible area.

Concluding reports performance of customs houses in the responsible area as defined by the Customs department.

- Performing other relevant duties or ones appointed to do.

(3) Customs Control Division has the duties as follows:

a) Investigate and suppress the violation of customs law and other relevant laws, and perform document reviews after passed the customs procedures.

b) Control and conduct importation and exportation, transit, transshipment, including Export Processing Zone (EPZ) and other privileges according to the procedures related to importation and exportation in the responsible zone.

c) Examining accounts and record notes related to importation and exportation at the place of importation and exportation, or the related persons to suppress fraudulence.

d) Analyze and estimate the risk of customs law violation or other laws related to importation and exportation for goods and objects. And to evaluate and develop and improve the customs data to use for risk management.

e) Perform other related duties that has been appointed.

g) Investigation and Suppression Sub-division duties are as follows:

- Investigate and suppress the customs law violations or relevant laws in the responsible area.

- Study and analyze the data of smuggling and avoiding tax payment in the responsible area.

- Control and conduct the importation and exportation and the transshipment and transit goods in the responsible area.

- Conduct, control and examine objects, vehicles and persons passing in and out the responsible area.

- Conduct, control and examine freight and transshipment in the responsible area.

- Control and conduct the privileges on bond warehouse in free zones (EPZ) and the privileges according to the relevant laws.

Perform the other relevant duties as appointed to do.

h) Customs Control and Inspection Sub-division duties are as follows:

- Review the information and other documents after passing the customs procedure to support the operation of the officials in tax collection. Implementation of the rules on customs procedures regarding pricing, Tariffs Duty exemptions, or reductions in the tax return, the fees Exercise Benefits And the implementation of related laws.

- Plan and conduct audit record notes, and documents associated with imports or exports at the office of the importer and exporter, or the related person to suppress the fraudulent business within its scope of authority.

- The preparation of the operator to analyze and evaluate the risk of implementing customs legislation and legislation on the import and export

of goods, including the implementation of a database to be used for customs risk management.

- Perform the duties in accordance with the principle of customs valuation, tax payment calculation in the case finding the wrong doings from the invoice or other documents or item relevant to customs law violation.

The Customs house is responsible in the areas below;

1) Conducting the operations on customs procedures, tax or other revenue collection for imported and exported goods, and accompanied baggage duty drawback, which is not a case provided under section 19 bis of the Customs Act. (No.9) B.E. 2480, including controlling and examining goods imported, exported, transit, transshipped, and accompanied baggage according to Customs laws or other relevant laws.

2) Conducting the tasks for privileges of bonded warehouses, free zones in line with Customs laws, Free Trade Zones in line with Industrial Estate Authority of Thailand's law and other privileges by other relevant laws.

