



EFFECTIVENESS OF AFFORDABLE HOUSING PROJECT
MANAGEMENT

MR. NUPHARP NOKSAKUN

A Dissertation Submitted in Partial Fulfillment of
the Requirement for the Degree of
Doctor of Public Administration
(International Program)

Graduate School
Mahachulalongkornrajavidyalaya University

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The Graduate School of Mahachulalongkornrajavidyalaya University has approved this dissertation entitled, “ Effectiveness of Affordable Housing Project Management ” submitted in partial fulfillment of the requirements of the degree of Doctor of Public Administration, International Program.

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Abstract

Objectives of this research were: 1. To study the effectiveness condition of affordable housing Project management. 2. To study factors affecting the effectiveness of Affordable Housing Project Management 3 To study *Buddha-dhamma* supporting the effectiveness of affordable housing project management 4 to propose the appropriate approaches to the effectiveness of affordable housing project management

Methodology was the mixed methods: the quantitative research collected data from 375 samples at Affordable housing projects at Huahin and Pranburi Districts, Prachuabkirikhan Province with questionnaire and analyzed data with descriptive and inferential statistics. The qualitative research collected data from 20 key informants, purposefully selected from experts and academicians who were involved in the affordable housing project with structured in-depth-interview scripts by face-to-face interviewing, also data were collected from 10 participants in focus group discussion. Data from both steps were analyzed by descriptive interpretation.

Findings were as follows:

1.The effectiveness condition of affordable housing Project Management was at the high level ($\bar{X} = 3.15$). When considering each aspect, it was also found that all aspects were at the high levels, with house construction responding to buyer needs had the highest mean ($\bar{X} = 3.23$), followed by buyer's satisfaction, good environment, and good quality of life ($\bar{X} = 3.15, 3.15, \text{ and } 3.07$, respectively).

2. Factors affecting the effectiveness of affordable housing project management, by overall at high level ($\bar{X} = 3.32$). Each aspect needs of buyers was at

the high level ($\bar{X} = 3.32$), good quality of house had the highest mean ($\bar{X} = 3.49$), followed by affordable price, low interest rate, and long term payment ($\bar{X} = 3.29$, 3.28, and 3.23), respectively.

3. The appropriate approaches to the effectiveness of affordable housing project was found that management principle of POSDCoRB, integrated with *Sangkahavattu* 4 was the most appropriate approach to the effectiveness of affordable housing project management. Findings from both methods confirmed that management with POSDCoRB, by overall, were at high level ($\bar{x}=4.45$) Each aspect was also at high level: Planning was at 4.41, Organizing was at 4.48, Staffing was at 4.33, Directing was at 4.49, Coordinating was at 4.62, Reporting was at 4.37 and Budgeting was at 4.49, accordingly. The findings from the qualitative method were related to that of the quantitative method. In addition, the qualitative method mentioned the integration of POSDCoRB with *Sangkahavattu* 4 made the management of affordable housing project the most effective and sustainable. Management with Dana, generosity, the manager would be kind to customers, would share good things and good advice with customers. Management with Piyavaca, kind words. The managers would be polite speaking with sincere, useful, and humble words that were conducive to unity. Management with Atthacariya, useful conduct. The managers would be helpful to customers by helping them to select good quality house in good environment and helped solve any problems the customers may have. Management with Samanattata, even and equal treatment, the managers would be kind and helpful to customers, would always treat customers with appropriate behaviors

- ชื่อคุณูปนิพนธ์ : ประสิทธิภาพการบริหารโครงการบ้านเอื้ออาทร
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บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์ดังต่อไปนี้ ๑. เพื่อศึกษาสภาพของประสิทธิภาพการบริหารจัดการโครงการบ้านเอื้ออาทร ๒. เพื่อศึกษาปัจจัยที่ส่งผลกระทบต่อประสิทธิภาพของการบริหารจัดการโครงการบ้านเอื้ออาทร ๓. เพื่อเสนอแนวทางเพิ่มประสิทธิผลของการบริหารจัดการโครงการบ้านเอื้ออาทรด้วยหลักพุทธธรรม ดำเนินการวิจัยโดยผสมวิธี การวิจัยเชิงปริมาณเก็บข้อมูลจาก ๓๗๕ ตัวอย่าง คือผู้อยู่อาศัยในบ้านเอื้ออาทรอำเภอหัวหินและปราณบุรี จังหวัดประจวบคีรีขันธ์ด้วยแบบสอบถามวิเคราะห์ข้อมูลด้วยสถิติพรรณนาและสถิติอ้างอิง การวิจัยเชิงคุณภาพเก็บข้อมูลจากผู้ให้ข้อมูลสำคัญจำนวน ๒๐ คน เลือกแบบเจาะจงจากผู้เชี่ยวชาญและนักวิชาการที่เกี่ยวข้องกับโครงการบ้านเอื้ออาทรโดยการสัมภาษณ์เชิงลึกแบบต่อตัวด้วยแบบสัมภาษณ์เชิงลึกที่มีโครงสร้าง และเก็บข้อมูลจากผู้มีส่วนร่วมในการสนทนากลุ่มเฉพาะจำนวน ๑๐ คน วิเคราะห์ข้อมูลด้วยการพรรณนาความผลการวิจัยพบว่า

๑. สภาพของการบริหารจัดการโครงการบ้านเอื้ออาทรโดยรวมอยู่ในระดับมาก ($\bar{X} = ๓.๑๕$) เมื่อพิจารณาเป็นรายด้านก็พบว่า ทุกด้านอยู่ในระดับมากโดยที่ การสร้างบ้าน เพื่อสนองผู้ต้องการซื้ออยู่ในระดับมากที่สุด ($\bar{X} = ๓.๒๓$). รองลงมาเป็นความพึงพอใจของผู้ซื้อ การบริหารจัดการที่ดี และคุณภาพชีวิตที่ดี ($\bar{X} = ๓.๑๕$). และ ($\bar{X} = ๓.๐๗$). ตามลำดับ

๒. ปัจจัยที่ส่งผลกระทบต่อประสิทธิภาพของการบริหารโครงการบ้านเอื้ออาทร โดยรวมอยู่ในระดับมาก ($\bar{X} = ๓.๓๒$). เมื่อพิจารณาแต่ละด้านได้แก่ ความต้องการของผู้ซื้อ อยู่ในระดับมาก ($\bar{X} = ๓.๓๒$). บ้านมีคุณภาพดี อยู่ในระดับมากที่สุด ($\bar{X} = ๓.๔๙$). รองลงมาได้แก่ ราคาบ้านพอจ่ายได้ อัตราดอกเบี้ยต่ำ และเวลาชำระหนี้ระยะยาว ($\bar{X} = ๓.๒๙$, ๓.๒๘, ๓.๒๓) ตามลำดับ

๓. แนวทางที่เหมาะสมสำหรับประสิทธิผลการบริหารจัดการโครงการบ้านเอื้ออาทรได้แก่ การบริหารจัดการตามหลัก POSDCoRB บูรณาการเข้ากับพุทธธรรมคือสังคหวัตถุธรรม ๔ ประการ เป็นวิธีการบริหารจัดการที่เหมาะสมและยั่งยืน ทั้งนี้ยืนยันจากผลการวิจัยเชิงคุณภาพซึ่งพบว่า รูปแบบการบริหารตามแนวของ POSDCoRB โดยรวมอยู่ในระดับมากมีค่าเฉลี่ยอยู่ที่ ๔.๔๕ ผลจากการวิจัยเชิงคุณภาพมีผลสอดคล้องกันและยังพบข้อเสนอว่า การบริหารโครงการบ้านเอื้ออาทรตาม

แนว POSDCoRB บูรณาการเข้ากับหลักสังคหวัตถุ ๔ จะทำให้การบริหารจัดการโครงการบ้านเอื้ออาทรมีประสิทธิภาพสูงและยั่งยืน โดยที่การบริหารจัดการ ด้วยหลักของทาน การให้การแบ่งปัน จะทำให้ผู้จัดการโครงการบ้านเอื้ออาทร มีความเมตตากรุณาต่อลูกค้า แบ่งปันวัตถุ สิ่งของและข้อเสนอแนะที่ดีที่มีประโยชน์ให้กับลูกค้า การบริหารจัดการด้วยปิยวาจา วจีไพเราะ ผู้จัดการจะเป็นผู้พูดจาไพเราะ อ่อนหวาน อ่อนน้อมถ่อมตนอันจะนำไปสู่ความสมานสามัคคี การบริหารจัดการด้วย อัถถจริยา ผู้จัดการทำตนให้เป็นประโยชน์ต่อลูกค้า ช่วยเหลือลูกค้าเลือกบ้านที่มีคุณภาพดี ช่วยลูกค้าแก้ปัญหาต่างๆที่อาจเกิดขึ้น การบริหารด้วยสมานัตตตา ผู้จัดการมีความกรุณาและช่วยเหลือลูกค้าด้วยพฤติกรรมที่เหมาะสมและเสมอต้นเสมอปลายเสมอ

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Nuparp Noksakul
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Chapter 1

Introduction

1.1 Background and significance of the problems

1.1.1 Background

“Home sweet home, there is no place like home” is still a famous quote. Because home is one of the necessary factors in human life besides food, clothing and medicine. Home is a dream every people, poor and rich wish to own. But not everybody can afford the decent home due to scarcity of resources and overpopulated big cities. Very low-income people do not have enough money to afford decent, safe, and good quality housing.

The phenomenon of globalization and urbanization seen before as a positive process because its link with modernization, industrialization and global integration has brought unprecedented negative effects to cities of the world like the growing urbanization of poverty which is posing a challenge to local, national, and international development policies.(Berner,2001)According to UNCHS, 91percent of rapid urbanization process is occurring in cities of developing world and the number of urban dwellers will very soon outnumber those in the rural area. Large percentages of these city dwellers live in slums. (U¹. Urban poverty is often manifested by the growing backlog in the delivery of basic services as the demand grows beyond institution capacities, financial resources and environment carrying capacities; worsening state to shelter and societies of tenure accesses resulting in severe overcrowding, homelessness and environmental health problems; growing inequalities in cities evident in increasing residential segregation and violence which impacts more on women and the poor; lack of participation of communities in

¹UNCHS, **Sustainable housing for the poor**, [Online], Source: <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.472.659&rep=rep1&type=pdf> [21 January 2021].

decision-making process and activities. Thailand is a country that is currently undergoing rapid urbanization. Based on the population registration data from Department of Provincial Administration in 2015, Thailand had a population of 62 million people at that time and 28 percent of that total population lived in urban areas, compared to 2005 with urban population up to 29 percent. It is anticipated that by the year of 2025 Thailand will possess a population of 72 million people and Bangkok will possess 50 percent of the entire total urban population. The distribution of urban population in Thailand is mainly focusing Bangkok Metropolitan Area and Vicinities. The specific area had accounted 42 percent total urban population in 2005 and Bangkok had possessed the share of 32 percent of them. Due to the fact that Bangkok is an only city, which has the size of population beyond 6,000,000, therefore; the size of population is 20 times more than its second largest city, Nonthaburi. Within the top 10 largest city in Thailand most cities have population ranging from 100,000 -300,000 inhabitant and settled along Bangkok vicinities and in the major regional growth centers. It is noted that 7 percent of cities in Thailand has a smaller size population that is under 10,000, urban development towards sustainable cities and housing for urban poor in Thailand;(annual report Bangkok Thailand)

As a result of rapid and imbalance of urbanization, Thailand had encountered many problems. Such problems include traffic congestion, insufficient of facility and utility, social and housing problems and environment pollution. Furthermore, the country

Inevitably faces the problem of disparity between urban and local area, rapid deterioration of nature and natural disasters. Thailand is also facing the challenge of urban poverty. Almost half of Thai lives in urban areas and 38 percent live below the poverty line. This people are found in slums and informal settlements. The Thai Government has made poverty alleviation its main target for the past several administrations and innovative approaches and strategies are being encourage, one of which is the active participation civil society in housing for the poor. Currently, there are many problems that are bringing about a rapid increase in

the shortage of low income housing; the housing backlog is presently increasing at the rate around 178,000 units per annum

Thailand is a country that is currently undergoing rapid urbanization. Based on the population registration data from Department of Provincial Administration in 2001, Thailand had a population of 62 million people at the time and 28 percent of that total population lived in urban areas, compared to the year 2005 with urban population up to 29 percent. It is anticipated that by the year 2025 Thailand will possess a population of 72 million people and of which 50 percent will live in urban areas, and Bangkok will possess 50 percent of the entire total urban population. The distribution of the urban population in Thailand is mainly focusing in Bangkok Metropolitan Area and Vicinities. This specific area had accounted for 42 percent of the total urban population in 2005 and Bangkok had possessed the share of 32 percent of them. Due to the fact that Bangkok is an only city, which has the size of population beyond 6,000,000, therefore; the size of population is 20 times more than its second largest city, Nonthaburi. Within the top 10 largest city in Thailand most cities have population ranging from 100,000 – 300,000 inhabitants and settled along the Bangkok's vicinities and in the major regional growth centers. It is noted that 76 percent of cities in Thailand has a smaller size population that is under 10,000. As a result of rapid and imbalance of urbanization, Thailand has encountered many problems. Such problems include traffic congestion, insufficient of facility and utility, social and housing problems and environmental pollution. Furthermore, the country inevitably faces the problem of disparity between urban and local area, rapid deterioration of nature and natural disasters. In the past, the local administration of the country was comprised of 149 municipalities, 980 sanitary districts and 2 special types of administration namely; the Bangkok Metropolitan Area and Pattaya City. Due to the government's policy of decentralization, a new constitution has been enforced in late 1997. In 1999, the local authorities have increased rapidly in numbers, with a total of 1,154 municipalities (since the sanitary districts were upgraded to become the municipalities) and 6,746 sub-districts administrative organizations. These local authorities are designated to formulate a development plan for their areas as well.

2. Paradigm Shift in Urban Development of Thailand

Urban Development in Thailand is facing problems which are in common with many other countries. Problems such as high migration rate from local to urban areas have caused the urban community to expand rapidly with overcrowding population, which becomes more difficult to be monitored. This seriously affects the management of public services, resulting in services not being delivered on time. This is the trigger of the environmental crisis. Management for these existing problems has neither completed formula nor fixed regulation. Many countries have different and various management methods depending on each country's situation and experience. For Thailand, in the past, it has been found that the evolution of urban development has very much related to the development of the Local Government. Before the year 1994, the system development of Thailand had a higher form of centralization. The income of the Local Government Organization accounted for only 5-7 % of the government income. So, the Local Administrative Organization played less role in development. The implementation of the Development Project, with the local government as the core organizer, had to take support and subsidy from the central government continuously.

