

FACTORS AFFECTING INCOME BUDGET MANAGEMENT SUAN SUNANDHA RAJABHAT UNIVERSITY OF NAKHON PATHOM CAMPUS 2023

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Abstract

The objective of this research is to investigate and contrast the variables that influence the budget management, expenditure, and income of the Nakhon Pathom Campus of Suan Sunandha Rajabhat University. The research employed stratified random sampling to select a sample of 35 budget practitioners from the fiscal year 2023. Data collection methods included questionnaires. The statistics employed are standard deviations, percentages, and averages. Suan Sunandha Rajabhat University's budget management of income and expenses is influenced by the following factors. The Nakhon Pathom Campus operated at a high level, with respect to budget approval, budget administration, and budget control. The income and expenditure budget management of Suan Sunandha Rajabhat University, Nakhon Pathom Campus, is influenced by budget practitioners who possess a variety of work experiences. The overall income is not significantly different. The management of the budget, expenditures, and income at Suan Sunandha Rajabhat University, Nakhon Pathom Campus was influenced by budget practitioners in various positions.

Keywords: Budget Management, Revenue and Expenditure, University Finance

Introduction

The budget is an important tool for determining the effectiveness of management, planning, control, and decision-making in both public and private organizations. It aids in determining the direction of activities, resulting in a common aim among multiple departments and effective coordination. It also allows organizations to allocate or prepare resources ahead of time, such as budgets, manpower, and other elements. The budget allocation must be consistent with the organization's strategic plans and development policies, as well as adaptable to changing trends. When developing an organizational budget plan, it is necessary to identify the organization's objectives and assign funds to support actions that achieve those objectives. The type of budgeting system utilized will be determined by the purpose and role of the budget. (Kirikkiat Pipattanseritham, 2000: 405).

The management of Suan Sunandha Rajabhat University, Nakhon Pathom Campus, is supervised by the university council in compliance with the Rajabhat University Act. This comprises both the government's annual budget and the income budget, sometimes known as non-budget funds. Both sections of the budget must be administered in accordance with the same policy framework, and the Policy and Planning Division oversees overseeing and administering the process. The division begins by examining and sifting budget proposals before presenting them to the university's executive committee and council for approval and allocation based on appropriateness. This indicates the conclusion of the budget planning process. Once the budget has been approved, the Policy and Planning Division notifies the departments of their allocations and establishes budget management policies, including the

creation of a spending plan to govern budget management. The budget assigned to each department is determined by the number of students enrolled, with revenue derived from tuition and credit fees. Importantly, some departments may not receive sufficient funding, making operations difficult to manage. To increase budget management effectiveness, the researcher investigated the elements influencing income and expenditure budget management at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, and identified solutions.

Therefore, the researcher aims to investigate the factors influencing the management of income and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus. The findings will be utilized for planning, addressing budget expenditure challenges, and offering recommendations for enhancing the university's management practices.

Research Objectives

1. To study the factors influencing the management of income expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus.
2. To compare the factors influencing the management of income expenditure budgets between individuals with different work experiences and positions on the campus.

Scope of the Research

1. Population Scope
This research focuses on 35 budget practitioners at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, during the fiscal year 2023.
2. Variable Scope
The studied variables include budgeting, budget approval, budget administration, and budget control.
3. Time Scope
The research was conducted from January to December 2023.

Literature Review

The research on the factors affecting the management of income and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, includes a review of related documents and previous research as follows: concepts related to management, concepts related to budgets, the definition of a budget, the importance of a budget, the objectives of budget preparation, the benefits of a budget, the steps in budget preparation, budget management, and the effectiveness of budget management.

Research Methodology

1. Research Methodology
This study employed quantitative research design.
2. Research Steps
 - 2.1 Study relevant documents and research related to the factors affecting the management of revenue budget at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, to serve as a guideline for creating tools.
 - 2.2 Use the concepts obtained from the study to define a framework that covers the content to be studied.
 - 2.3 Create a questionnaire on the factors affecting the management of revenue budget at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, and present it to experts for review to ensure its accuracy, appropriateness, and comprehensiveness.

3. Data Collection

Data was collected from 35 budget practitioners using structured questionnaires.

4. Data Analysis

Descriptive statistics, such as averages, percentages, and standard deviations, were used to interpret the findings.

Research Results

The factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, revealed that the staff at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, generally had a high level of agreement. When considering each aspect, it was found that the factors affecting the management of revenue and expenditure budgets were highly rated across all aspects. The ranking, from highest to lowest average score, was as follows: budget control, budget management, budget approval, and budget preparation. The average scores and standard deviations indicate that these factors have a significant impact on budget management.

The factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget preparation, were found to be at the highest level (4.88). When considering each item, it was found that all 9 factors had the highest level of impact on the management of revenue and expenditure budgets. The top three items with the highest average scores were: the preparation of the budget within the specified timeframe, the correct setting of operational goals, and the university having a procedure for budget request submission according to established criteria. All of these were rated at (4.91).

The factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget approval, were found to be at the highest level (4.91). When considering each item, it was found that all 7 factors had the highest level of impact on budget approval. The top three items with the highest average scores were: the university has established policies or measures for managing expenditure budgets, the university has policies and measures for managing revenue budgets on a quarterly basis, and the university has a procedure and timeline for approving expenditure budgets based on actual figures. All of these were rated at (4.94).

The factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget management, were found to be at the highest level (4.94). When considering each item, it was found that all 9 factors had the highest level of impact on budget management. The top three items with the highest average scores were: budget expenditure within the approved amount on a quarterly basis according to actual revenue, procurement and purchasing activities conducted in accordance with regulations, and budget management considering the principles of economy. All of these were rated at (4.94).

The factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget control, were found to be at the highest level (4.92). When considering each item, it was found that all 12 factors had the highest level of impact on budget control. The top three items with the highest average scores were: controlling, supervising, and monitoring budget expenditures to ensure timely spending within the fiscal year, managing year-end carryovers, and planning to monitor budget expenditures. All of these were rated at (4.94).

Conclusion and Discussion

The research on the factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, can be discussed as follows:

1. Budget Preparation Regarding the preparation of the budget, it was found that the factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget preparation, are generally at a high level. This aligns with the research of Kiatkhun Ruengsuwan (2010: 135), who studied the factors important to budget management for state-owned universities. The study, which focused on King Mongkut's University of Technology Thonburi, Burapha University, and Suranaree University of Technology, found that employees recognized that budget preparation was significant to the management of revenue budgets for state-owned universities. Overall, this was rated highly, with one aspect rated the highest: the preparation of the draft expenditure budget by the university's management committee. The remaining 11 aspects were also considered important, with the three highest-ranking factors being: setting operational goals, defining policies and directions for budget use, and establishing plans and projects for implementation, as well as defining criteria for the allocation of university expenditure budgets. This is consistent with the research of Sanchana Khamchuu (2002: 98), who studied budget management in organizations under the supervision of Chiang Mai University, focusing on revenue generation. The study found that the budget process and operations of organizations under Chiang Mai University were aligned with the university's policies, as they were structured by the university council, enabling the organizations to create regulations and use them. These regulations, when finalized, are declared official to fully utilize the potential of each organization, ensuring clear operations that contribute to development and improvement, making them more suitable, flexible, and efficient.

2. Budget Approval Regarding budget approval, it was found that the factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget approval, are generally at a high level. This is consistent with the research of Kiatkhun Ruengsuwan (2010: 136), who studied the factors significant to budget management for state-owned universities. The study, focusing on King Mongkut's University of Technology Thonburi, Burapha University, and Suranaree University of Technology, found that employees recognized the importance of budget approval factors in managing revenue budgets for state-owned universities. All factors were rated highly, with the three most important factors being: the preparation of the operational plan and the budget expenditure plan, the establishment of policies and measures for revenue budget management, and the steps and timeline for approving budgets based on actual revenue. This aligns with the research report by Prateep Chalee (2017: 75), who studied the factors affecting the effectiveness of budget expenditure for the Fiscal Year 2017 of the Faculty of Humanities and Social Sciences at Suan Sunandha Rajabhat University. The study found that regarding the proposal to the authorized person for approval, respondents identified the factor with the greatest effect on expenditure efficiency as the allocation of time for the approval process by the authorized person when they had a heavy workload.

3. Budget Management Regarding budget management, it was found that the factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of management, are generally at a high level. This is consistent with the research of Kiatkhun Ruengsuwan (2010: 138), who studied the factors significant to budget management for state-owned universities. The study, focusing on King Mongkut's University of Technology Thonburi, Burapha University, and Suranaree

University of Technology, found that employees recognized the importance of budget control factors in managing revenue budgets for state-owned universities. All factors were rated highly, with the three most important factors being: controlling, supervising, and monitoring the use of the budget to ensure timely spending within the fiscal year, planning to monitor budget expenditures, and controlling budget spending to achieve the goals set in the operational plan.

4. Budget Control Regarding budget control, it was found that the factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, are highly rated in all aspects. This is consistent with the study by Kiatkun Ruengsuwan (2010: 138), which emphasized the significance of budget management factors in state-owned universities, including King Mongkut's University of Technology Thonburi, Burapha University, and Suranaree University of Technology. The study highlighted that employee highly valued budget control practices, identifying the three most critical factors as monitoring and supervising budget expenditures to ensure timely spending within the fiscal year, planning to oversee budget usage, and controlling expenditures to achieve the objectives outlined in the operational plan. Furthermore, the participation of executives and personnel in planning budget management was recognized as a key approach to enhancing efficiency in alignment with the fiscal year's action plan. This finding is also supported by the study by Chutchai Ditcharoen (2024: 14).

Discussion

The research on factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, can be discussed as follows:

1. Budget Preparation

It was found that the factors influencing the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget preparation, were rated overall at a high level.

2. Budget Approval

It was found that the factors influencing the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget approval, were rated overall at a high level.

3. Budget Management

It was found that the factors influencing the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, in terms of budget management, were rated overall at a high level.

Comparison Results

The comparison of factors affecting the management of revenue and expenditure budgets at Suan Sunandha Rajabhat University, Nakhon Pathom Campus, revealed that staff with different levels of work experience in budget management showed no significant differences in overall or specific aspects of budget management.

Similarly, staff in different positions also showed no significant differences in overall or specific aspects of budget management at Suan Sunandha Rajabhat University, Nakhon Pathom Campus.

Recommendations

Based on the above research, the researcher provides the following recommendations:

1. Budget Preparation

1.1 The preparation of expenditure budgets for faculties/units should set clear goals,

policies, and directions for budget utilization, along with defining detailed plans and projects for operations.

2. Budget Approval

2.1 Develop a database system to meet user needs. Relevant units should coordinate and collaborate to ensure that each section of the database system is updated, accurate, and reliable.

3. Budget Management

3.1 Create management plans for future budget systems and formats.

3.2 Budget expenditure should comply with relevant regulations and laws, ensuring transparency and accountability.

4. Budget Control

4.1 Monitor, supervise, and track budget usage to ensure compliance with the fiscal year's timeline.

4.2 Establish a detailed budget expenditure plan.

4.3 Develop clear plans and procedures for procurement and purchasing.

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