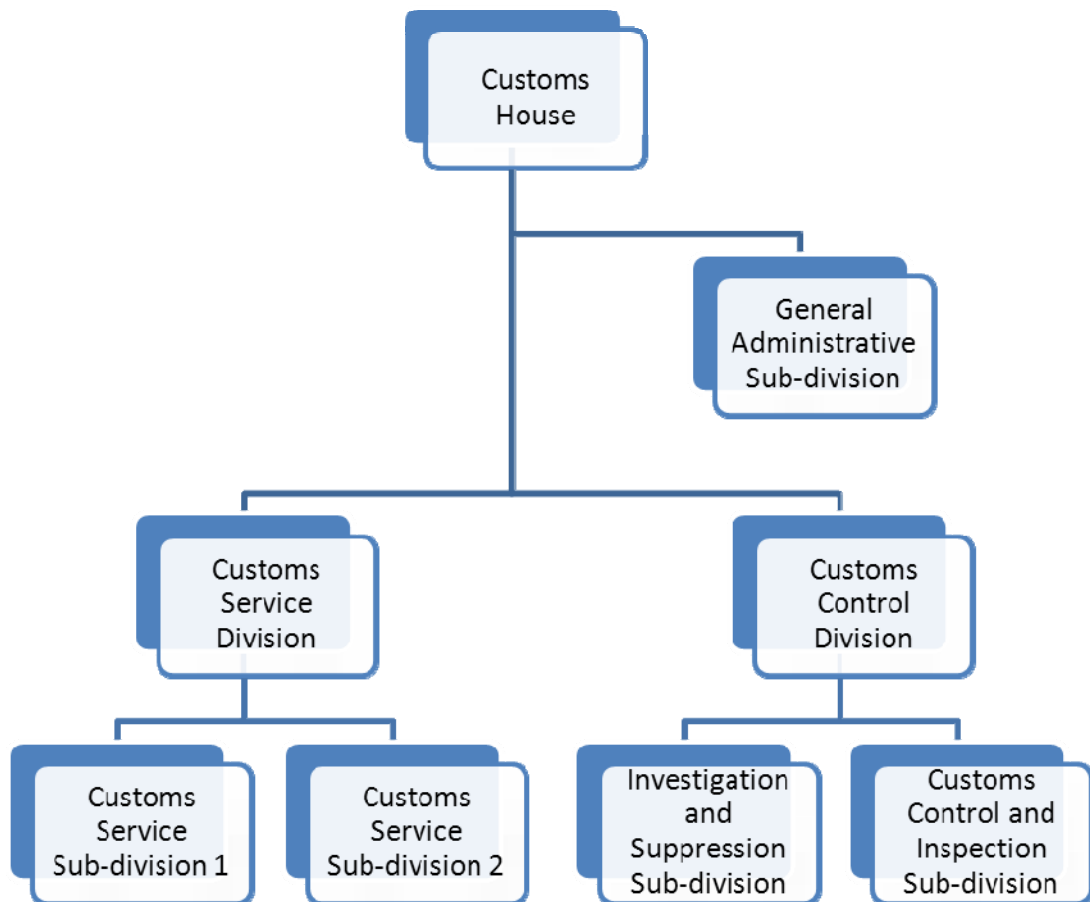


Figure E.2 The Structure of a Customs House

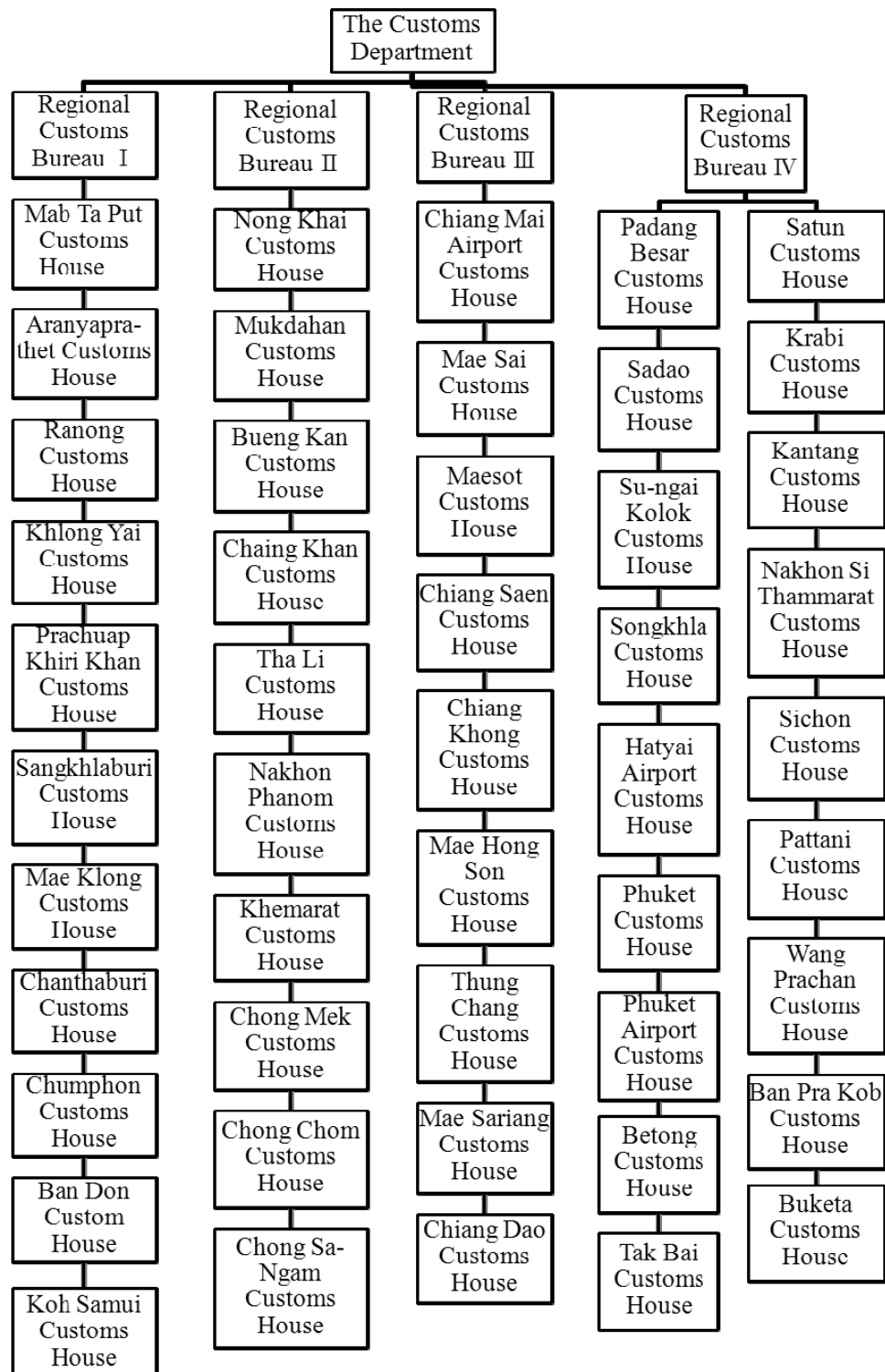


Figure E.3 The Structure of Regional Customs Bureau I - IV

Table E.1 The Customs Houses with Areas Adjacent to a Neighboring Country.

Customs Houses Bureaus	Customs Houses with Areas Adjacent to Myanmar	Customs Houses with Areas Adjacent to Laos	Customs Houses with Areas Adjacent to Cambodia	Customs Houses with Areas Adjacent to Malaysia	Customs Houses with Areas not Adjacent to Neighboring Countries
Regional Customs Bureau I	1.Sangkhlaburi Customs House 2.Ranong Customs House 3.Prachuap khiri khan Customs House		4.Aranyaprathet Customs House 5.Chanthaburi Customs House 6.Khlong Yai Customs House		7.Mab Ta Put Customs House 8.Mae Klong Customs House 9.Chumphon Customs House 10.Ban Don Customs House 11.Koh Samui Customs House
Regional Customs Bureau II		1.Thai Li Customs House 2.Chaing Khan Customs House 3.Nong Khai Customs House 4.Buang Kan Customs House 5.Nakhon Phanom Customs House 6.Mukdahan Customs House 7.Khemarat Customs House 8.Chong Mek Customs House	9.Chong Chom Customs House 10.Chong Sa-Ngam Customs House		

Table E.1 (continued)

Customs Houses Customs Bureaus	Customs Houses with Areas Adjacent to Myanmar	Customs Houses with Areas Adjacent to Laos	Customs Houses with Areas Adjacent to Cambodia	Customs Houses with Areas Adjacent to Malaysia	Customs Houses with Areas not Adjacent to Neighboring Countries