The Thai Government Policy in January 2003, the Thai government announced two housing programs for the urban poor that seek to reach one million poor households within five years. The first is the "supply driven" the Baan Eur Ah-Torn, we care, program through which the National Housing Authority designs, constructs and sells ready-to-occupy flats and houses at subsidized rates to lower income households who can afford 'rent-to-own' payments of US\$25-37 per month. The second is the "demand driven" the Baan Mankong, secure housing, programs which channels government funds in the form of infrastructure subsidies and housing loans direct to poor communities who plan and carry out improvements to their housing environment and basic services. This is implemented by the Community Organizations Development Institute (CODI). 2. The Baan Eur Arthorn or We Care Housing: Affordable Housing by The National Housing Authority of Thailand Introduction. The National Housing Authority of Thailand¹ implements this urban housing solution, called "We Care Housing," in more than two hundred locations nation-wide.

Chaweewan Denpaiboon et al² study was found that there is insufficient housing provision for slum residents. Provision of low-income housing is still inadequate by the public sector, which cannot meet the demand of the low-income group. The national government policy through the National Housing Authority (NHA) has responsible for providing low-cost housing projects utilizing techniques of slum improvement schemes, sites and service schemes, land sharing schemes, slum relocation schemes, and housing construction in the form of flats, detached houses and semidetached house. Public policy was designed to be responsible for operating the housing subsidy for target groups of the less advantaged and low-income earners throughout the country. There are two authorities' response for low income housing name, National Housing Authority desired for implement project Baan Eua Arthorn Project (BEA) that mean helpful or generous housing, and Baan Man Kong Project (BMK) that mean secure home, as mechanisms for problem solving. The national policy under the Ministry of Social Development and Human Society was entrusted with resolving the housing problem the less advantaged, low-income earners, junior civil servants and public agencies personnel, so that they could afford their own residential quarters. NHA was to construct a total number of 601,727 units in 5 years from 2005-2007. NHA sought for the business alliances to implement the Baan Eau Arthorn Project (BEA) for low-income earners to hire -purchase residential units, which predetermined essential furniture. Meanwhile The Community Organization Development Institute (CODI) played a major role in supporting the Baan Man Kong Project. The Government at that time assigned CODI to develop 300,000 housing units within 5 years, 2003-2007. Housing subsidy policy for low-income target group. Said subsidy goes in to building and infrastructure. BEA program is subsidized by government. And workout to just 80,000 bath per units. The BMK program is to be subsidized for an infrastructure subsidy of 40,000 bath per units and reconstruction subsidy at 28,000 Baht per unit.

²Chaweewan Denpaiboon and et all, "Public sector versus civil society: an approach to affordable housing development in Thailand", **MANUSYA: Journal of Humanities Regular**, Vol. 13 No. 1 (2010): 1-15.

As mentioned earlier that very low-income people do not have enough money to afford decent, safe, and good quality housing. The Baan Eua Arthorn or Affordable Housing Project addresses this problem by providing a subsidy to assist the household with monthly housing costs. The home buyers can move in and own the home with down payment and pay for the rest regularly according to the agreement.

1.1.2 Significance of the problems:

Some lessons learnt from problems in the past were that 1) the poor cannot enter most formal housing development produced from both by the government or those market real estate sectors It is mainly because the poor people still live and work in informal economy or earning system while most formal housing arrangements have compelled people to follow the formal system. 2) Market housing development of private real estate sectors not only cannot reach the needy poor but also create excessive supply as commodity subject only for the rich and non-poor Economists have general believes that housing development activities can immensely generate economic growth, no matter that they will be properly utilized or not. It is lessons learnt from many countries in Asia that housing products from private real estate sectors with mainly profit oriented incentives are not able to match the housing needs of the poor. Is the blind supply of limited national finance and resources to support such excessive and non-utilized housing production for commodity purposes are the right approach in modern housing development or a suicidal approach to be corrected. Is it the right housing finance approach to regard housing as just a kind of commodities and to allow the free-market development to take full control in producing housing not any more for needs?

For these reasons, the researcher is interested in studying this project as to find out how effective Baan Eau Arthorn or Affordable housing project management is.

1.2 Research Questions

1.2.1 What is the level of effectiveness of Affordable project?

1.2.2 What are factors affecting the effectiveness of Affordable Housing Project Management?

1.2.3 What are the appropriate approaches to the effectiveness of the Affordable Housing Project management?

1.3 Objectives of the research

1.3.1 To study the effectiveness of Affordable Housing Project Management

1.3.2 To study factors affecting the effectiveness of Affordable Housing Project Management

1.3.3 To propose the appropriate approaches to the effectiveness of affordable housing project management

1.4 Scope of the research

1.4.1 Scope the content:

This research covered the effectiveness of Affordable Housing projects management, the factors that affect the effectiveness, the Buddha-dhamma applied to the management and the appropriate approaches to the management of the Affordable Housing project management.

1.4.2 Scope of location

The research was conducted at Affordable or Baan Eua Arthorn projects at Huan Hin District in Prachuab Kirikhan Province areas.

1.4.3 Scope of time

The research was conducted, after approval, from August 2560 to May 2565 B.E.

1.5 Hypothesis

1.5.1 Hypothesis 1: Needs of buyer (X1) has affected on effectiveness of affordable housing project management (Y)

1.5.2 Hypothesis 2: Hypothesis 2. Management process (X2) has affected on effectiveness of affordable housing project management (Y)

1.5.3 Hypothesis 3: *Buddha-dhamma* (X3) has affected on Effectiveness of Affordable Housing Project Management (Y)

1.5.4 Hypothesis 4: There was relationship between Needs of buyer (X1), Management process (X2), and *Sangahavattu 4* (X3) has common effects on Effectiveness of Affordable Housing Project Management (Y)

1.6 Definitions of terms used in the research

1.6.1 Effectiveness refers to the ability to be successful And produce the intended results as units of houses built and finished in time, people participation in buying the houses, better quality of life, house ownership, convenient facilities, and better environment.

1.6.2 Participation refers to people buying the houses and move in to create new community.

1.6.3 Affordable housing or *Baan Eua Arthorn* refers to housing project for low-income people administered by National Housing Authority

1.6.4 Management refers to the process of getting things done according to objectives referring to POSDCoRB principle of Gurick and Urwick

1.6.5 *Buddha-dhamma* refers to *Sanghahavattu 4*: Giving, sweet words, beneficial action and fair deal in appropriate action.

1.6.6 Factors refer to all phenomena, physical and abstractedly that affected and supported the management to be effective.

1.7 Benefits from the research

1.7.1 To have body of knowledge of effectiveness of affordable housing project management.

1.7.2 To have the body of knowledge of factors affecting the affordable housing management effectiveness

1.7.3 to have body of knowledge of the appropriate approaches to the affordable housing project management effectiveness

1.7.4 The body of knowledge from this research can be applied to the management of other projects with similar conditions and contexts.

Chapter 2

Concepts, Theories and Related Research

This research entitled “Effectiveness of Affordable Housing Project Management” was conducted on the concepts, theories, principles methods and related research work and the relevant documents to be reviewed were as follows:

- 2.1 Concept of Sangahavatthu 4
- 2.2. Concept and theory of management
- 2.3 Theory of POSDCoRB management
- 2.4 Theory of effectiveness
- 2.5 Context of the research area
- 2.6 Related Research work
- 2.7 Conceptual framework of research

2.1 Concept of *Sangahavatthu* 4

Sangahavatthu is the Dhamma the Buddha laid down for good service, the virtue to make group integration, bonding society together by giving and sharing. *Sangahavatthu* as appeared in Tipitak, Mahachulalongkorn, Thai version, commemoration of the 50th anniversary on the throne of King Bhumopol Adulyadet, King Rama 9, volume 21, No.32, page 50, indicated that the principles, the components of *Sangahavatthu* are of 4; they are:¹

1. Dana, giving, generosity, charity, helping each other with materials including knowledge and advice. *Dana*, giving, is extolled, in the Pali Canon, as a great virtue. It is, in fact, the beginning of the path to liberation. *Dana* is the first of the ten perfections of an *arahant* on the path to *nibbana*. When the Buddha teaches, he begins his sermon with the virtues of giving, one of the three wholesome bases for the performance of meritorious deeds. Giving is of prime importance in the

¹Dī.Pa. (Thai) 11/210/170.

Buddhist scheme of mental purification because it is the antidote to greed or *lobha*, which is the first of the three unwholesome motivational roots. Greed is wrapped in the selfishness of egoism because we grasp tightly onto our personalities and our possessions, to be “I” and “mine.” Giving helps to eradicate a sense of self and is the means to eliminate egocentricity and greed. Above all of giving, *Dhammadana*, giving Dhamma, exceeding all other forms of giving. By sharing and disseminating the teachings of the Dhamma, one is helping others to understand and righteously follow the path to *nibbana*. There is no form of giving (*dana*) that is higher.

2. Piyavaca, kindly speech. Loving speech. The speech that is heart touching, the speech is so polite, soft, inductive reconciliation and harmony, friendship, respect including the speech that elucidates and verifies things, The speech that incites to take upon oneself. The speech that inspires towards the goals. The speech that convinces urges and encourages listeners to make them glad, exhilarate and feel with delight and joy.

3. Atthacariya, useful conduct, rendering service, helping public beneficial Activities including promoting ethical morality. The word “Atthacariyā” means that friendly aid, doing good, doing a favor, a useful conduct for others, life of service, or benefactions such as helping serve somebody with something, doing a piece of creative work, expressing some useful behavior in an excellently volitional manner, as follows: support other peoples to obtain the accomplishment of confidence, moral behavior–virtue, generosity–charity, and wisdom–knowledge, respectively. As for such activities, they cause the society to be clam and happy as a sense of the great and benevolent things in our life. As compared with the modern buzzword “Public Mind”, it means the following things: playing and singing for patients in hospital, giving suggestions for suffering victims in the society, or teaching chanceless people as academic offers. Moreover, for the greater doing good, it would be most likely to preach practical Dhamma towards other people to find out the truth of life in order to release all sufferings.

4. Samanattata: Even and equal treatment equality consisting in impartiality; participation and behaving oneself properly in all circumstances. Characteristics of Samanattata are as follows: 1. Properly behave oneself according to

one's status, 2. Friendliness, not haughtiness and arrogance. 3. Easy to meet and talk to, 4 Being humble, polite but strong and adhering to one own principle.

Buddha declared this Dhamma to His disciples that Sanghavattu that are Dana, giving, Peyyavaca, kind speech, Attacariya, useful conduct and Samanattata, properly behavior in all circumstances are the Dhamma that upholds the world, just like the break to control the running car. Without this Sangahavattu, parents will not receive respect and worship from children. Wise persons see the importance of this Sangahavattu and practice, those wise persons receive the leadership, respect and honor²

Ven.Dr. Thick Nat Tu³ indicated that Sangahavattu is social principle for ensuring unity among communities, known as four foundations of social harmony, Sangahavattu, namely: Dana, generosity, Piyavaca, kindly speech, Attucariya, helpful action, and Samanattata, equal participation. Generosity is to spread loving kindness and compassion among the fellow beings, to strengthen the ties of friendship, to make life lovely, to support and protect those who are economic hardship and crisis. While generosity nourishes the material progress of individual and society, kindly speech, helpful action and equal participation are seen as three important qualities encouraging unity and harmony among community.

The Venerable also pointed out that avoiding evils and cultivating good are always seen as inter-twined. In the same manner, doing good to others is seen also for oneself and vice versa. How guarding oneself, do one guard others? By practice, by development, by training and continuous exercise and how guarding other, does one guard oneself? By proper resolve, by non-violence, by having a mind full of loving kindness and by care. We can see that social harmony is based on social mutual interest, welfares of oneself and others. Mutual interest and responsibility according to Buddhism starts from every member of micro unit of society, namely: family. If the status of family, healthy or unhealthy, determines the

²Loc.Cit.

³Ven. Thick Nat Tu, (2007) "Buddhist Contribution to Good Governance and Development", **A collection of Essays by Vietnamese Participants Contributed to the International Conference on the UN Day of Vesak, Bangkok, (25-29 May 2007): 69-71.**

status of society. The mutual interest can be between parents and children, husband and wife, teacher and students, religious persons and layman, master and servant or among friends.

Table 2.1 Summary of Sangahavattu 4

Author/Source	Concept
Mahachulalongkornrajavidyalaya University	Sangahavattu 4: Dana, giving Peyyavaca, lovely speech Atthajariya, Beneficial conduct Samanattata, Even and equal treatment
Phradhammapidok (P.A. Payutto)	Sangahavattu, base of sympathy, act of doing favor, principle of service, virtues making for group integration and leadership, is of 4: <ol style="list-style-type: none"> 1. Dana giving, 2. Piyavaca, kindly speech, 3. Atthacariya, useful conduct, rendering service 4. Samanattata, even and equal treatment, participation and behaving oneself properly in all circumstances
Ven. Dr. Thick Nat Tu	Sangahavattu is social principle for ensuring unity among communities, known as four foundations of social harmony, Sangahavattu, namely: Dana, generosity, Piyavaca, kindly speech, Attucariya, helpful action, and Samanattata, equal participation.

2.2 Concept and theory of Management

Management refers to activities in which two or more people are engaged in order to achieve objectives⁴ getting work done by relying on others⁵art or the ability to combine objects and manpower to achieve specified objectives, ⁶ the organization process and the use of various resources to achieve predetermined objectives, ⁷the art of working to achieve common goals with others within the condition of that organization human resources are the main resources of organizations that come together to work in the organization, these people will use other material resources. machinery, equipment, raw materials, capital, including various information to produce products or services, distribute and respond to the satisfaction of society. The word management and the definition are as follows

1. Management is used in high level management by focusing on key policy formulation and the plan of high level management that is a popular term for public administration or used in a government office, and the term "executive" means an executive working in a government organization or a non-profit organization management that is a group of activities consisting of planning, organization, commanding, directing and controlling, which have direct relationship with the organization's resources for the benefits of the organization's goals with efficiency and complete effectiveness⁸.

2. Management emphasizes on the operation in accordance with the policy as planned which is commonly used in business management. The term

⁴Herbert A. Simon, **Administrative Behavior**, (New York: Macmillian, 1947), p. 3.

⁵Koontz, Harold & Cyril O' Donnell, **Principle of Management: An Analysis Of Managerial Fucntions**, (New York: McGraw-Hill, 1972), p. 43.

⁶Hutchinson, Jonh G., **Organization: Theory and Classical Concepts**, (New York: McGraw-Hill, 1967), p. 12.

⁷Ernest Dale, **Management: Theory and Practice**, (New York: McGraw-Hill, 1973), p. 4.

⁸Peter F. Drucker, quoted in Somphong Kasemsin, **Administration**, 7th edition, (Bangkok: Thai Wattana Panich, 1980), p. 6.

manager refers to the person in the organization who is responsible for the activities of resource management and other activities in order to achieve the objectives set by the organization⁹governing, group maintenance and the operation or management of activities of the group or various organizations to achieve success in accordance with the policies and objectives of that organization with good efficiency.¹⁰ Management is both science and art, a systematically organized subject to have credible principles, rules, and theories arising from scientific research for the benefit of administration. In this way, management is a science, a social science that belongs to the group as well as subjects in psychology, sociology and political science, and if considering management in the manner of practice that requires knowledge and experiences, skills and experience of each executive to work towards achieving the goal of which to apply the knowledge, theory and principles to apply in practice to suit the situation and the environment then the administration would look like art¹¹.

