

MANUAL OF FINANCE FOR OFFSITE CAMPUS CENTERS COLLEGE OF LOGISTICS AND SUPPLY CHAIN.

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ABSTRACT

This research aims to explore problems and find solutions on the disbursement of national budget and income budget so as to develop effective financial disbursement handbook for creating knowledge and comprehension in financial disbursement for the personnel of the offsite education centers, College of Logistics and Supply Chain, Suan Sunandha Rajabhat University. The population was teachers of College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, from Ranong, Udon Thani, and Chonburi education centers. The purposive sampling was used to select the 12 respondents experiencing in budget disbursement to attend in-depth interviews for giving their opinion on problems concerning budget disbursement.

The research found that the most problem was a lack of knowledge and comprehension on rules, regulations, and relevant practices due to procedural issues and many tasks in operations. The personnel did not follow information on the rules and regulations concerning budget disbursement. Additionally, the documents were incomplete according to the criteria. As a result, there were errors and delays in budget disbursement operation. The study suggested that the handbook should provide systematic information about the rules and regulations on disbursement procedures. Furthermore, training program on budget disbursement process should be held to achieve a better comprehension, knowledge, expertise, and accuracy in budget disbursement operations.

Keywords: Budget disbursement handbook, College of Logistics and Supply Chain, Suan Sunandha Rajabhat University,

INTRODUCTION

As, the conditions and problems in the operation concerning the disbursement of the national budget and income budget have many relevant rules and regulations. The experience, knowledge, and expertise, moreover, are needed to make the operation comply with regulations correctly. Importantly, the procedures used in the operation are complicated and redundant in some operational processes and each person has a different operating style (Prime Minister's Office, 2012).

Budget is a very important factor in the administration of the government of every age because in order to successfully complete the activity, it is necessary to use the budget to supply resources to any projects appropriately as needed. The budget is like the heart of the administration of the country, which is responsible for pumping the necessary resources to various government organizations to be able to work in accordance with the objectives set

effectively. As the government has a policy for all government agencies to operate according to the electronic financial and fiscal management system and the Comptroller General's Department has developed and improved the operation of the system with respect to disbursement, including money sending and receiving system, procurement system, ledger system, and various reports to enable the government to be able to manage financial, accounting, control and audit operations in the system to be efficient and to enable the operations follow the rules and regulations with the same guidelines (Prime Minister's Office, 2011).

College of Logistics and Supply Chain is a college under the Suan Sunandha Rajabhat University and is located at the Nakhon Patom Education Center. It is necessary to adjust to the current competition situation. The College is therefore obliged to accept off-campus students in the Chon Buri, Udon Thani, and Ranong education centers. The College of Logistics and Supply Chain has guidelines for financial management, which is clearly written in the allocation, monitoring, and evaluation of financial management and the preparation of reports on spending and budgets, including spending monitoring by the Internal Audit Department and the Office of the Auditor General of Thailand. There is a driving mechanism that helps finance and budgeting operations meet objectives. There is the decentralization of budget administration to the Deputy Dean for Administration, Deputy Dean for Planning and Quality Assurance, Deputy Dean for Research, Deputy Dean for Academic Affairs, Deputy Dean for Student Affairs, Office Head, and Department Heads in their own financial management with the planning department and financial department track budget spending on a monthly basis as well as expediting the budget administration of the Deputy Deans and Department Heads. The main workload of the budget overseeing department is to carry out strict procedures and control the use of budgets under the amount that has been allocated according to the University systems and regulations of the Ministry of Finance (College of Logistics and Supply Chain, 2019).

Therefore, off-site operations require the preparation of various manuals, especially financial disbursement which is a part to ensure that each work center is correct and in the same direction. The researchers see the importance of creating an effective financial disbursement handbook so that each center can understand and know the different processes and regulations Involved in financial disbursement.