Regional Customs Bureau III	1.Mae Sai Customs House 2.Mae Hong Son Customs House 3.Chiang Dao Customs House 4.Mae Sariang Customs House 5.Maesot Customs House	6.Chiang Saen Customs House 7.Chiang Khong Customs House 8.Thung Chang Customs House			9.Chiang Mai Airport Customs House
Regional Customs Bureau IV				1. Tak Bai Customs House 2. Su-ngai Kolok Customs House 3. Buketa Customs House 4. Betong Customs House 5. Ban Pra Kob Customs House 6. Sadao Customs House 7. Padang Besar Customs House 8. Wang Prachan Customs House	9.Songkhla Customs House 10.Phuket Customs House 11.Phuket Airport Customs House 12.Satun Customs House 13.Krabi Customs House 14.Kantang Customs House 15.Nakhon Si Thammarat Customs House 16.Sichon Customs House 17.Pattani Customs House

Table E.1 (continued)

Customs Houses Bureaus	Customs Houses with Areas Adjacent to Myanmar	Customs Houses with Areas Adjacent to Laos	Customs Houses with Areas Adjacent to Cambodia	Customs Houses with Areas Adjacent to Malaysia	Customs Houses with Areas not Adjacent to Neighboring Countries
Regional Customs Bureau IV					18.Hatyai Airport Customs House

APPENDIX F

Informants From Interview

INFORMANTS FROM INTERVIEW

Adisorn Sitthichobtham. Acting Director of Chiang Dao Customs House.