Operations to achieve goals or objectives based on various factors, including people, money, objects and work methods.¹² It is the obligation of the group leader that must manage both human and material resources to coordinate together to work together as an effective organization. At the same time management is to bring the organization in relation to the internal and external environment to the best. Management is the science of management is what to do within a particular situation and help them predict the results of their actions.¹³

Management is the use of science and art to bring educational resources into the management process to achieve the specified objectives efficiently.

⁹Phra Rachayanawisit (Sermchai Chayamangalo), **Temple Administration**, 8th edition, (Nakhon Pathom: Petchkasem Printing, 2005), P. 26.

¹⁰Siriwan Serirat and friends, **Management Organization (Complete version)**, (Bangkok: Diamond in Business World, 2002), pp. 18-19.

¹¹Chantharane Sanguannam, **Instructional Documentary for Lecturer Program for Higher Education Administrators**, (TU., 1993), p. 4.

¹²Sutee Suthisombun, **Preliminary Administrative Principles**, (Bangkok: Welfare Publishing House, 1993), p. 12.

¹³Luther Gulick, cited in Somyot Nawakarn, **Administration**, (Bangkok: Bunyakit, 2001), p. 18.

Hierarchical operations consist of planning organization, management, and control for achieving objectives and other resources¹⁴ Management is a process management within an organization, which has a sequence of steps, with a group of people as an important mechanism for management with funds, machinery and equipment with¹⁵the process by which managers use the arts and strategies to carry out the business in various steps through the cooperation of the members of the organization. Recognizing the capabilities, aptitudes, needs and aspirations of career advancement of members in the industry The organization will achieve its goals.¹⁶ The operation to achieve the specified goals or objectives based on various factors such as money, materials, objects and procedures as operational equipment, the use of science and art, incorporating administrative resources into management processes to achieve the specified objectives, such as Effective which makes it possible to see the nature of management with purpose. Management is based on human factors. Administration requires resources Management is a fundamental component. Management has a process manner. Management is a joint operation of a group of people. The administration relies on the cooperation of individuals and of a group of people and the management is a logical cooperation. The art of using other people together with management factors to enable the activities to function as intended and to meet the expectations and opportunities for them to progress in their careers. management is the art of using people, money, materials, organization, and non-organization to achieve effective objectives.¹⁷ Management is an activity in which 2 or more people are working together to achieve one or many objectives together.¹⁸ The

¹⁴Terry, cited in Thanachon Poonsit, **Organizational Management and Management**, (Bangkok: Sahamitik, 1998), p. 20.

¹⁵Teerawut Boonyasophon and Wirapong Chaloejirarat, **Organization and Management**, (Bangkok: Aksorn paritas, 1991), p. 12.

¹⁶phayom Wongsarnsri, **Organization and Management**, (Bangkok: Prannok Printing, 1999), p. 36.

¹⁷Somkid Bangmo, **Administration**, (Bangkok: Thai Wattana Panich, 2002), p. 61.

¹⁸Simon A Herbert, **Public Administration**, (New York: Alfrcod A Kuopf, 1966), p. 3.

art of working to achieve common goals with others.¹⁹ Driving internal work to move forward by relying on others as a leader, guiding and stimulating the organization of others to achieve organizational goals, including encouragement, communication, planning and management.²⁰

Management administration, Development administration, even the administration (Service administration). Each word has a similar meaning that is clearly seen. There are at least 3 parts, namely 1. Guidelines or methods of public administration at government agencies or government officials to be used in government operations to help increase the efficiency of public administration 2. There is an administrative process consisting of 3 steps, namely thinking or planning, acting and evaluating 3. There are destinations to develop the country in the direction that leads to people's better quality of life as well as the nation has progressed and increased steadily for the different parts Each word has a different focus, that is, management emphasizes the use of management concepts of the private sector in public administration, such as aiming Profits, competition, speed, marketing, public relations compensation with compensation Reducing procedures etc., while the administration, development, policy, plan, program or activities of government agencies are geared for the administrative service. It emphasizes on providing convenience and services to the people. The Executive Program will give administrators reliable knowledge that must do anything within a particular situation to help them predict the results of their actions.

In conclusion, management is to allow groups of people in the organization to work together to achieve the common objectives of the organization. Management consists of planning Organization management Personnel selection Conducting or ordering and controlling the organization or efforts to achieve common objectives Resource management consists of the use and placement of

¹⁹Campbell F Roald, **Introduction to Education Administration**, (Boston: Allyn and Bacon, 1997), p. 6.

²⁰Chapman, **Supervisor Survival Kit**, 2nd ed, (California: Science Research Associates Inc, 1995), p. 3.

human resources. Financial resources technology resources and natural resources and also helps management with various organizations concepts.

Table 2.2 Summary of management concepts

Author/Source	Concept
Herbert A. Simon	Management refers to activities that two or more people are involved in to Achieve objectives.
Koontz, Harold & Cyril O' Donnell	Getting work done by relying on others.
Hutchinson, Jonh G.	Art or the ability to combine objects and manpower to achieve specified objectives.
Ernest Dale	The organization process and the use of various resources to achieve predetermined objectives.
Peter F. Drucker, cited in Sompong Kasemsin	The art of working to achieve goals with others within the organization's condition. Human resources are the main resources of organizations that come together to work in the organization, these people will use other material resources. Machinery, equipment, raw materials, capital, including various information in order to produce products or services, distribute and respond to satisfaction to the society.
Phrarachayanawisit (Sermchai Chayamangalo)	Management will focus on operating in accordance with the policy as planned, which is commonly used in business management. The term manager refers to the person in the organization responsible for the activities of resource management and other activities in order to achieve the objectives set by the organization.

Table 2.2 Summary of management concepts (Continued)

Author/Source	Concept
Siriwan Serirat and friends	Governance and group care and the operation or management of activities of the group or various organizations to achieve success in accordance with the policies and objectives of that organization with good efficiency
Chantharanee Sa-nguan Nam	Management in the form of practices that require knowledge, ability, experience, and skills of each executive to work to achieve the goal, which is to apply knowledge, principles and theories to work in order to suit the situation and Environment and management will have artistic characteristics.
Sutee Suthisombun	Operations to achieve goals or objectives based on various factors, including people, money, objects and work methods. Is operating equipment.
Luther Gulick, quoted in Somyot Navy	It is the obligation of the group leader that must manage both human and material resources to coordinate together to work together as an effective organization. And at the same time having to manage to bring the organization in relation to the internal and external environment to the best. Management is the science of management. What to do within a particular situation and help them predict the results of their actions.

Table 2.2 Summary of management concepts (Continued)

Author/Source	Concept
Terry, quoted in Thanarat Ponsit	Management is the use of science and art to bring educational resources into the management process to achieve the specified objectives efficiently. Hierarchical operations consisting of planning Organization, management, and control for achieving objectives and other resources.
Teerawut Boonyasophon and Wiraphong Chaloemjirarat	Management is a process management within an organization, which has a sequence of steps, with a group of people as an important mechanism for management, with funds, machinery and equipment Is also an element
Phayom Wongsarasri, (1999, p. 36).	The process by which managers use the arts and strategies to carry out the business in various steps through the cooperation of the members of the organization. Recognizing the capabilities, aptitudes, needs and aspirations of career advancement of members in the industry the organization will achieve its goals.
Somkid Bangmo	Management or management is the art of using people, money, materials, organization, and outside the organization to achieve objectives efficiently.
Simon A Herbert	Management is an activity in which 2 or more people are working together to achieve one or many objectives together.
Campbell F Roald	The art of working to achieve common goals with others.

Table 2.2 Summary of management concepts (Continued)

Author/Source	Concept
Chapman	Driving internal work to move forward by relying on others as a leader, guiding and stimulating the organization of others to achieve organizational goals, including encouragement, communication, planning and management.
Phayom Wongsarasri	The process by which managers use the arts and strategies to carry out the business in various steps through the cooperation of the members of the organization. Recognizing the capabilities, aptitudes, needs and aspirations of career advancement of members in the industry the organization will achieve its goals.

2.3 Concept and theory of POSDCoRB management

Process of administration or entrepreneurship in this administration sometimes is considered as a function of management. There are people who give different opinions. Some suggested that it should consist of planning, organization, calculation, coordination, and control, etc. However, in this study, the researcher used Gulick and Urwick's management process concepts. that introduced 7 management concepts with the acronym as "POSDCoRB", the result of Scientific management, which seeks to find ways to the best management. Gulick and Urwick summarized in the book "Papers on the Science of Administration" in the year 1936, which the researcher adopted as the first variable group in this study with details as follows²¹

²¹Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 37-38, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 58.

2.3.1 Planning

Planning is important for all types of administration. It is widely accepted that planning is an executive's mission that must be performed first in the management process because Planning is about determining the needs, actions, practices and results of future actions by using academic principles, reasoning, numbers, data and various problems together, planning therefore plays an important role in letting executives know what to do, where, and when, which will be a guideline for effective operations that can effectively meet the goals set.

The definition of planning

Nowadays, planning has been used in many project work units, from small departments to large events that executives educational administrator and many people know that the definition of planning is different, such as planning a wide project that the tasks that must be done long with the guideline and practice of that operation before taking action.²² Planning is an idea before any action is taken in the organization, planning must be done at least two levels: the first level is attention to the objectives, mission, or goals of organization²³ Planning is the purpose of the organization. Strategic planning for compliance with objectives with a hierarchical hierarchy of plans as well as related activities, both methods and goals²⁴ Plan is a process for setting goals and options for action, developing rules and procedures and

²²Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 37-38, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 8.

²³Northcraft, Gregory B., and Aargaret A. Neal, **Organizational Behavior: A Management Challenge**, (Fort Worth: The Dryden Press, 1994), p. 78.

²⁴ Robbins, Stephen P., Rolf Bergman, and Ian Stagg, **Management Englewood Cliffs**, (New Jersey: Prentice – Hall, 1997), p. 130.

predicting future results.²⁵ Planning is the process of defining objectives and determining actions to achieve the stated objectives.²⁶

There are also many Thai scholars. Speaking of planning, for example, planning is to decide in advance what to do (How many), why, when (where), where (who), who to do (whom). who is doing? How by using various factors such as Man, Money, Materials, Time and Management to coordinate and organize in a systematic way.²⁷ Planning can be described in 2 aspects as follows: 1. In terms of the way of life of an individual, planning is the decision to take action at any moment in the future. In order to achieve the desired objectives of the individual. 2. In terms of the administrative process of the organization or agency, planning is the operational process established by the organization or department to carry out any mission. Which is set to achieve in the future with efficiency or for maximum benefit. Planning is one of the important roles or responsibilities of an organization's executive to demonstrate the judgment, vision, and leadership genius of that organization. Planning is the science and art of organizational management that leads to the success or failure of the organizational management process.²⁸ Planning in other meanings, such as finding the best way to work with various factors. Available to achieve the most goals or as a process for making decisions in advance To choose a path for the future, what to do, when, and who does it.²⁹ Objective and courses of action for achieving goals.³⁰ It also refers to methods of making advance decisions for

²⁵Dessler, Garry, **Management Fundamentals: Modern Principles and Practices**. Reston, (Virginia: Reston Publishing Company, 1998), p. 680.

²⁶Schemerhorn, John R., Jr, **Management**, 5th ed., (USA: John Wiley & Sons, 1999), p. 7.

²⁷Siri-on Khantahut, **Organization and Management**, (Bangkok: Aksarapipat, 2004), p. 61.

²⁸Taweep sirirassamee, **Project Development Planning and Assessment**, 3rd edition, (Bangkok: Thailand Research Fund (TRF), 2002), p. 21.

²⁹Niramon Kitikul, **Organization and Management = Organization and management**, 9th edition, (Bangkok: Chulalongkorn University Printing House, 2003), p. 63.

³⁰Wittaya Danthamrongkun, **Administration**, (Bangkok: Third Wave Education, 2003), p. 128.

the future of the organization. Which is a function of management In the choice of who, what, where, and how, with work procedures Resource usage Management to achieve the desired objectives and goals.³¹or in the sense that the planning and policy formulation that today's executives are aiming for managing their organization to be excellent, must focus on the direction of the practices and work processes within the organization to achieve the goals and policies. as well as the ability to use process management efficiently.³²

In conclusion, planning is an alternative determination process. the decision-making process of defining objectives and goals step by step to the set goals, including the ability to use process management efficiently.

Table 2.3 Summarizes the concept of planning in the POSDCoRB management rocess

Author/Source	Concept
Luther Gulick	Is a broad project planning That there are tasks that must be done in order Along with the guideline and practice of that operation before taking action.
Northcraft, Gregory B., and Aargaret A. Neal	Planning is a thought before any action is taken in the organization. Planning must be done at least two levels: the first level is attention to the objectives, mission, or goals of the organization.
Robbins, Stephen P., Rolf Bergman	It is the purpose of the organization. Strategic planning for compliance with objectives with a hierarchical and hierarchical Hierarchy of plans as well as related activities, both methods and goals.

³¹Supaporn Phisanbut, **Project Planning and Management = Planning and Project Management**, (Bangkok: Suandusit Rajabhat University, 2004), p. 2.

³² Marisa Chaopruethipong, **3 The role of executives in the 21st century, (2005)**, [Online], Source: <http://www.consultthai.com/article/article/12.htm> / 2019 [20 August 2017].

Table 2.3 Summarizes the concept of planning in the POSDCoRB management process (Continued)

Author/Source	Concept
Dessler, Garry	It is a process for setting goals and options for action, developing rules and procedures and predicting future results.
Schemerhorn, John R., Jr.	It is a step in defining objectives and determining actions. To achieve the stated objectives.
Siri-on Khantahut	Determining in advance what to do (What), how (How many), why (when), when (Where), where (Who), who do (Who), who do (How) by using various factors such as people, money, materials, time and management to coordinate and organize.
Taweep sirassamee	<p>1 . The facet of an individual's life. Planning is the decision to make a particular action at any moment in the future. To achieve the desired objectives of each individual</p> <p>2 . In terms of the administrative processes of an organization or planning department, the operational processes established by an organization or department to carry out any task Which is set to achieve in the future with efficiency or for maximum benefit. Planning is one of the important roles or responsibilities of an organization's executive to demonstrate the judgment, vision, and leadership genius of that organization. Planning is the science and art of organizational management that leads to the success or failure of the organizational management process.</p>

Table 2.3 Summarizes the concept of planning in the POSDCoRB management process (Continued)

Author/Source	Concept
Niramom Kitikul	Finding the best alternative for operations using various factors. Available to achieve the most goals or as a process for making decisions in advance to choose a path for the future, what to do, when, and who does it.
Witthaya Danthamrongkun, (2003, p. 128).	Objective and courses of action for achieving goals.
Supaporn Phisanbut	How to make advance decisions for the future of the organization. Which is a function of management in the choice of who, what, where, and how, with work procedures Resource usage Management to achieve the desired objectives and goals.
Wirisa Chaophruetthiphong	Planning and policy formulation, in addition Today's executives who aim to manage the organization to excellence must focus on the laying out of guidelines and working processes within the organization to achieve their goals and policies. As well as the ability to use process management efficiently (Process Management).

