

Key Success Factors Affecting the Efficiency of Budget Management: Revenue Budget (Non-Government Budget)

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Abstract

This research aimed to explore the success factors that influence the efficiency of revenue budget (non-government budget) management in the Faculty of Humanities and Social Sciences. The specific objectives were: to examine the key factors contributing to successful budget management within the faculty., and to propose strategies for enhancing budget allocation efficiency to maximize benefits and support the faculty's operations. The study targeted 80 personnel from the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University. Data collection was conducted through questionnaires, and the analysis utilized statistical methods, including percentage, mean, and standard deviation. The findings revealed that the majority of respondents were female (71.43%) and aged 41–50 years (43.75%). Most participants had over 11 years of work experience (80%), indicating a seasoned workforce likely influencing perceptions and approaches to budget management. The clarity of budget management policies and guidelines emerged as the most influential factor affecting efficiency. This factor was rated "most influential," with a mean score of 1.09 and a standard deviation of 0.27. The study highlights the importance of well-defined budget management policies and guidelines in ensuring effective allocation and utilization of revenue budgets. These findings suggest that clear communication and structured processes are critical in enhancing the efficiency of budget management practices at the faculty.

Keywords: Budget Management, Efficiency, Budget Control, Revenue Budget, Non-Government Budget

1. Introduction

The revenue budget (non-government budget) plays a crucial role in supporting the operations of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University. It is utilized to fund teaching, research, human resource development, and various activities aimed at meeting the needs of learners and society, supplementing the limitations of the annual government expenditure allocation.

However, several challenges hinder effective revenue budget management, including inappropriate budget allocation, a lack of efficient monitoring and evaluation, and internal communication issues. These challenges contribute to inefficiencies in managing and allocating resources. The following are key factors influencing the efficiency of revenue budget management in the Faculty:

Strategic Budget Allocation

A well-planned budget aligned with the goals and operations of the Faculty will enhance efficiency and maximize resource utilization.

Continuous Monitoring and Evaluation

Regular oversight of budget use ensures timely identification and resolution of issues. Transparent budget allocation processes further strengthen accountability and trust.

Staff Participation

Involving all staff members in decision-making fosters understanding, support, and a shared sense of responsibility for budget management.

Effective Internal Communication

Streamlined communication reduces conflicts, enhances clarity, and facilitates better understanding of processes and decisions related to budget allocation.

Risk Management

Proactive risk management minimizes potential disruptions to budget management and improves overall allocation efficiency.

1.1 Research Objective

1. To examine the key factors influencing the efficiency of revenue budget management (non-government budget) within the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University.
2. To improve the efficiency of budget allocation to maximize its benefits in supporting and advancing the operations of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University.
3. To optimize budget planning processes for the fiscal year 2028, ensuring effective resource management and alignment with the objectives of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University.

2. Methodology

Population and Sample Group

The population for the study on key factors influencing the efficiency of revenue budget (non-government budget) management at the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University, consisted of the staff within the Faculty of Humanities and Social Sciences.

The sample group for this study comprised 80 staff members from the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University.

Research Method

The study on the key factors influencing the efficiency of revenue budget (non-government budget) management at the Faculty of Humanities and Social Sciences, Suan Sunandha

Rajabhat University, employed a qualitative research methodology. Data were collected using a questionnaire divided into three sections:

Part 1 – General Information

This section gathered demographic details, including gender, age, years of work experience, and position.

Part 2 – Key Factors Influencing Budget Management Efficiency

This section assessed factors impacting the efficiency of revenue budget management at the Faculty of Humanities and Social Sciences. Respondents rated each factor using a 5-point Likert scale:

- 5: Represented the highest level of concern
- 4: Represented a high level of concern
- 3: Represented a moderate level of concern
- 2: Represented a low level of concern
- 1: Represented the lowest level of concern

Part 3 – Guidelines for Improvement

This section sought recommendations for improving the annual planning and monitoring processes of the Faculty of Humanities and Social Sciences.

Location

The data collection took place at the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University.

Duration

The data collection period spanned from March to August 2024.

Data Analysis

The data analysis employed statistical measures including frequency, percentage (%), mean (\bar{x}), and standard deviation (S.D.), using the following criteria:

- 4.51 – 5.00: Highest level
- 3.51 – 4.50: High level
- 2.51 – 3.50: Moderate level
- 1.51 – 2.50: Low level
- 1.00 – 1.50: Lowest level

3. Results

The results of the study on the key factors affecting the efficiency of budget management for the revenue budget (non-government budget) of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University, are as follows:

Table 1: The key factors affecting the efficiency of budget management: revenue budget (non-government budget) of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University

Key factors affecting the efficiency of budget management: revenue budget (non-government budget) of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University	Level of opinion towards the key factors affecting the efficiency of budget management		
	Mean (\bar{x})	Standard Deviation (S.D.)	Result
1. The clarity and alignment of policies and guidelines for budget management with the goals of the Faculty of Humanities and Social Sciences.	1.04	0.18	lowest level
2. The appropriateness of budget allocation in relation to the needs of projects and activities.	1.05	0.20	highest level
3. The continuity and effectiveness of monitoring and evaluating budget management.	1.02	0.16	lowest level
4. The transparency and clarity of budget management reporting.	1.02	0.16	lowest level
Total	1.05	0.20	lowest level

The guidelines for improving the annual planning and monitoring of the Faculty of Humanities and Social Sciences are as follows:

1. Ensure the appropriateness of budget allocation in line with the requirements of projects and activities.
2. Encourage staff participation in budget planning and decision-making.
3. Ensure clarity in the policies and guidelines for budget management.

4. Discussion

The overall opinion on the key factors affecting the efficiency of budget management: revenue budget (non-government budget) of the Faculty of Humanities and Social Sciences was at the lowest level ($\bar{x} = 1.05$, S.D. = 0.20). When each item was considered, it was found that the appropriateness of budget allocation to the requirements of projects or activities was at the highest level ($\bar{x} = 1.05$, S.D. = 0.20). However, the clarity and consistency of policy and guidelines for budget management in relation to the goals of the Faculty of Humanities and Social Sciences was at the lowest level ($\bar{x} = 1.04$, S.D. = 0.18). The continuity and efficiency of budget management monitoring and evaluation, along with the transparency and clarity of

budget management reports, were also at the lowest level ($\bar{x} = 1.02$, S.D. = 0.16), consecutively.

These findings are consistent with the research of Wattana Wongkiattirat et al. (1999), which highlighted that strategic planning management plays a key role for executives in both the public and private sectors in setting yearly operational directions for organizations. Additionally, the findings align with the research of Rojanabenjakun et al. (2019), which examined the cost structure and appropriate pricing strategies for Thai traditional massage centers, emphasizing the importance of markup pricing and target profit for guiding future budget planning.

5. Conclusion

The findings of the study on the key factors affecting the efficiency of budget management: revenue budget (non-government budget) of the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University revealed that the majority of respondents were female (50, 71.43%), aged between 41-50 years (35, 43.57%), with 11 years of work experience (64, 80.00%), factors that influenced their attitudes and perspectives on the budget management process. The appropriateness of budget allocation to the requirements of projects or activities was rated at the highest level ($\bar{x} = 1.05$, S.D. = 0.20).

The guidelines for improving the yearly plan and monitoring of the Faculty of Humanities and Social Sciences included: ensuring the appropriateness of budget allocation to meet the requirements of projects or activities; encouraging staff participation in budget planning and decision-making; and providing clarity in the policy and guidelines for budget management.

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