Chapter 7
The Organization Culture Affecting Job Performance of Newly Hired Employees:
A Case Study of the Customs Bureau at Bangkok Suvarnabhumi International Airport, Thailand

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ABSTRACT

The newly hired staff who can adapt well with an organization's culture could perform effectively and maintain better socialization in the workplace. This would result in happy working life and leads to organizational success. The aims of this study were to (1) investigate the organizational culture of newly-hired customs officers hold with them at work and (2) examine the job performance of newly-hired customs officers and the interrelationship between customs' organizational culture and performance. A mixed method was administered in this study. The correlation and multiple regression analyses were applied. The results showed that the majority of newly-hired customs officers hold four main cultures ranked from the highest including social safety, facilitation, technology adaptation, and investigation suppression. The recommendation is to cultivate the importance of continuous learning into newly hired officers. Leaders should socialize them by face-to-face communication particularly two-way communication. The organization's culture model was proposed to the Customs Bureau.

INTRODUCTION

In Thailand, most Thais want to work as a government official even though the salary is quite low, because of the fringe benefits that cover the whole family who have the same family name such as parents, spouses, and children. Moreover, the government officers get respect from the public and neighbors. This means that officials have higher intrinsic rewards than extrinsic rewards. And it is not easy to obtain the available opportunities as an official agent, since there are at least two tests. One is from the Office of the Civil Service Commission (OCSC) or national test, the other is the specific test of each public organization under government supervision, as each issues their own examination. Furthermore, the competition is extremely high because the positions are open for everyone in the country who fits with minimum requirements eligible to take the exam. The Thai Customs Department basically provides higher salary than other public services with good benefits and compensation. Consequently, the responsibilities of Customs are not only the collection of national revenues, but include the service to facilitate global trade, control imports, exports, transit goods, protect and secure society through the Customs control system.

Since last 20-years, the Office of the Civil Service Commission of Thailand has a downsizing policy by recruiting new official at a rate of only 2%, and as a result, the quantity of public servants has been inconsistent with the increased workload because of officials retiring. So, in last four years, the OPDC has started to recruit new officials to support the increasing work in several functions. In 2005, Royal Thai Customs recruited 750 customs officers to work in the Customs Department, at Suvarnabhumi International Airport Passenger Customs Bureau. There were 75 new customs officers from the total recruited on duty to serve passengers and to protect of smuggling. The new officers were rotated to perform different roles when on duty, to encourage them adapting their behavior according to the activity assigned. Meanwhile, the new officials were socialized concerning organizational culture for 3-4 years in their job. Most of them were Gen-Y or the millennials whose characteristics and values include growing up with the use of technology as part of their daily life, freedom of expression, look for integrity and openness, social lives, innovation, entertainment and learning (Meister & Willyerd, 2010). These characteristics can be explained by Life Course Theory (Espinoza, Ukleja, & Rusch, 2010) that refers to the associate effect in which a group experiences the same situation occurring in a social context which will be embedded with them throughout their lives.

Generally, the Thai culture system in the public organization is high power distance, bureaucratic, patronage, face-saving, personal connection, and hierarchical, where juniors always respect their seniors (Hanphakdeeniyom & Kimthaptim, 2018;

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