In short, planning is the top priority for executives to focus on, as Lyndall Urwick and Luther Gulick have said about management. The so-called POSDCoRB and Henri Fayol said that management must do the following: organization planning Coordination, coordination and control, and Newman and Summer Including Harold Koont and Cyril O'Donnell also have the same opinion. Making planning an important practice to determine the direction for everyone to know the purpose of the organization will help managers and operators see future plans to have goals and make rational decisions in accordance with Gunt and O'Donnell that "If without

planning Decisions, actions tend to be haphazard"and Insorn Buakiew said The planning process involves a decision that is currently made. In order to allocate resources for work to achieve various objectives in the future to enable the organization to adapt to the changing environment.

2.3.2 Organizing

In departments or in any organization, It is necessary to have various regulations within the organization so that the agency or organization can perform various tasks. Organizing is therefore a process that can create relationships between the work and physical factors of the organization to create a model so that they know the role and position that they have received so that various businesses of the organization to proceed efficiently to achieve the goal set forward.

The definition of organization

Many scholars have given the definition regarding the organization as follows: Organization is the layout of the project or the layout of the administration by determining the authority of the sub-department or of various positions of the department clearly, as well as specifying the nature and method of contact which relates to each other in a hierarchy of power and authority that is descending³³when the organization plans then the organization must have to prepare resources that are materials and equipment and the people to make the plan work as planned.³⁴social gathering to control the operations to meet the group's objectives.³⁵Organization is a tool to help achieve the objectives.³⁶ It has the duty of collecting and coordinating human resources, finances, physical environment, data and various resources that

³³ Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 39-40, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 78.

³⁴ Northcraft, Gregory B., and Aargaret A. Neal, **Organizational Behavior: A Management Challenge**, (Fort Worth: The Dryden Press, 1994), pp. 6-8.

³⁵ Huan Pintupan, **Professional Executive**, (Bangkok: PhantuPan Printing, 2006), p. 9.

³⁶ *ibid.*, p. 10.

are needed to achieve the goal.³⁷ An organization is an organization of people working together to achieve a specific purpose or organization Is a procedure for organizing the people and resources used in the work to achieve the purpose of work etc.³⁸

In conclusion, an organization is the formulation of a project or project layout of management by defining the authority of sub-departments or positions. Of the department clearly, as well as specify the nature and method of contact Which relates to each other in a hierarchy of power and authority that is descending When the organization has a plan, it is necessary to prepare materials, equipment, and people as planned. In addition, there will be social grouping to control the operations to meet the goals. There are social groups in order to perform well. Both in human resources, finances, physical environment Necessary information and resources etc.

Table 2.4 Summary of the concept of organization in the management process according to POSDCoRB principles

Author/Source	Concept
Luther Gulick	The layout of the project or the layout of the administration by determining the authority of the sub-department or of various positions. Of the department clearly, as well as specify the nature and method of contact Which relates to each other in a hierarchy of power and authority that is descending.

³⁷ Bateman, Thomas S., and Scott A. Snell, **Management: Building Competitive Advantage**, 4th ed., (Boston: Irwin McGraw-Hill, 1999), p. 4.

³⁸ Schemerhorn, John R., Jr., **Management**, 5th edition., (USA: John Wiley & Sons, 1999),

p. 7.

Table 2.4 Summary of the concept of organization in the management process according to POSDCoRB principles (Continued)

Author/Source	Concept
Northcraft and Neal	Organization is when the organization is planning Then the organization must have to prepare resources that are materials and equipment And the people that need it to make the plan work as planned.
Buchanan and Huczynski, quoted in Huan Pintupan	Organization is a group of social groups to control the operations to meet the objectives of the group.
Morgan quoted in Huan Pintupan	Organization is a tool to help achieve the objectives.
Bateman and snell	Organizing is the function of collecting and coordinating human resources, finances, physical environment, data and various resources. That is needed to achieve the goal.
Robbins and Couler	The organization is a collection of individuals working together to achieve a specific purpose.
Schemerhorn	Organization Is a procedure for organizing the people and resources used in the work to achieve the purpose of work.

In conclusion, the organization is to divide the work into groups according to the characteristics, duties, responsibilities, and determine the relationship of duties for coordination. The aim of the organization is to work together effectively. With joint missions and certain objectives or policies in order to fulfill those missions.

2.3.3 Staffing

Staffing is one of the important factors that will make work successful. especially the World Heritage City of Ayutthaya consisting of personnel from many sectors working together. Personnel management is like the heart of management. In other words, whether management requires a person to do it. The job to be

accomplished as planned. Inevitably depends on the persons who are knowledgeable and capable, suitable for the assigned position in sufficient amount that is satisfied with the work and knowledge development. Enthusiasm in working to achieve the objectives will certainly benefit that department.

The definition of staffing

Many scholars have given the definition of personnel management, such as the personal work of the department, including recruitment, appointment, development, promotion demotion, retirement, nourishing and enhancing good working atmosphere.³⁹ Personnel management is the job that consists of bringing people into an organization and treating people. Including labor and management strategies.⁴⁰ Personnel management is a job that consists of bringing people into the organization and treating people. Another important part that must be brought to understand and study together is the work in labor (trade unions, wages, welfare, safety, health and environment) and personnel management strategies⁴¹ that includes the art of recruiting and selecting people to work in the organization, assigning human development work, and staffing, with regard to the effectiveness of the organization's products or services.⁴² It is the mission of every executive to focus on all activities relating to personnel to make the human factor of the organization the most effective human resource at all times that will result in achievement of the organization's goals. Human resource management means managing all aspects related to personnel in that organization so that they will be able to work efficiently with the full knowledge of each individual as much as possible. At the same time,

³⁹Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 39-40, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 78.

⁴⁰Thompson, A. A., and A. J.Strickland, **Strategic Management: Concepts and Cases**, 8th edition., (Chicago: Richard D. Irwin, 1995), p. 45.

⁴¹Steiner, G., **Strategic Planning: What Every Managers Must Know**, (New York: Simon & Schuster, 1997), p. 78.

⁴²Siri-on Khantahut, **Organization and Management**, (Bangkok: Aksara Pipat, 2004), p.108.

knowledge and the ability has been increased for that personnel In order to build morale and progress in work which will create the most successful outcomes for both the organization and the personnel This includes the relationships between personnel in the organization⁴³including the process by which the executives of the organization share knowledge and experience in the selection and selection process And putting people with suitable qualifications to work in the organization as well as interested in maintaining and developing the personnel of the organization to have more knowledge and capabilities to have good health and good mind at work as well as helping to strengthen the security for personnel who have to leave work for some reasons to be able to live happily in society.⁴⁴ Throughout the mission of every executive and of the personnel specialist in particular which aims to perform in all activities relating to personnel So that human resource factors of the organization are the most effective human resources at all times that will result in the achievement of the organization's goals.⁴⁵

In conclusion, human resource management means the personal work of the department which is recruitment, appointment, development, promotion and demotion, retirement nourishing and enhancing a good working atmosphere with bringing people into the organization and treating people Including labor and management strategies. In addition, it is the mission of every executive to focus on various human resource activities in order to be effective at all times and make personnel happy at work.

⁴³Woraphong Rawirat, **Human resource planing**, (Bangkok: Personnel Management Association of Thailand, 2003), p. 156.

⁴⁴Suda Suwannaphirom, **Lecture Notes 230361 Personnel Management**, (Chonburi: Burapha University, 2003), p. 97.

⁴⁵Insorn Buakiew, **Essence of Community Administration**, 2nd edition., (Bangkok: Pirab, 2004), p. 157.

Table 2.5 Summarizes the concept of staffing in the POSDCoRB management process

Author/Source	Concept
Gulick, Luther, and L. Urwick	Is a personal work of the organization, including Recruitment, recruitment, appointment, development, promotion and demotion. Retirement Nourishing and enhancing a good working atmosphere
Thompson, A. A., and A. J.Strickland	Personnel management is a job that consists of bringing people into the organization and treating people. Including labor and management strategies.
Steiner, G.	Personnel management is a job that consists of bringing people into the organization and treating people. Another important part that must be brought to understand and study together is the work in labor (trade unions, wages, welfare, safety, health and environment) and personnel management strategies.
Siri-on Khantahut	The art of recruiting and selecting people to work in the organization. Assign human resource development tasks and assign employees to consider the effectiveness of the organization's products or services.
Woraphong Rawirat	It is the mission of every executive to focus on all activities relating to personnel. So that the human factors of the organization are the most effective human resources at all times.

Table 2.7 summarizes the concept of staffing in the POSDCoRB management process

Author/Source	Concept
Suda Suwannaphirom	Is a process by which the executives of the organization share knowledge and experience in the selection and selection process and putting people with suitable qualifications to work in the organization as well as interested in maintaining and developing the personnel of the organization to have more knowledge and capabilities.
Insorn Buakiew	Personnel management refers to the mission of every executive. And of the personnel specialist in particular Which aims to perform in all activities relating to personnel So that human resource factors of the organization are the most effective human resources at all times That will result in the achievement of the organization's goals.

In conclusion, personnel management is the operation of the department to enable personnel to work efficiently in positions using the process according to various steps focusing on planning, filling, designation, development, encouragement, in line with Luther Gulic, saying that managing people Is a personal work of the organization, including recruitment, appointment Development, promotion, and demotion retirement nurturing and enhancing a good working atmosphere, as Thomson and Strukland said, human resource management is a job that involves bringing people into the organization and treating them including labor and strategy that administration allows executives to see the importance of placing people more suitable for their positions.

2.3.4 Directing

Directing is an integral part of management, in which the management has established guidelines for personnel to perform their duties. Therefore it is another

factor that is necessary in the administration. Supervisors or those who are responsible for various departments must have the ability to supervise assignments, supervise the operation to be effective so that that department is Proceeded well.

Definition of Directing

Many scholars have given the meaning of the director, for example, as a command and control command and supervise operations Job assignment and performance tracking according to that order, ⁴⁶ assignment or order to do any business after careful analysis and consideration including following up and monitoring to ensure compliance with that order.⁴⁷ This also includes directing, supervising, and monitoring in order for the work to proceed according to the plan or target set, ⁴⁸ as well as directing that is another important duty of management to leading organizations to succeed quickly Most organizations have clear directions that are clearly defined so that employees can be aware of and understand the direction of the organization. It is very important for executives to spread information and roles down to executives and employees at various levels. Working in an organization today has to compete with time and business competitors without waiting for the sole executive's decision. Many successful organizations use decentralized decision-making methods with employees appropriately at each level depending on the ability of the employees. It is another duty of executives to develop employees or personnel in their departments.⁴⁹

It can be concluded that the directors decide control and supervise operations to achieve the target of the departments. It is also the duty of the

⁴⁶Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 39-40, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 115.

⁴⁷Anthony, William P., **Management Competencies and Incompetencies**, (Philippines: Addison-Wesley Publishing, 1981), p. 10.

⁴⁸Siri-on Khantahut, **Organization and Management**, (Bangkok: Aksara Pipat, 2004), p. 166.

⁴⁹Marisa Chaopruethipong, **3 The role of executives in the 21st century, (2005)**, [Online], Source: <http://www.consultthai.com/article/article/12.htm> / 2005. [7 October 2018].

executives to clearly specify the direction so that personnel will know and understand the job with decentralized power distribution appropriately depending on how the management considers the workload of the personnel.

Table 2.6 Summary of the concept of directing in the POSDCoRB management process

Author/Source	Concept
Gulick, Luther, and L. Urwick	It is a command and control decision. And supervising operations Job assignment and performance tracking according to that order.
Anthony, William P.	Assignment or order to do any business after careful analysis and consideration Including following up and monitoring to ensure compliance with that order.
Siri-on Khanhut	Directing Supervision and monitoring in order for the work to proceed according to the plan or target set.
Marisa Chaophruetthiphong	Directing or directing It is another important duty of management. Leading organizations that succeed quickly. Most of the organizations are executives in which the organization's directions are clearly defined. And for employees to be aware and understand the direction of the organization It is very important for executives to spread information and roles. Down to executives and employees at various levels Clearly too.

It can be concluded that the director is the direction of the operation with mutual care depending on each other by linking together in each department so that the work is carried out smoothly with no problems with the organization as scholars have given meaning, such as Luther Gulick said that the director is a commander to control and supervise operations, assignment and monitor the performance of that order. Anthony said that the assignment or order to do any business after careful

consideration including following up and monitoring the implementation of such orders, etc.

2.3.5 Coordinating

In various organizations or departments, there needs to be coordination to make various events systematic and consistent without duplication of operation and that work will continue well through collaboration.

Definition of coordinating

Many scholars have defined the meaning of coordination, such as coordination or relations with different departments or positions within an organization or department in order to create efficient work without duplication or conflicts but all work together to harmonize the main objectives of the organization together.⁵⁰ Providing that people in the organization work in relation and consistent and still are aware of the responsibilities, objectives, goals and standards of practice of the organization.⁵¹ Common relationships is Developed between individuals, groups, and sub-systems of related organizations to achieve the goal.⁵² People in the organization work in relation and consistent and are aware of the responsibilities, objectives, goals and standards of practice of the organization.⁵³ Also it means working group or the agency that works in collaboration to achieve the specified goals in the desired time period⁵⁴ including the management coordination between

⁵⁰Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 39-40, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 119.

⁵¹Northcraft, Gregory B., and Aargaret A. Neal, **Organizational Behavior: A Management Challenge**, (Fort Worth: The Dryden Press, 1994), p. 154.

⁵²Siriwan Serirat and friends, **Marketing Strategy and Marketing Management**, (Bangkok: Educational Development, 2002), p. 174.

⁵³Siri-on Khantahut, **Organization and Management**, (Bangkok: Aksara Pipat, 2004), p. 109.

⁵⁴Suda Suwannaphirom, **Lecture Notes 2303161 Personnel Management**, (Chonburi: Burapha University, 2003), p. 125.

the various departments in the organization in order to work in line with the organization's goals communication. Good executives must have the ability to communicate with people at all levels and all related parts to create understanding both within the organization and between the organization and the third party. Good executives must have duty to control Various operations to be in accordance with the policies and plans set forth.⁵⁵

In conclusion, coordination refers to the work of a group of people or agencies working in collaboration, working together to achieve the specified goal including the arrangement for people in the organization to work in relation and consistent by being aware of the responsibilities, objectives, goals and standards of practice of the organization. in addition, there must be coordination or relationship with different departments or positions within an organization or department in order to create efficient work No duplication or conflicts but all departments work together in harmony for the primary objectives of the organization together.

Table 2.7 Summary of Coordinating in the management process according to POSDCoRB principles

Author/Source	Concept
Gulick, Luther, and L. Urwick	Coordination or relations of different departments or positions Within an organization or department in order to create efficient work No duplication or conflicts But all departments work together to harmonize the main objectives of the organization together.
Northcraft, Gregory B. and Aargaret A. Neal	Coordination is the arrangement for people in the organization to work in a relationship that is consistent. Which must be aware of the responsibilities, objectives, goals and standards of practice of the organization.