2015 (29 July). Interview.

Ake Satravaha. Director of Wang Prachan Customs House. 2015 (28 August).

Interview.

Bunjerd Tantala. Acting Director of Mae Sariang Customs House. 2015 (25 July).

Interview.

Jumpon Rangkasikorn. Director of Chiang Saen Customs House. 2015 (24 July).

Interview.

Kitti Suttisumpun. Director of Mae Sot Customs House. 2015 (28 July). Interview.

Kreecha Kirdsriphan. Director of Sadao Customs House. 2015 (26 August).

Interview.

Krisda Tongdhamachat. Director of Ranong Customs House. 2015 (1 August).

Interview.

Malin Suebsuk. Vice President of Songkhla Chamber of Commerce.

2015 (27 August). Interview.

Manoch Rodsom. Director of Nakhon Phanom Customs House. 2015 (10 August).

Interview.

Mantana Boonyagorn. Director of Chaing Khan Customs House. 2015 (5 August).

Interview.

Mongkol Tansuwan. Director & Chairman of North-East Upper II Thai Chamber of

Commerce. 2015 (10 August). Interview.

Pavaran Tanmesin. Director of Bueng Kan Customs House. 2015 (8 August).

Interview.

Phitzanuwat Santikunakul. Acting Director of Betong Customs House.

2015 (25 August). Interview.

Pongchai Papirachanat. Director of Mae Hong Son Customs House. 2015 (24 July).

Interview.

Pongchai Silparcha. Acting Director of Prachuap Khiri Khan Customs House. 2015

(3 August). Interview.

Pongtep Buasap. Director of Chanthaburi Customs House. 2015 (18 August).

Interview.

Prasong Prerdpring. Director of Khemarat Customs House. 2015 (12 August).

Interview.

Ratchapol Ornnim. Acting Director of Nong Khai Customs House. 2015 (7 August).

Interview.

Sinsak Tuanghirunwimol. Acting Director of Aranyaprathet Customs House.

2015 (17 August). Interview.

Sirichai Kunabhut. Director of Chong Mek Customs House. 2015 (13 August).

Interview.

Siripan Visuthipornpol. Director of Mae Sai Customs House. 2015 (27 July).

Interview.

Siripong Wutthinan. Director of Chong Chom Customs House. 2015 (14 August).

Interview.

Sitthiporn Tripitak. Acting Director of Su-ngai Kolok Customs House.

2015 (23 August). Interview.

Sombat Pattanamas. Director of Sangkhlaburi Customs House. 2015 (31 July).

Interview.

Somsak Kaveerat. Chairman of Tak Chamber of Commerce. 2015 (28 July).

Interview.

Somyot Kantang. Director of Thung Chang Customs House. 2015 (20 July).

Interview.

Sopon Ratanasiri. Acting Director of Chiang Khong Customs House. 2015 (25 July).

Interview.

Soraj Sungkawan. Director of Khlong Yai Customs House. 2015 (18 August).

Interview.

Tassanee Boonprasit. Chairman of Ubon Ratchathani Shipping Club.

2015 (13 August). Interview.

Thanaphatara Pongaram. Director of Ban Pra Kob Customs House. 2015 (22 August).

Interview.

Thawat Pengpinit. Acting Director of Tha Li Customs House. 2015 (5 August).

Interview.

Thummathon Katekaew. Acting Director of Tak Bai Customs House.

2015 (22 August). Interview.

Vorapat Jaovisidha. Director of Padang Besar Customs House. 2015 (26 August).

Interview.

Wisava Pitisuksombat. Director of Mukdahan Customs House. 2015 (11 August).

Interview.

BIOGRAPHY

NAME

Kanchana Suwanicho

ACADEMIC BACKGROUND

Bachelor's Degree with a major in Economics from Chulalongkorn University, Bangkok, Thailand in 1983 and a Master's Degree in Public Administration, from Chulalongkorn University, Bangkok, Thailand in 2004

PRESENT POSITION

Customs Technical Officer, Expert Level
Customs Standard Procedures and Valuation
Bureau, The Customs Department,
Bangkok, Thailand