OBJECTIVE

This study aims to explore problems and find solutions on the disbursement of national budget and income budget so as to develop effective budget disbursement handbook for creating knowledge and comprehension in financial disbursement for the personnel of the offsite education centers, College of Logistics and Supply Chain, Suan Sunandha Rajabhat University.

LITERATURE REVIEW

Knowledge and Comprehension

Lakkhanaphichanachat et al. (2007) summarizes that knowledge are facts, rules, and details that have been gained from the learning experience. The knowledge can be applied in the operation and can be used to analyze, synthesis, and evaluate (Pholsa-ard, 2012). The knowledge have been obtained from studies, observations, and work experience (Royal

Institute, 2011; Office for National Education Standards and Quality Assessment, 2010). The knowledge are corporate assets, including traditions, culture, technology, operations, and various operating systems based on expertise (Wijarn, 2010).

As revealed by Nonaka and Takeuchi (1995). The knowledge can be divided into

- 1) Explicit knowledge, objective and rational knowledge, can be expressed via words and numbers and can be shared in the form of data.
- 2) Tacit knowledge, subjective and experiential knowledge, is difficult to convey or share easily with others.

Whereas, Royal Institute (1997) divided knowledge into priori knowledge, posteriori knowledge, knowledge by acquaintance, knowledge by description, empirical knowledge, immediate knowledge, and objective knowledge.

Comprehension refers to perception, thoughts, and beliefs in accordance with attitude. These things can be shown by questions in the form of words, for example, if the person is interested in knowing that people have an understanding and attitude towards any matter, that person can survey by interviewing (Rosenberg and Hovland, 1960). If the individuals have the comprehension, they can write additional comments, translate, and compare other comments or anticipate the outcomes of an event as a behavior that follows from knowledge. Bloom et al. (1956). This comprehension can be expressed in the form of various skills which can be divided into interpretation, explanation, and expanding (Pilan-ovat, 2006).

Operational Problems in Financial Disbursement

Thiangnil et al. (2015) found problems on lack of knowledge and understanding of relevant rules and regulations in financial disbursement. Problems with operational procedures and methods are too much, and problems with personnel working in disbursements are lack of sufficient and ongoing training on how personnel work, resulting in lack of knowledge and understanding of the correct work procedures and methods. This will result in operational errors and delays in budget disbursement. The operator should be continuously trained on rules and procedures. Training on equipment and related technologies should be organized to gain skills knowledge, expertise, and accuracy in works.

Moreover, Fakngeon and Thanasukan (2010) found the problems regarding financial and accounting operations. These problems on factors of organizational management, knowledge, asset management, inspection, control, monitoring, and evaluation negatively affect the ability to work in the warehouse management of the Tambon Administrative Organization. From various problems, Khon Kaen University (2011) found that developing the national budget disbursement manual are the solution. The effective manual consists of operational procedures and guidelines by adhering to rules and regulations, including operations under the government fiscal system to provide convenience, speed, accuracy, and efficiency in disbursement along with knowledge and understanding in working in the same direction.

METHODOLOGY

Population and sample

The population of this research was 90 teachers of the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, from Ranong, Udon Thani, and Chonburi education centers. The purposive sampling was used to select the sample experiencing in budget disbursement. Finally, 12 respondents were invited to attend in-depth interviews to give the opinion on problems concerning budget disbursement. The numbers of interviewees are sufficient as suggested by Cresswell (2013). The interviews were conducted during October 2017 to July 2018 by the researchers.

The research tools

The instrument used in this research was an interview form. First, documents on the disbursement of the national budget and income budget were studied. Then, researchers created the original interview form and present to the experts to check for defects and to take corrective action. After that, the revised interview form was used.

Interview questions have been developed on the foundation of research problems and framework for delivering the purpose of research. Interview questions have been designed to persuade respondents to feel convenient while answering our questions. We have expected a descriptive answer from respondents, so open-ended questions have been used. The interview questions used in this study have not been used the closed-ended questions. For the reason that different respondents may have different ideas, the semi-structured interview allows the researchers to adjust questions consequently to develop the quality of interview data, as revealed by Fisher (2007).