⁵⁵Marisa Chaophruethipong, 3 **The role of executives in the 21st century, (2005)**, [Online], Source: <http://www.consultthai.com/article/article/12.htm> / 2005. [7 October 2018].

Table 2.7 Summary of Coordinating in the management process according to POSDCoRB principles (Continued)

Author/Source	Concept
Siriwan Serirat et al.	Coordination is the development of mutual relations between individuals, groups and subsystems of related organizations. To achieve the goal.
Siri-on Khantahut	Is to provide people in the organization to work in relation and consistent Which must be aware of the responsibilities, objectives, goals and standards of practice of the organization.
Suda Suwanphirom	Coordination is the work process of a group of people. Or the agency that works in collaboration Working together to achieve the specified goals in the desired time period.
Marisa Chaophruetthiphong	The executives coordinate between departments in the organization. In order to work in line with the organization's goals Communication Good executives must have the ability to communicate with people at all levels. And all related parts to create understanding both within the organization and between the organization and the third party Is the duty of control Various operations to be in accordance with the policies and plans set forth.

It can be concluded that the coordination is a joint operation, resulting in efficiency of the organization in order to achieve the objectives set. In accordance with many scholars such as Luther Gulick who said Coordination or relations of different departments or positions within an organization or department in order to create efficient work without duplication or conflicts, but every department works harmoniously for the main objectives of the organization together, etc.

2.3.6 Reporting

In various organizations or departments, reporting is necessary for the supervisor or management to be aware of the movement. The possibilities in that organization or department and if problems occur, they can be improved in a timely manner resulting in greater management efficiency.

The definition of Reporting

Many scholars have given the meaning of reporting, such as reporting to supervisors or related departments. In order to know the progress of the operation and to facilitate coordination to create a good understanding together, the report must contain evidence, periodically diagnosed, evaluated and inspected.⁵⁶ Or the duty of executives to report work-related activities to all parties in the organization and should report the results of operations that can be disclosed for society outside the organization to know in order to publicize an organization and give the opportunity for society to examine the organization's operations as well, showing the transparency of the organization (Transparency).⁵⁷

In conclusion, reporting means reporting to executives or departments that are above themselves under their control. To be aware of the progress of operations and decision-making of executives Create mutual good understanding. Which must be recorded as evidence reports Periodically diagnosed, evaluated and inspected in addition, the executives themselves must have a duty to report work movements to all parties to be informed. And have to report in the disclosure section by letting the outside society get to know too Which will be a public relations organization in itself.

⁵⁶Luther Gulick and Lyndall Urwick, **Papers on the Science of Administration**, (New York: Institute of Public Administration, 1937), pp. 39-40, quoted in Santi Bunpirom, **Academic Administration = Academic affairs administration**, (Bangkok: book Point, 2009), p. 124.

⁵⁷Marisa Chaophruethipong, **3 The role of executives in the 21st century, (2005)**, [Online], Source: <http://www.consultthai.com/article/article/12.htm> / 2005 [7 October 2018].

Table 2.8 Summary of Reporting in POSDCoRB management processes

Author/Source	Concept
Gulick, Luther, and L. Urwick	Report to supervisors or related departments in order to know the progress of the operation and to facilitate coordination to create a good understanding together, The report must contain evidence, and be eriodically diagnosed, evaluated and inspected.
Marisa Chaophruetthiphong	Reporting (Management) is responsible for reporting on work movements for all parties in the organization and should report the results of operations that can be disclosed for society outside the organization to know in order to publicize an organization and give the opportunity for society to examine the organization's operations as well to show the transparency of the organization (Transparence).

2.3.7 Budgeting

Budgeting is essential in every level of every department's administration. All organizations need to prepare budgets for income and expenditures of all departments including forward-looking statements of revenue and expenditure which will increase or decrease in the future to make the financial management of the department more efficient.

The definition of budgeting

Many scholars give the definition of budgeting such as the preparation of a financial budget. Planning or project spending, accounting and supervision of spending or checking accounts carefully and concisely⁵⁸ or the written operation plan of any organization for a certain period of time in the future. This budget plan may

⁵⁸ Gulick, Luther, and L. Urwick, eds., *Paper on the Science of Administration*, (New York: Institute of Public Administration, Columbia University, 1939), p. 153.

be a long-term plan that covers 3 or 5 or 10 years or may be a short-term plan which is usually an action plan for a period of 1 year or 6 months.⁵⁹ It also means a numerical report that predicts activity levels that occur or the desired activity level⁶⁰ The present day senior executives have the duty to procure, approve, and control the use of the organization's budget for maximum benefit. Not to lack liquidity and sometimes have to act as a representative of the organization to negotiate with various financial institutions to find funding for the organization. Budget means determining the amount of money spent this year and next year and foreseeing the changes each year in many directions then compare and improve.⁶¹

In conclusion, budgeting means determining the amount of money spent each year. Both this year and next year. Considering changes in which direction the numbers are moving, making comparison then improve the numbers for further development etc.

⁵⁹Penkae Sanitwong Na Ayutthaya, **Budgeting**, 8th edition, (Bangkok: Faculty of Commerce and Accountancy Chulalongkorn University, 1999), p. 1.

⁶⁰ Huan Phintupan, **Professional Executive**, (Bangkok: Phantupan Printing, 2006, p. 1.

⁶¹ Marisa Chaophruehthipong, **3 The role of executives in the 21st century, (2005)**, [Online], Source: <http://www.consultthai.com/article/article/12.htm> / 2005. [7 October 2018].

Table 2.9 Summary of Budgeting in the POSDCoRB management process

Author/Source	Concept
Gulick, Luther, and L. Urwick	Budgeting is a financial budgeting Planning or project spending, accounting and supervision of spending or checking accounts carefully and concisely.
Penkhae Sanitwong Na Ayutthaya	Making a written operational plan of any organization for a certain period of time in the future This budget plan may be a long-term plan that covers 3 or 5 or 10 years or may be a short-term plan which is usually an action plan for a period of 1 year or 6 months.
Colin beer	Numeric reports that predict activity levels occurring at the desired activity level.
Marisa Chaophruetthiphong	Budgeting is the chief executive's function in modern times, responsible for procuring, approving, and controlling the organization's budgets for maximum benefit.

In conclusion, budget is an important tool for management planning because in the preparation of the budget plan the management must specify the objectives of the business for which it is aimed. Set a goal in order to achieve the said objectives. There must be a goal in which the duration must be done. However, the duties of various departments as what is it, what must be done to ensure the work of the entire business to meet its goals. In accordance with Beer and Colin, the budget definition is numeric report which predicts activity levels that occur or the desired activity level. As Phenkhoe Sanitwong Na Ayudhya said that it is a written operation plan of a particular organization for a future period. This budget plan may be a long-term plan that covers 3 or 5 or 10 years or may be a short-term plan which is usually an action plan for a period of 1 year or 6 months causing management to give priority because if there is not budget the work would not be able to achieve the desired result.

2.4. Theory of Effectiveness

Effectiveness Theory and Organizational Effectiveness⁶² There are two basic approaches to organizational effectiveness, the goal model and the resource acquisition model. The third model dealing with participants satisfactions.

The goal model of organizational effectiveness has its roots in Weber's⁶³ seminal work. It is essentially a rational model of organizations that is simple and complex. In its simple version, effectiveness has been defined as "the degree to which an organization realizes its goals"

Key concepts in early organizational theory are rationality, effectiveness, efficiency and control. Max Weber's conception of formal rationality, scientific management, human relations theory, and decision-making theory each address issues of rationality, effectiveness, efficiency and control in organizations. However, the different theories do not make the same assumptions, leading theorists to different claims of how organizations work and their effects on individual behavior. Organizational Rationality, Effectiveness, Efficiency and Control. Formal rationality, scientific management, human relations theory and decision-making theory each address issues of rationality, effectiveness, efficiency and control in organizations. Before explaining the similarities and differences between the different theories, I will first define key concepts.

Organizations are purposeful collective action structures. This means that organizations are made up of multiple individuals working together to accomplish a goal. How they work together to achieve a goal depends on organizational structure. Organizational structure is the patterns of relations between individuals. Organizational structure is related to organizational rationality, efficiency, effectiveness and control systems.

Rationality connects individuals with organizations. Rationality is the reasoning behind individual behavior. Individual rationality is dependent upon

⁶²Richard H. Hall, John P. Clark, "An Ineffective Effectiveness Study and Some Suggestions for Future Research", *The Sociological Quarterly*, Vol. 21 No. 1 (1980): 77-96.

⁶³Weber, M., *The Theory of Social and Economic Organizations*, (New York: Free Press, 1947), p. 49.

one's position within the organizational structure. For example, a janitor may see coffee spilled all over the floor. This would likely cause the janitor to reason it is her job to clean it up and take actions to do so. On the other hand, a manager may see coffee spilled all over the floor. This would likely cause the manager to reason it is not her job to clean it up but she should report it to someone to get the janitor to handle it. In short, organizational structure affects rationality and individual behavior.

Organizational structure affects the behavior of individuals in organizations completing purposeful tasks to achieve a collective goal. As such, organizational structure also affects the efficiency and effectiveness of organizations. The effectiveness of an organization is the adequacy of the organization in achieving its desired goal. On the other hand, efficiency is the extent to which resources are minimized and outputs maximized in the pursuit of achieving the desired goals. Whereas effectiveness focuses on just the end outcome, efficiency focuses on economizing the means by which the group achieves their goal. Formal rationality, scientific management, human relations theory and decision-making theory each address efficiency and effectiveness, as researchers search for the best form of social organization. However, the consistency of individual rationality and the efficiency and effectiveness of organizations is dependent upon control systems built into the organizational structure.

Control is the power to determine individual behavior. Control systems are built into organizational structures in order to influence individual rationality, maintain consistency and enhance the efficiency and effectiveness of organizations. As such, control is a critical aspect of formal rationality, scientific management, human relations theory and decision-making theory.

Although formal rationality, scientific management, human relations theory and decision-making theory each address issues of rationality, effectiveness, efficiency and control in organizations, they all have different assumptions which leads to competing claims about how organizations work and effect on individuals.

Formal Rationality Weber's concept of formal rationality is developed in his pursuit of answering the research question: How do formal organizations work? In order to answer this question, Weber uses ideal types. An ideal type is a mental

construct that facilitates understanding not because it reflects the empirical world in precise detail, but because it reflects the salient and conspicuous features of the real world. Weber's claim about how organizations work can be understood through his definition of the ideal types of authority, bureaucracy and officials.

Weber describes three different ideal types of authority: legal rational authority, charismatic authority and traditional authority. Unlike charismatic authority and traditional authority, legal rational authority is impersonal- authority is not tied to the individual but their position within a formal organization. According to Weber, modern society is increasingly characterized by legal-rational authority, which increases the importance and prevalence of bureaucracies and officials.

From the formal rationality perspective, the most prevalent organizational structure in modern society is the bureaucracy. According to Weber, the bureaucratic ideal type consists of different characteristics: (1) Bureaucracies have rules and regulations and the authority to give commands and designate official duties, (2) Bureaucracies are hierarchical with ordered authority and the ability to manage turnover, (3) Bureaucracies consist of formal written documentation of activities, thus establishing an organizational history, (4) Bureaucracies are made up of bureaucratic managers who are experts and receive specialized training, (5) Bureaucracies are ideally operating at full working capacity, and (6) Bureaucratic managers are subject to a set of stable and learnable rules. In short, from this perspective, organizations are characterized by bureaucracies and bureaucratic managers (i.e., officials).

According to formal rationality, bureaucracies are maintained by officials. From Weber's ideal type, officials are individuals pursuing a career within a bureaucracy with the following characteristics: (1) Officials have social prestige compared to the governed, (2) Officials are appointed by a superior with bureaucratic authority, (3) Officials receive life-tenure, (4) Officials receive compensation through a fixed salary, and (5) Officials are set for a lifelong career advancing thin the hierarchical structure of the bureaucracy. From the formal rationality perspective, modern organizations work as systems of legal-rational authority maintained by officials. Although Weber's theory of bureaucracies focuses on formal, legal-rational

aspects of organizations which affect individual rationality, according to Weber, rationality consists of both formal and substantive rationality. Formal rationality is the written rules and regulations guiding individual behavior, whereas substantive rationality is the group value orientations that guide behavior. Although Weber's ideal type of bureaucracies emphasizes the formal rational aspects affecting individual behavior, this does not mean he believed individuals in bureaucracies are not influenced by value orientations. This is because ideal types do not reflect the empirical world in detail, they just represent the salient and conspicuous characteristics of empirical reality.

According to Weber, bureaucracies are currently the most efficient and effective form of social organization. Whereas traditional and charismatic authority systems allow for personal relations to affect the treatment of individuals within organizations, the ideal bureaucratic type promotes equal treatment and universalism (Perrow 1986). Bureaucracies have technical advantages, as they ensure continuity and reduce personal friction. From the formal rational perspective, organizations are systems of control through formal rational means. Organizational control is ensured through the development of the bureaucratic structure and maintained through formal lines of authority, formal lines of communication and information flow between those two lines (McNeil 1978). Organizations control individual behavior by setting individuals in formal roles within the organizational hierarchy, controlling how they communicate with others based on their position and influencing what information they receive. Control systems emerge as formal rational tools helping organizations achieve their goals and they expand along with the bureaucratic structure. For example, after facing problems with employee turnover or inconsistency of employees in completing the same task, a company might create standard operating procedures, which is a set of rules and regulations determining precisely how tasks should be completed. Control systems influence the rationality of officials in regards to precisely how and when to complete tasks and can be used to increase organizational efficiency. In short, from the formal rational perspective, bureaucracies work as a control system of written rules and regulations which determine the behavior of officials.

Scientific Management Whereas Weber focuses on how organizations work, scientific management scholars focus on how organizational control can increase the productivity and efficiency of organizations. Since scientific management views organizations as instruments of production, they tend to focus on the production process aspect of the organizational structure. The production process is the observed patterns and ways of work. Scientific management scholars assume the work process can be broken down and quantified. Managers can internally control the production process and, through economic incentives and formal controls, influence worker rationality in order to increase organizational efficiency (Taylor 1970). Like formal rationality, scientific management assumes organizational structure exists to advance collective goals. Scientific management also makes certain assumptions about rationality in organizations. However, scientific management assumptions of rationality are very different from Weber. Weber sees rationality as both substantive and formal, whereas scientific management theory does not acknowledge substantive rationality. Under scientific management, rationality is strictly viewed through a positivist lens, where things are assumed to be able to be unbiased, calculable and comparable. Scientific management focuses on the formal aspects of organizations and does not account for the substantive values associated with human rationality.

Like Weber, scientific management sees bureaucratic control as an instrument to increase the efficiency and effectiveness of organizations. However, scientific management tends to focus on organizational efficiency over organizational effectiveness. According to Taylor⁶⁴ (1970), managers have the responsibility to ensure organizational efficiency by controlling the labor process. Managers can increase the efficiency and effectiveness of organizations through scientific management principles applied to maximize worker incentive. In short, from the scientific management perspective, managers should determine and quantify all of the factors influencing the production process and use scientific tests to formally arrange the production process in a way that maximizes organizational efficiency.

⁶⁴ Taylor, (1970).

Whereas formal rationality focuses on the way formal rules and regulations control the behavior of individuals in organizations, scientific management focuses on the way managers can influence the formal rules and regulations which determine individual behavior. From the scientific management perspective, organizational control can be ensured by managers through the scientific management of the work process. Control systems emerge as a result of management efforts to increase efficiency. Control systems are maintained by managers and are used to influence individual rationality and motivate workers to increase their productivity. In conclusion, from this perspective, organizations work due to managerial control of the production process.

In conclusion, the effectiveness theory concentrates on Rationality, Efficiency and Control

Table 2.10 Summary of Effectiveness Theory

Author/Source	Concept
Hall, Richard. H.	Budgeting Is a financial budgeting Planning or project spending, accounting and supervision of spending or checking accounts carefully and concisely.
Weber	Making a written operational plan of any organization for a certain period of time in the future This budget plan may be a long-term plan that covers 3 or 5 or 10 years or may be a short-term plan which is usually an action plan for a period of 1 year or 6 months.
Taylor	Numeric reports that predict activity levels occurring at the desired activity level.

2.5 Context of the research area

Baan Eua-Arthorn, or Affordable Houses, one of the NHA's quality housing development projects has been developed with a keen awareness of the significance of the institution of family and in the hope that this project would serve government policy in providing standard residential quarters for the target groups. These include the disadvantaged, low-income earners, junior civil servants and government employees, all with not more than 22,000 baht / month income per family (income as of 2006 - present). Project implementation began in 2003. The government provides subsidies in the amount of eighty thousand baht per unit for the cost of construction of public utilities. As of December 2006, there are seventy-two completed projects encompassing 65,293 housing units in total.

From February 2003 to November 2006 there were 1,075,608 applicants on the list to become Baan Eua-Arthorn Project residents. The required residential units were allocated through a process of drawing lots. Those who missed the chance to have a right in their first-priority selected project are still eligible for another project that they specified in their applications. There is no need for them to reapply. However, they have to reconfirm their right. The NHA has already allocated 252 projects containing 323,474 units to owners. Of this total, 158,726 units are already signed and contracted. Out of those, there are 26,780 completed units that have already been delivered to their occupants. After the completion of construction and occupation by the residents, the NHA has to be responsible for community management in order to improve the quality of life of community members. The Eua-Arthorn culture has been crafted as a tool to encourage the community to have a "caring-for-each other" culture in four distinct areas: physical culture, economic culture, service culture and social culture. These ideals should create a livable community consisting of residents who help, care for and respect each other's rights. National Housing Authority has developed Baan Eua Arthorn, Affordable Housing projects in Huan, Prachuab Kirikhan Province areas, Baan Eua Hua Hin 1 is located at Khaotao, Nongkhae Sub-District, Huahin District, Prachuab Kirikhan Province. The facilities that were provided with the project were 24 hours security surveillance and

other facilities. The project is also nearby many important places, such as Rajamonkol Ratankosin Institute of Technology, Royal Memorial Park, and tourist attractions such as Khao Takieb Mountain Monastery, ETC. There are a number of other Apartment developments located in the area of National Housing Authority Hun Hin 1 including:

Wan Vayla Hua Hin - Khao Tao - within 361 m

Malibu Kao Tao - Hua Hin - within 457 m

Chelona huahin condo - within 578 m

Celeste Hua-hin - within 735 m

Sivana HideAway Pool Villas - within 821 m

Carapace Huahin-Khaotao - within 824 m

Kura Kura Sea - within 921 m

Phu Montra - within 993 m

National Housing Authority has assistant measurement to help customers effected by Covid-19 pandemic, such as 3 moths rental and down payment postponement, 3 moths rental reduction, 50 percent rental fee reduction, Etc. The research will be conducted at Affordable or Baan Eua Arthorn projects at this Huan Hin District in Prachuab Kirikhan Province areas.

2.6 Related Research work

2.6.1 Research related to Affordable Housing Project or Baan Eua

Arthorn project

Krisda Plangsiri and others⁶⁵ conducted research on Antecedents Affecting the Quaiy of Life of Residents in Baan Eua Arthorn Housing Project in Bangkok Metropolitan Areas with the objectives of this research were to study the present condition quality of life of residents in Ban Uea Athon Housing Project (BUAHP) and antecedents, namely, leadership of the community head, economic status of residents in the Project, the government's housing policy concerning the

⁶⁵Krisda Plangsiri and Others "Antecedents affecting the quality of life of residents in Baan Eua Arthorn Hpusing Project in Bangkok Metropolitan Area", **Journal of the Association of Researchers**, Vol. 16 No. 3 (July-December 2011): 142-150.

BUAHP, participation of community members, knowledge and understanding of community members, and conditions of the community environment; and to study the relationships of antecedents with quality of life of residents in the BUAHP. A questionnaire and interviewing were employed to collect research data from 396 residents in the BUAHP. Research data were analyzed with descriptive statistics and multiple regression analysis with the use of structural equation modeling (SEM). Research findings showed that quality of life of residents in the BUAHP and antecedents, namely, leadership of the community head, the government's housing policy concerning the BUAHP, the economic status of residents in the Project, the community environment, and participation of community members were at the good level; while knowledge and understanding of community members was at the high level. Furthermore, findings from multiple regression analysis with the use of SEM indicated that the antecedents that significantly affected on quality of life of residents as follows: the community environment, the government's housing policy concerning the BUAHP, participation of community members, economic status of residents in the Project, and knowledge and understanding of community members. Also, those factors could predict the quality of life of residents at 75 percent.

Patmaporn Ratanapradab and Yingsawat Chaiyakul⁶⁶ conducted research on Design Guidelines for Improving Energy Saving and Environmentally Friendly Building of Two-Story Detached House in Eur Arthorn Housing Project, Khon Kaen with two main parts: firstly the field surveys were conducted in eight houses to collect physical data and to make field measurement for evaluating energy savings and environmentally friendly aspects; secondly, the guidelines for improving the house design were proposed by analysis the results from the survey and the evolutions. The first field survey showed that the residents required more occupying space. Because of this, there were various methods to improve the original design in the project. The original design of the house was done with the limitation of the

⁶⁶ Patmaporn Ratanapradab and Yingsawat Chaiyakul, "Design Guidelines for Improving Energy Saving and Environmentally Friendly Building of Two-Story Detached House in Eur Arthorn Housing Project, Khon Kaen", **Academic Journal of the Faculty of Architecture**, Vol. 10 (2021): 3746.

construction cost. The structure materials of building chosen were cheap and had little external protection. The results from evaluating energy savings and environmentally friendly building and from analyzing feasibility and costs compared with original design showed that two important criteria are the building envelopes and layout and landscape. The guidelines to improving the environmental and energy aspects for the house are first, installing ceiling thermal insulation, installing shading device panel and secondly, reorganizing roofing structure to cover hardscape or using plants in landscape to reduce ambient temperature outside. The evaluation of design guidelines was done by finally conducting questionnaire to the residents. The results showed that the design suggestions are acceptable and could be used for improving the house.

Sekmon Sammapetch⁶⁷ conducted research on the administrative resources and the operational effectiveness of the special correctional treatment center staff Bangkok the study was found that the overall management resources were at a high level. In general management the highest average was followed by time management or the time frame for the operation of methods, regulations, schemes or techniques, and information management or information respectively the aspect that had the least mean was human resource management for the effectiveness of the staff at a high level. With the power to solve drug problems to achieve sustainable results with the highest average value, followed by the enhancement of control efficiency. And treatment of detainees and the development of professionalism in the royal job, respectively. And the relationship between management resources and the effectiveness of the staff was found that all 11 aspects of the resource was human resource management. Budget management, general management, material management, equipment, moral management, public service provision, about news management or news about information, methods, regulations, or time management techniques or the time frame for working coordination or compromising on performance evaluation or performance evaluation,

⁶⁷Sekmon Sammapetch, "Administrative resources and operational effectiveness of the special correctional therapy center staff. Bangkok ", **Doctor of Public Administration Thesis**, (Graduate School: Krirk University, 2014).

there was a positive correlation between the effectiveness of the staff of the Central Special Correctional Institution Bangkok with statistically significant value at the level of 0.01.

Premchai Sarobon⁶⁸ studied the administrative factors that influenced the quality of education of Chulachomklao Royal Military Academy the results of the study revealed that 1. The administrative factors of Chulachomklao Royal Military Academy consisted of Man factors, management, material, money and management information system (MIS). 2. The administrative factors of Chulachomklao Royal Military Academy were related to the quality. The study was based on the relationship of the linear structure of the model which was consistent with the empirical data by influencing the quality of education (qua.) of Chulachomklao Royal Academy. as follows: Personnel factor (Man) had no direct influence but indirect influence and total influence with statistical significance at .01. Material factor (Mat.) had no direct influence. Without indirect influence and without total influence Information technology factors (MIS.) had a direct influence had no indirect influence and had a significant influence at statistically significant level at .01 and budget factors (Mon.) did not have direct influence without indirect influence and without total influence.

Tassanee Suktawi and friends⁶⁹ conducted research on the management of learning resources according to the 4 M administration principles, schools under the Office of Secondary Educational Service Area 22 in Nakhon Phanom Province The study was found that

1. Learning resource management according to the 4M administration principles, schools under the Office of Secondary Educational Service Area 22 in

⁶⁸Premchai Sarobon, "Administrative factors influencing the educational quality of Chulachomklao Royal Military Academy", **Doctor of Philosophy Department of Educational Administration**, (Graduate School: Silpakorn University, 2007).

⁶⁹Tassanee Sukthawi and friends, "Learning Resources Management According to the 4M administration principles, schools under the Office of Secondary Educational Service Areas, District 22, Nakhon Phanom Province ", **Journal of Educational Administration Silpakorn University**, Vol. 6No. 2 (January-June 2016): 238.

Nakhon Phanom Province according to the administrative position and teaching line, it was found that the level of learning resources management of administrative positions and teaching positions There were no different levels of practice.

2. Learning resource management according to the 4M administration principles, schools under the Office of Secondary Educational Service Area 22 in Nakhon Phanom Province according to the size of the school, it was found that the level of learning resources management of small and medium-sized schools. There was no difference in practicing level.

In conclusion, research related to administrative resources quoted by the researcher most of them were quantitative research that identified the relationships between variables. Therefore, the researcher predicted that this administrative resource was related to the management of the Ayutthaya World Heritage City for cultural tourism as specified in the hypotheses

2.6.2 Research related to POSDCoRB management

The researcher studied research related to POSDCoRB management and found that there were many studies. By this research, most of them were studied as a cause variable or an initial variables that affected the dependent variable with details as follows:

Rung-Arun Thuenyai⁷⁰ Studied the administrative processes that affected the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province the results of the study revealed that

1. The level of administrative processes and the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province in 7 aspects: operating level was in a high level When

⁷⁰Rung-Arun Thuanyai, "Study of administrative processes that affect the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province", **Acedamic Journal of Faculty of Industrial Education: Rajamangala University of Technology Thanyaburi**, (2010): 113-125.

considering each aspect, it was found that all aspects were at high level which was found that planning was at the highest level and budgeting the lowest

2. The level of effectiveness of the Child Development Center of Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province in 4 aspects was found that the operational level was at high level. When considering each aspect, it was found that all aspects were at a high level and that the cooperation of the community was at the highest level. And the right course has the lowest value

3. Relationship between the administrative process and the effectiveness of the Child Development Center of Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani province, was found that there were 7 aspects of the administrative processes, with statistical significance at the level of 0.05, 2 aspects that were the most related was budget management. And the least related aspect was reporting.

4. Administration process that affected the effectiveness of the Child Development Center of Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province was found that reporting and budgeting were related to the management process that affected the effectiveness of the Child Development Center with statistical significance at the statistically significant level of 0.05, that had a negative relationship

In conclusion, the management processes in all 7 areas, with emphasis on planning because it was the heart of every management. Planning must always come first. As for the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province in 4 areas giving importance to Community cooperation as for the relationship between the administration process and the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District, Pathum Thani Province, the most relevant aspect was budgeting and the least correlated was reporting. There was a correlation between the administration process that affected the effectiveness of the Child Development Center with statistically significant level at 0.05.

Pansa Moonprawat⁷¹ studied the administrative processes that affected the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province. The results of the study revealed that 1. The level of administrative processes and the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province in 7 aspects; operating level was at high level. When considering each aspect, it was found that all aspects were at high levels and it was found that planning was at the highest level and budgeting was at the lowest

2. The level of effectiveness of the Child Development Center of Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province in 4 aspects, it was found that the operational level was at a high level. When considering each aspect, it was found that all aspects were at a high level and that the cooperation of the community was at the highest level and the right course had the lowest value.

3. Relationship between the administrative process and the effectiveness of the Child Development Center of Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani province, it was found that there were 7 aspects of the administrative processes, with statistically significant level at 0.05. 2 aspects that were the most related were budget management and the least related aspect was reporting.

4. Administration process that affected the effectiveness of the Child Development Center of Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province was found that reporting and budgeting were related to the management process that affected the effectiveness of the Child Development Center with statistically significant level at 0.05 having a negative relationship

⁷¹Pansa Moonprawat, "The relationship between management processes and quality assurance in basic education institutions Under the Office of Kanchanaburi Educational Service Area, Area 1 ", **Independent Study, Master of Education Educational Administration Program**, (Graduate School: Kanchanaburi Rajabhat University, 2014),

In conclusion, the management processes in all 7 areas, with emphasis on planning because it was the heart of everything managed. Planning must always come first. As for the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District Pathum Thani Province in 4 areas giving importance to Community cooperation. As for the relationship between the administration process and the effectiveness of the Child Development Center of the Subdistrict Administration Organization in Lat Lum Kaeo District, Pathum Thani Province The most relevant aspect was budgeting and the least correlated was reporting. There was correlation between the administration process that affected the effectiveness of the Child Development Center with statistically significant level at 0.05.

Soavanat Leklersin⁷² studied Administrative Efficiency of Administrators in Subdistrict Administration Organization in Nonthaburi Province, the study was found that the administrative efficiency of the administrators as per the opinions of the personnel in the Sub-District Administrative Organizations in Nonthaburi Province The overall average was at a high level. When considered in each aspect, it was found that the average of all aspects in a high level by sorting the average from highest to lowest, namely, budget, personnel placement, coordination, planning, performance, reporting in respective order. The comparison of the efficiency of the administration of the executives according to the opinions of the personnel in the Sub-District Administrative Organizations in Nonthaburi Province, classified by personal status, it was found that the administrative efficiency of the administrators according to the opinions of the personnel in the Sub-District Administrative Organizations in Nonthaburi Province who had different gender, age, education level, job position, work experience and income did not have significant difference opinions with statistically significant level at .05.