The issues used in the interviews were based on the following separate topics:

- budget disbursement regulations,
- budgetary expenditures,
- disbursement procedures, and
- suggestions or recommendations on financial disbursement.

Data analysis

The study has compiled the data collected in order to analyze the results using content analysis form bout primary and secondary data sources. The quality of research materials has been focused by considering reference lists, description, supported evidence and publisher's status, as suggested by Fisher (2007) to ensure construct validity, external validity, and internal validity.

First, construct validity is the use of the statements and constructions that actually explains and measures the items these are said to do. The nature of this study is qualitative and based on the semi-structured interview which it is designed to understand the problems in budget disbursement. Vice versa the response from the interviewees is unable to be accounted for a general idea and able to be affected by many external and internal factors. For this reason the study has used a semi-structured interview as a data collection method. It allows the interviewees to take a breath and an in-depth viewpoint while answering the interview questions. The study has improved the construct validity by using a reliable source of secondary data to support our arguments.

Second, the internal validity is involved with the validity of the evidence used in writing a conclusion for research, or in the other word it is involved with the data collected reflects on the research problem. In qualitative research the internal validity cannot be simply identified compare with quantitative research. It needs a combination of research and data collecting. In qualitative research the data could not interpreted with statistical method to beat the internal validity. Conversely, evaluating the internal validity of qualitative data should be employed with different methods of data collection. In this study, there are two methods of data collection used to strengthen the internal validity in empirical findings of this research, which are semi-structured interview and secondary data analysis.

Third, the external validity is the application of the interpretations or it is the transferability which a researcher has constructed during his research to a set of population, or in the other word it is involved with the generalizations of the study to apply to an entire diverse context. In this study, the researchers have attempted to give the reader inclusive information about the research problem, so it help them determine about transferability themselves.

RESULTS

From the analysis of information about the disbursement guide for offsite education centers College of Logistics and Supply Chain The researcher proposed the 2-step data analysis as follows

1. Problems on financial disbursement
2. Guidelines for developing financial disbursement handbook

Part 1: Problems on financial disbursement

1.1 Budget Disbursement Regulations

The study found that for the income budget, first, personnel lacked knowledge and comprehension on rules, regulations, instructions, and related practices since there are many. Second, regulations and instructions from the Ministry of Finance were complicated in checking the evidence of payment. Third, personnel lacked follow-up updated on rules, regulations, instructions, and guidelines for financial disbursement. For the national budget, first, incorrect disbursement type was selected. Second, the expense category did not match the financial disbursement. Third, there were incomplete data recording in accordance with specified criteria. Finally, the disbursement of funds did not meet the stipulated rate because the disbursement rights of individuals are different.

1.2 Budgetary Expenditures

The study found that first, approval of budget limited for delays in spending plans causing the budget spending plan to not be as planned, resulting in delayed disbursements. Second, budget was not used according to the plan or specified quarter. The problem was that there were frequent changes in activity time and inappropriate schedule. The parties involved did not have free time during the activities. Related parties had redundant workloads and the location used to organize activities was not suitable, therefore causing delay in financial disbursement. Third, adjustment of budget expenditures during the year caused the reporting of budget spending results, such as some expenses requested for disbursement could not be withdrawn and evidence of disbursement did not match the plan due to changing the activity format to be current. Forth, the implementation of the activity did not meet the time specified in the plan. Therefore, the budget did not meet the target, which must supervise the project or activity management to be in accordance with the action plan and find the reason for non-compliance with the work plan.

1.3 Disbursement Procedures

There were many steps to withdraw money. The applicant for approval did not proceed with the disbursement procedure. There were many people involved in signing documents. The date recording in the system was not correct according to the disbursement process. Incorrect document number reference caused delay in disbursement of funds. There were problems in recording disbursements before being approved in urgent cases and budget disbursement by various expense categories.