⁷²Saovanat Leklersin, "Administrative Efficiency of Administrators in Subdistrict Administration Organizations in Nonthaburi Province", **Research Report**, (Rajapruet University, 2016).

Siriwan Pruksa-Udomchai and friends⁷³ studied the success factors of the elderly club of Don Faek Sub-District Nakhon Pathom Province. The study found that the operation of the club is in accordance with POSDCoRB consisting of 7 steps, starting from

1. Activity planning by organizing committee meetings
2. Organizing the organization by clearly specifying the structure of the organization and the assignment of 6 units, which are Don Faek Hospital, Don Faek Subdistrict, volunteer club for the elderly, administrative department and community police. The appropriate amount of personnel.
4. The director by directing and coordinating to various departments to accomplish the task.
5. Coordination between the internal and external departments.
6. Verbal performance reporting on a monthly basis and
7. Budget support both from the SAO and from within the club for the success of the operation of the Don Faek Elderly Club came from 4 factors, they were

1. Leadership ethics, and volunteering spirit, foreseeing the benefits of the elderly.
2. The ability to be self-reliant by finding sources of funds to support various activities within the club at all times.
3. Regarding the ability to coordinate with the parties by collaborating between government agencies, local and social sectors.
4. The implementation of the regulations for motivation to join the club. It came from the 4 internal factors which were interest, desire, liking and feeling of self-worthiness. And motivation from 4 external factors, such as health examination services, activities that met the needs, consumer support and social acceptance.

Chalermphon Viran and friends⁷⁴ studied the use of POSDCoRB Model as an administrative tool for the local administrative organizations in Mae Taeng District Chiang Mai Province. The study was found that the local administrative organizations

⁷³Siriwan Pruksa-Udomchai and friends, "The success factors of the elderly in Don Faek Subdistrict Club Nakhon Pathom Province ", **Electronics Journal of Humanities, Social Sciences and Arts**, Vol. 10No. 1 (January-April 2017): 1439.

⁷⁴Chalermphon Viran and friends, "Using the POSDCoRB Model as an administrative tool for the local government in Mae Taeng District Chiang Mai Province ", **the 12th graduate research conference**, (Khon Kaen University, 2011).

in Mae Taeng District applied the POSDCoRB Model to manage the administration with medium level of equipment application.

Kunnadda Saisorn⁷⁵ studied the management process that influenced the effectiveness of the organization for the construction of residential buildings in Bangkok. The results of the study were as follows: 1. Residential building construction business group in Bangkok There was level in the implementation of the management process. Planning and budgeting were at high level and the process of managing Personnel, Direction, Organization, Coordination and Reporting were at the moderate level, respectively. 2. Respondents of the test of the residential building construction business group, there were opinions about the effectiveness of the organization, quality of work and the side achieving the target within the specified time were at a high level and the effectiveness of the satisfaction organization and the organization adaptation aspect were at the moderate level respectively. 3. Management processes were in the same direction with the effectiveness of the organization. Coordination was the most significantly related to organizational adjustment, followed by budgeting and quality of work, and 4. Management process for coordination, budgeting, and organization influencing the effectiveness of the organization for the construction of residential buildings in Bangkok with statistically significant level at 0.01.

In conclusion, most of the research quoted here were quantitative research. The researcher found that the study of POSDCoRB management as the first variable that affected the dependent variables the researcher predicted that POSDCoRB management affected the effectiveness of affordable housing project management significantly.

2.6.3 Research related to Sappurisa-Dharma

The researcher studied research related to the Sappurisa-Dharma and found that it was consistent with what the researcher focused on. With the

⁷⁵Kunnadda Saisorn, "Management Process Influencing Organization Effectiveness for Residential Building Business in Bangkok", **Siam Academic Journal**, Volume 19, Volume 2, Issue No. 33 (August - December 2018): 79.

characteristics of the study of the general condition of the use of the Sappurisa-Dhamma and the development of knowledge from the application of the Sappurisa-Dhamma with details as follows:

PhrapaladNarongtham Katadhammo (Hong Sip Song)⁷⁶ studied the leadership development model of executives in accordance with the Buddhist doctrine at Lower Northern Secondary School. The results of the study revealed that:

1. Leadership development of secondary school administrators in the lower northern region was found that administrators have 4 leadership development tasks, namely academic work that required curriculum development, learning process, evaluation, budget management, focusing on independence in budget management, flexible, transparent, verifiable, adherence to achievement results and personnel management. It was an important mission to manage personnel to be speedier, flexible, freely under the laws, regulations, and create morale. General administration providing other management services to achieve results in accordance with the specified quality standards and goals.
2. Leadership development model of administrators in accordance with Buddhist principles. Secondary school at the lower Northern region was found to be composed of 3 parts:
 1. Background and importance of leadership
 2. The purpose of the form
 2. The content consists of 1. Administration of 4 tasks, namely academic work, budget work, personnel work, and general administration.
 3. success conditions for executives to use seek methods and principles suitable for development and self-development
 3. Assessment results of leadership development model executives according to the principles of Buddhism.

The lower North secondary schools in all 4 aspects, all 4 styles, were accurate, appropriate, feasible in practice and useful, with the highest evaluation result, which could be used as a model of leadership development for school administrators. Secondary education.

⁷⁶Phrapalad Narongtham Katadhammo (Hong Sip Song), "Leadership development model of executives in accordance with Buddhadhamma Secondary School, Northern Region", **Ph.D. in Buddhist Studies Department of Buddhist Administration of Education**, (Graduate School: Mahachulalongkornrajavidyalaya University, 2018).

Natnantapon Protain⁷⁷ studied the management style according to the Sappurisa-Dharma 7 in music school at Lower Northern Group. The results of the study revealed that 1. The conditions of the music school management at Lower Northern Group. There were 4 management aspects, they were 1. Academic work, curriculum development and evaluation 2. Budget, income was procured management services for educational benefits. 3. Human resources. establishing regulations in accordance with the school context, creating morale for stability in the profession, and 4. General work; there were technological innovations focusing on the achievement of work. 2. Management model according to the principles of Sappurisa-dharma 7, in a music school at the lower Northern region were as follows: 1. Academic work according to the principle of the Sappurisa-Dharma 7, the academic management plan must be prepared to cover the musical content. To measure and evaluate academic work by bringing information technology to develop, and support the music academic administration system, arranging the music school curriculum to match the music teaching and learning activities, focusing on musical practice skills, academic administration of music schools in line with the Office of the Private Education Commission 2. Budget work according to the principle of Sappurisa-dharma 7. Preparing the budget in advance of the music school before and after systematically, there was a process for planning, budget management appropriately ordered as needed, managing budgets thoroughly to cover goals, recording revenue - expenses for development, registering parcel, detailing account checking, setting a budget to buy durable musical instruments, modern musical instruments, with quality and a budget for the maintenance of musical instruments. 3. Personnel according to the principle of the Sappurisa-dharma 7; Music teacher and personnel must be encouraged to be trained to increase the efficiency of teaching music by setting the benchmark for each position, strengthening interpersonal relationships and welcoming, looking after parents and students of the school, creating an

⁷⁷Natnantaphon Protain, "Model of Management according to the Seven Sappurisa-dhamma Principles of Music School Lower Northern Group ", **Doctor of Philosophy, Department of Buddhist Administration of Education**, (Graduate School: Mahachulalongkornrajavidyalaya University, 2018).

atmosphere for warmth, comfort and friendliness. Teachers and students were to have good interaction with each other. The practice of connecting the teachers' relationships resulted in the love of students to come to study music. 4. General work according to the principle of Sappurisa-dharma 7; Administrators must give knowledge and understanding in the activities of the music school, making an annual public relations advertising plan making the atmosphere inside - outside beautiful to learn, facilitating bathroom, lounge, classroom registration, resting room, clean and orderly room, organizing a system of standardization of music teachers in each instrument. Personnel must know about every job function of the school. In order to prevent damage to the work, there was an evaluation of each day. 3. The evaluation of the management style according to the principles of Sappurisa-dharma 7, a music school at the lower North region was found that 1. Academic administration according to the Sappurisa-dharma 7 was correct, appropriate, possible, and beneficial was at high level, 2. Budget management was accurate, appropriate, possible and useful was at a high level. 3. Personnel management according to the Sappurisa-dharma 7 was correct, appropriate, possible and beneficial. was at a high level and 4. General management according to the Sappurisa-dharma 7; it was correct, appropriate, possible, and beneficial, was at high level.

Praden Baenping⁷⁸ studied human resource development in accordance with the Sappurisa-dhamma 7 of the Phrapariyattidhamma School of the General Education Department, Lamphun Province. Personnel of Phrapariyattidhamma School The general education department in Lamphun Province were mostly ordained. 51.5% were between 21 - 35 years old 58.1% working period 6-10 years accounting for 77.2% education level Most of them were below bachelor's degrees and bachelor's degrees, accounting for 44.1 percent of the personnel positions. Most of them were permanent personnel. The opinions of the human resource development according to the Sappurisa-dharma 7 of the Phrapariyattidhamma

⁷⁸Praden Baenping, "Human Resource Development in accordance with the Seven Sappurisa-Dharma of the Phrapariyattidhamma Schools Group, General Education Department Lamphun Province ", **Research Report**, (Mahachulalongkornrajavidyalaya University Lamphun Monk College, 2014).

schools personnel General Education Department, Lamphun Province, based on the analysis of data on the development of human resources according to the principle of Sappurisa-dharma 7 of the personnel of Phrapariyattidhamma School. Division of General Education, Lamphun Province, the average value was at a high level (average 4.20, standard deviation = 0.408) and when classified by each side it was found that opinions on the eyes meaning being the person who adapted himself was at a high level (mean = 4.26, standard deviation = 0.536), followed by the key aspects was the person who knew how to behave appropriately to the person (mean = 4.25, standard deviation = 0.524). was the least known result of the actions (average = 4.12, standard deviation = 0.565).

Vorakrit Thuenchang⁷⁹ studied the personnel management model of Buddhist monks in the Northern region the study was found that Application of Buddhist Dhamma principles for personnel administration of the Northern Buddhist Monastic College. by overall, most of them were found that: 1. Sappurisa-dharma 7 applied for personnel management in selection and recruitment. 2. Ittibahat 4 applied to personnel management in maintaining and maintaining personnel. 3. Brahmiharn 4 applied to administration personnel in human resource development and 4. Good governance applied to human resource management in the termination of personnel.

The Buddhist personnel management model of the Northern Buddhist Monastic College consisted of 1. Personnel selection and recruitment. According to the principle of Sappurisa-dharma 7, it is a structure with guidelines for the development of the device of self-preparation. Management related to people and the environment by taking into account moral values and ethics and created fairness to people or socially related to the organization wisely. 2. Personnel maintenance according to the influence of Itthipada 4, it is a structure with guidelines for maintaining staff with special value causing the organization to have more and more good personnel with the capability and expertise to be proficient, reducing the

⁷⁹Vorakrit Thuanchang, "Buddhist Personnel Personnel Management of Northern Clergy College", **Research Report**, (Mahachulalongkornrajavidyalaya University Nakhon Sawan Buddhist College, 2014).

attendance rate, creating a stable team with love, commitment and understanding. Employees with high skills could help to lighten the job for the superior. Employees who are on the job learning process and the organization would be continuously developed. 3. Personnel development according to the principle of Brahmanavihara 4 is a structure that has guidelines, namely compassion, that should support personnel to succeed in their benevolent duties, namely, to promote and assist personnel to succeed in various fields. helping and solving problems for the teachers, equanimity teachers, listen to the opinions of all personnel This must be done to guide the organization towards success by encouraging the progress of personnel to continue education and training to increase knowledge, promoting learning and research for improvement in the organization, encouraging to do academic work Including the promotion of exchanges of knowledge in work units and outside work units, and 4. Withdrawing personnel In accordance with good governance Is a structure with guidelines for dismissal, education and good governance, namely, the termination of employment, there were many cases such as resignation, reduction of employees, death, retirement, termination, in which each case is governed by good governance. Using regulations, fairness and transparency in the process of listening to opinions from personnel. In order to share responsibility in addition, cost-effective management principles are used to work to prevent the loss of good personnel of the organization.

In conclusion, the application of the seven Sappurisa-dharma principles to be used in enterprise management or various institutions caused good results or progress. Because the Seven Sappurisa-dharma is the principle of effective management. From the above research therefore, the researcher predicted that the Sappurisa-dharma 7 was related to the management of Affordable or Eua Arthorn housing project.

Table 2.11 Related Research work

Related research types	Researcher
Research related to	Sakemon Sammapech, 2557
4 M's management factors	Pramechai Sarobon, 2550 Thassanee Suktavee, 2559
Research related to	Rung-Arrun Thuenyai, 2553
POSDCoRB Management factors	Pansa Moonprawat, 2557 Saovanat Leklersin, 2559 Sirivan Pruksa-Udomchai and friends, 2560 Chalermphon Viran and friends, 2554 Kunnadda Saisorn, 2561
Research related to the Sappurisa-Dharma factors	Phrapalad Narongtham Katadhammo, 2561 Natnantapon Protain, 2561 Praden Baenping, 2557 Vorakrit Thuenchang, 2557
Research on Eua Arthorn or Affordable Housing Project	Krisda Plangsiri and others Patmaporn Ratanapradab and Yingsawat Chaiyakul

2.7 Conceptual framework of research

From the theoretical concepts related to the topic in 6 areas, which are 4 M's management POSDCoRB management, Effectiveness management, Sangahavattu 4 and Sappurisdharma that could be summarized as follows

4 M's management factors was an important factor that helped effective management or an important part of management. There were 4 components: 1. Man must be knowledgeable and capable in the right position, able to perform the mission to the maximum benefit to the organization 2. Money was the budget that was used in the mission of the organization, funding for providing the necessary resources to the organization or supporting the use of resources sufficiently and causing liquidity in the management of the organization. 3. Material was the tools

used in general affairs of the organization and 4. Management was the principle or method of work that was good, modern and consistent with the environment

POSDCoRB management factors was a principle that executives were able to use the principles that academicians have collected, beneficial to the administration of their organization. For the organization to have the highest efficiency in its operations, divided into 7 points which were 1. Planning 2. Organizing 3. Staffing 4. Directing 5. Coordinating 6. Reporting and 7. Budgeting. These 7 must be taken serious attention and manage it appropriately enough to make the organization effective.