As shown in Table 1, it found that documentary evidence regarding disbursement according to income budget disbursement regulations of College of Logistics and Supply chain had many problems. These difficulties resulted in delays in operations because many documents have to be edited. The issuance of the money disbursement documents was not checked for accuracy before submitting them for financial inspection in accordance with the regulations. So, it wasted time for sending the matter back, causing delays in sending disbursements.

Part 2: Guidelines for developing financial disbursement handbook

1. Budget Disbursement Regulations

The handbook should provide rules and regulations related to disbursement of funds as well as many relevant documents required in operation to reduce errors in the budget disbursement process. In addition, the personnel should participate in training on budget disbursement regulations to obtain greater expertise concerning the systematic disbursement operation and document storage so as to find references easier together with how to use budget disbursement handbook.

2. Budgetary Expenditures

Information on project approval and budget should be provided in the financial disbursement handbook to organize activities in accordance with the annual action plan. The budget disbursement could meet the goals set in the plan. Personnel could check or plan the activities appropriately. Moreover, they could analyze the relevant information concerning budgetary expenditures, provided in handbook, to write projects or activities correctly.

3. Disbursement Procedures

The handbook should include steps, rules, procedures, as well as supporting documents for disbursement of money, along with examples so as to enable the operators to carry out the work correctly and in accordance with the same direction plus to find solutions to problems in the improvement of the disbursement process in order to be able to minimize problems and the impact of operational errors, resulting in maximum operational benefits.

Table 1. Documentary evidence regarding budget disbursement

Descriptions	Number of documents edited (Unit: times)	Total number of documents (Unit: times)	Percentage
Compensation			
1. Incorrect money receipt	12	20	60
2. No speaker invitation letter	10	20	50
3. Copy of ID card without signature	9	20	45
Training expenses (food expenses)			
1. Incorrect money receipt	15	20	75
2. Copy of ID card without signature	10	20	50
3. Mistakes on amount of food.	13	20	65
Training expenses (accommodation costs)			
1. Incorrect details in receipt			
2. Form 8708: Incorrect bill for travel expenses	8	20	40
3. Form 8703: incorrect supplementary bill for travel expenses	10	20	50
	16	20	80
Training expenses (allowances)			
2. Form 8708: Incorrect bill for travel expenses	15	20	75
3. Form 8703: incorrect supplementary bill for travel expenses	13	20	65
Training expenses (Fuel cost)			
1. Using certificate instead of receipt	14	20	70
2. Form 8708: Incorrect bill for travel expenses	15	20	75
3. Form 8703: incorrect supplementary bill for travel expenses	13	20	60

CONCLUSION AND FUTURE WORK

In conclusion, most of the problems occurred from the lack of knowledge and understanding about relevant rules, regulations, instructions, and guidelines. Workers do not follow up on operational information regarding to rules, regulations, instructions, and guidelines, resulting in incomplete data sheets in accordance with the rules set. The disbursement does not meet the stipulated rate, resulting in operational errors causing delay in budget disbursement. Consequently, personnel should receive accurate information about regulations and methods of disbursement in order to gain knowledge, understanding, expertise, and accuracy in the operation. These findings are consistent with the research of Fakngeon and Thanasukan (2010) which found that the problems in the work of personnel are unaware of sufficient and continuous information about work methods, resulting in a lack of knowledge and understanding in the correct operation in communication and system of the project management. Moreover, inadequate information received results in operational errors.

As a result, this study suggests the ways to solve the problems in personnel works that disbursement process should be clarified in the handbook. There should be a definite period of action in the same direction. In terms of budget, there should be an operational plan and spending plan proposed to the supervisor to reduce the risk of budgetary spending. Furthermore, training or meeting should be provided to educate educational center personnel regarding budget disbursements relating to regulations and how to use financial handbook to increase operational efficiency. In addition, cash disbursement system should be developed to ensure fast, accurate and consistent work performance by focusing on the operational flexibility, as conceptualized by Aunyawong et al. (2018). This might cause disbursement manual more user-friendly as well. Future study should be conducted on additional problems and findings clear solutions.

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