As for the principle of Sangahavattudhamma and Sappurisadharma the moral principle that administrators and managers must use in their work, considered as a compassionate and compassion that executives need to use regularly in order for the organization to perform well. In addition, it is a principle that executives should be respected by their subordinates by completing any task successfully. There are 4 principles of Sangahavattu. They are, Dana, giving, Piyavaca, kindly speech, Atthajariya, useful conduct and Samanattata, equal treatment and appropriately behave oneself in all circumstances and the 7 principles of Sappurisadhamma. They are 1. Dhammaññuta, knowing the cause, 2. Atthaññuta, Knowing the purpose, 3. The Attaññuta Knowing oneself, 4. Mattaññuta, knowing how to be temperate, 5. Kalaññuta, knowing the proper time, 6. Parisaññuta, knowing the society and 7. Puggalaññuta knowing the individuals

From the aforementioned theoretical concepts, it can be defined as a Conceptual Framework with an independent variable consisting of context of Affordable housing project, POSDCoRB management, and Sangahavattudhamma and Sappurisadharma. These independent variables induce dependent variable, effectiveness of affordable housing project management: units of houses built, people buying, costumers' satisfaction, better quality of life and good environment as shown below:

Independent Variables

Dependent Variable

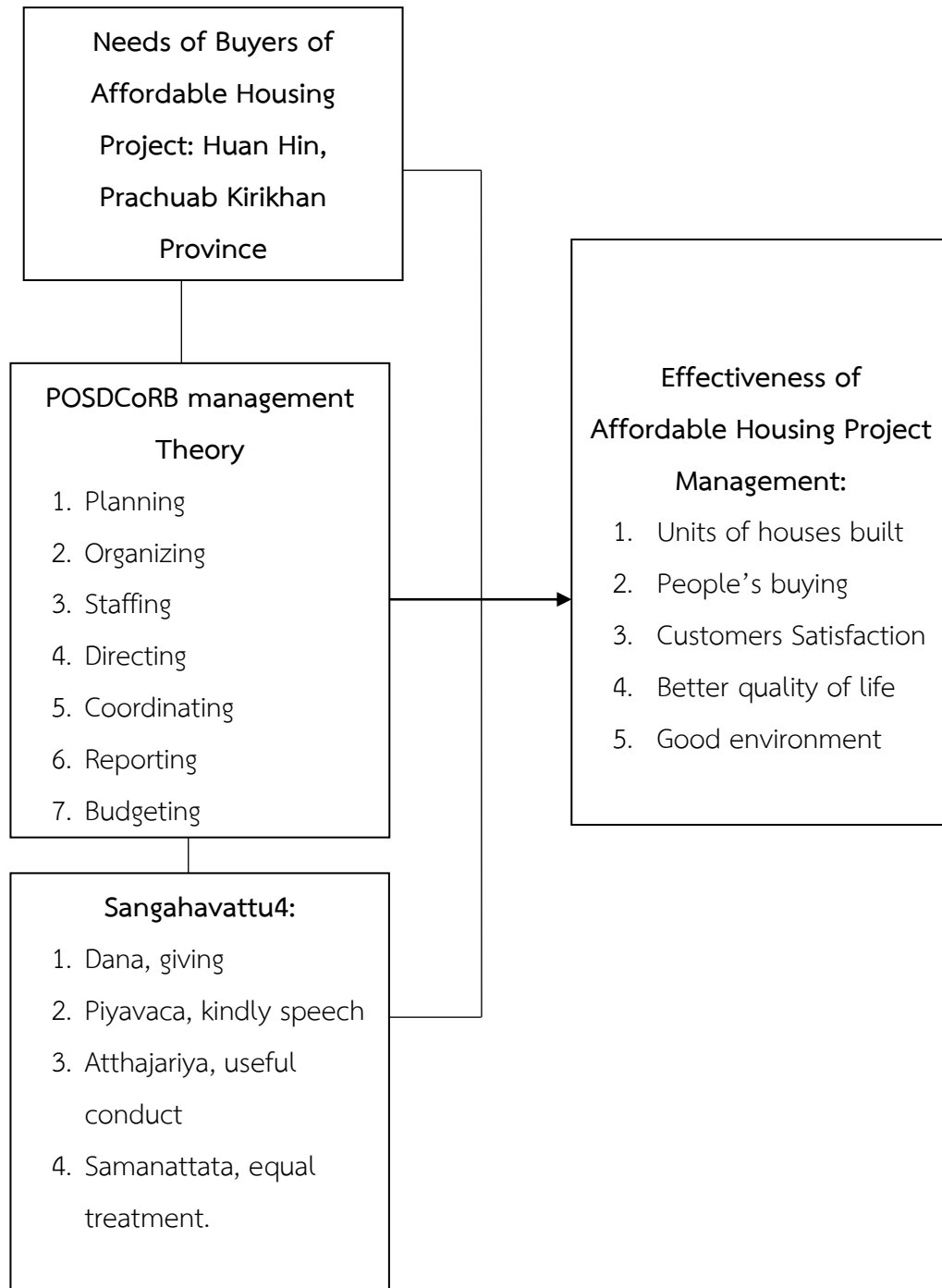


Figure 2.1 Conceptual Framework

Chapter 3

Research Methodology

The research entitled “Effectiveness of Affordable Housing Project Management” was conducted by the mixed methods: the qualitative and quantitative methods. Each method consisted of 4 steps in the following sequences:

3.1 Qualitative Research

3.2.1 Key informants/ Participants

3.1.2 Research Instrument

3.1.3 Data Collection

3.1.4 Data Analysis

3.2 Quantitative Research

3.2.1 Population and samples

3.2.2 Research Instrument

3.3.3 Data Collection

3.3.4 Data Analysis

3.1 The Qualitative method

The qualitative method was designed to collect data from the key informants who were experts and involved with the Baan Eua Arthorn or Affordable housing project, purposefully selected, with structured-in-depth-interview transcript by face-to-face interviewing and the data from the key informants were analyzed by descriptive interpretation. Then data from the quantitative method were collected with questionnaires from samples and analyzed by the related statistics. The findings from both methods were concluded into specified findings of the research or body of knowledge. Then 10 participants were purposefully selected from qualified persons and administrators who were involved with the affordable housing project one way or another to participate in focus group discussion to examine, to

recommend and to confirm the body of knowledge from the two research methodologies.

3.1.1 Key informants/ Participants

Informants/ Participants for the qualitative research:

20 key informants with qualifications that were consistent with the affordable housing project were purposefully selected from 4 groups in line with John W. Creswell¹ as follows:

3.1.1.1 Administrators of government Housing Authority

- 1) Director of Baan Eua Arthorn or Affordable Housing Project
- 2) Deputy Director of Baan Eua Arthorn or Affordable Housing Project
- 3) Land Selection Committee
- 4) Land Selection Committee
- 5) Director of Government Housing Bank
- 6) Director of Credit and Loan Division, Government Housing Bank
- 7) Chief of Credit and Loan Division, Government Housing Bank

3.1.1.2 Contracting Companies that built the houses

- 8) Chairman of Contracting Companies that construct the affordable Houses
- 9) CEO Contracting companies that built the affordable houses
- 10) Manager of Financing Companies that support the affordable housing project

3.1.1.3 Academician in Public Administration and Buddhism

- 11) Professor Dr.Boonton Dockthaisong
- 12) Assistant Professor Dr. Suriya Raksamuang
- 13) Venerable Phrasuthiveerabandit

3.1.1.4 Local Administrative Administrators and stakeholders

¹John W. Creswell (2014) Research Design: Qualitative, Quantitative and Mixed Methods Approaches, 4th Ed. Calif, Sage Publication, Inc.p.198

- 14) Khaotao Local Administrative Organization Administrators
- 15) Hua Hin Municipality Mayor
- 16) Hua Hin Public Health Officer
- 17) Hua Hin Community Town House 1 headman
- 18) Hua Hin Community Town House 3 headman
- 19) Kosalak Aeuarthorn Village home buyer
- 20) Pranburi Aeuarthorn Village home buyer

3.1.2 Research instrument

Instrument used in qualitative research

The tools used in qualitative research were structured in-depth interviews and used for data collection. There were steps, characteristics, and examination of the tools as follows:

Steps for creating instrument

Study the concepts and theories about Baan Eua Arthorn housing project from documents and related research works with the contents of:

- 1) Management of affordable housing project
- 2) Effectiveness Management of affordable housing project
- 3) Application of Sangahavattu and Sappurisadhamma with management

Set the conceptual framework for the construction of research instruments.

5) Determined the purpose of the research mechanism by requesting advice from advisors.

6) Created instrument

7) Presented the draft of research tools to advisors and experts for examination

8) The instrument was Improved.

9) Published the complete interview form and put into practice by collecting data from key informants

Characteristics of the instrument

The instrument used in this qualitative research were Structured in-depth-interview scripts created in line with the objectives of the research covering what, why and how of the objectives. The instrument was certified by experts and advisors before using to collect data from the informants by face-to-face in-depth-interviewing.

Instrument quality examination

The instrument used in this research was examined for the quality according to the following steps:

- 1) Requested advice from dissertation advisors and experts, to examine and check the instruments that were created (Face Validity: Visual validity)
- 2) Found Content Validity by bringing the completed interview forms to the chair dissertation advisor and presented to the experts and then improved accordingly before using for collecting data.
- 3) Brought the updated interview forms to the advisors for approval and published the complete interview forms for use in the research.
- 4) Used the revised structured in-depth-interview transcript to collect data from key informants purposefully selected for this research.

3.1.3 Data collection

To collect qualitative data, the researcher conducted the data collection by using the following methods and procedures:

1. Requesting a letter from the Graduate Studies program Director, Faculty of Social Sciences, Mahachulalongkornrajavidyalaya University to Key Informants and attached an in-depth-interview script along with the letter requesting cooperation and appointment for interviewing.
2. Conducting an in-depth-interview with the key informants on the date, time and place of the appointment by face-to-face in-depth-interviewing and requesting permission to make recording of the interview and picture taking.

3.1.4 Data analysis

Data from the qualitative method by in-depth-interviewing and focus group discussion were analyzed by content descriptive interpretation.

3.2 The quantitative method

3.2.1 Population and samples

For quantitative research, the population consisted of 5,791 people in 4 Affordable housing projects. These were (1) 845 people of Huahin Community Town House 1, (2) 1,858 people of Huahin Community Town House 3, (3) 580 people of Kor Salak Aeuarthorn Village, and 2,498 people of Pranburi Aeuarthorn Village.

The sampling technique would be proportional stratified random sampling by defining village as stratum.

The sample size was computed by applying Taro Yamane (1973) as following: -

$$n = \frac{N}{1 + e^2 N}$$

Where n is sample size

N is population size = 5,791 people

e is error term (defined as 5%) = 0.05

Then substituted into the above formula: -

$$n = \frac{5,791}{1 + (0.05)^2 (5,791)} = \frac{5,791}{15.4775} = 374.16 \approx 375 \text{ people.}$$

The sample sizes from each village would be computed by proportional allocation as followings: -

$$n_i = N_i \frac{n}{N} = N_i \frac{375}{5,791}$$

Where n_i is the number of sampled people in i^{th} village,

N_i is the number of all people in i^{th} village,

n is the total sample size = 375 people,

and N is the population size = 5,791 people,

Table 3.1 The sample size for each village

No.	Village	Population	Sample
1	Huahin Community Town House 1	845	55
2	Huahin Community Town House 3	1,868	121
3	Kor Salak Aeuarthorn Village	580	37
4	Pranburi Aeuarthorn Village	2,498	162
Total		5,791	375

Sample would be selected from each village by simple random sampling

3.2.2 Research Instrument

The instrument used in this study was a questionnaire with the process of creating and inspecting the equipment as follows:

Steps for creating instrument

1) Studied the management principles and theories of Baan Eua Arthorn or Affordable Housing Project to match the objectives of the research that covered the effectiveness of affordable housing project management, factors affecting the effectiveness management, some *Buddha-dhamma* that induces the effectiveness management and the appropriate process of management.

2) Created instrument and presented the draft research tools to dissertation advisors and experts for examination for validity by Index-Objectives Congruence, IOC method

4) Used the research questionnaires to try out with 30 samples who were similar to the real samples for Reliability value of the instrument

5) Modified and published the complete questionnaires and use them to collect data with the samples.

The questionnaires were of rating scales by using the feedback levels divided into 5 levels according to Likert's concept.²

5 meant the most level of opinion.

4 meant more level of opinion.

3 meant moderate level of opinion.

2 meant low level of opinion.

1 meant the least level of opinion.

The criteria for interpretation of the data of Best in finding the average of scores³ were as follows:

Average 4.50 - 5.00 meant the most level of opinion.

Average 3.50 - 4.49 meant more level of opinion

Average 2.50 - 3.49 meant moderate level of opinion.

Average 1.50 - 2.49 meant low level of opinion.

Average 1.00 to 1.49 meant the least level of opinion.

For the interpretation of correlation rules told the relationship level or size that used the numbers of the correlation coefficient to get close to -1 to 1 to indicate the high level of relationship. But if there was a value approaching 0, there was little or no relationship for determining the correlation coefficient in general, the criteria that were used were as follows⁴

r value	Level of relationship
0.90 - 1.00	There was a highest relationship
0.70 - 0.89	There was a high level of relationship
0.50 - 0.69	There was a moderate relationship
0.30 - 0.49	There was a low relationship

²Best and Jane V Kahn, **Research in Education**, 7th edition., (Boston: Allyn and Bacon, 1993), p. 246.

³ibid, p. 247.

⁴Boontham Kitpridaborisuthi, **Statistical Analysis for Research**, 4th edition, (Bangkok: Chamchuri Product, 2006), p. 346.

0.00 – 0.29

There was a lowest relationship

Quality of research instruments

Validity

Step one: The questionnaire was presented to the thesis committee for any suggestion for improvement.

Step two: The questionnaire was corrected and adjusted in accordance with comments and recommendations made by advisory committee.

Step three: After receiving feedback and recommendations from the advisory committee, the Index of Item-Objective Congruence (IOC) was used so as to find the content validity. In this process, the questionnaire was checked by three experts including, two Thai experts, and one Cambodian expert in a field of training and development.

The Item-Objective Congruence (IOC) was used to evaluate the items of the questionnaire based on the score range from -1 to +1.

Congruent = + 1

Questionable = 0

Incongruent = -1

The items that had scores lower than 0.5 were revised. On the other hand, the items that had scores higher than or equal to 0.5 were reserved.

Reliability

The reliability of the questionnaire was determined so as to ensure that the responses collected through the instrument were reliable and consistent. The questionnaire was tested with 30 respondents who were not in the sample group. The reliability value was calculated by using Cronbach's alpha to ensure whether there was internal consistency within the items that illustrated the value of Coefficient Cronbach's Alpha as the following: ≥ 0.9 = Excellent, ≥ 0.8 = Good, ≥ 0.7 = Acceptable, ≥ 0.6 = Questionable, ≥ 0.5 = Poor, and ≤ 0.5 =Unacceptable. Therefore, in order for the research questionnaire to be reliable, its value of Coefficient

Cronbach's Alpha must be at least 0.7. According to the pre-test, the Cronbach's Alpha was 0.905 so the questionnaire was highly reliable.

3.2.3 Data collection

The data for the quantitative research were collected from samples in the following steps:

1. Requested a letter from the Graduate Studies program Director, Faculty of Social Sciences, Mahachulalongkornrajavidyalaya University to the Eua Arthorn Housing project community head men requesting cooperation and assistance for data collection from proposed samples who were respondents at Huan Hin Eua Arthorn Housing Project.

2. Questionnaires were distributed to 375 samples on the location for data collection by researcher and assistants and all questionnaires were collected back for further data analysis.

3.2.4 Data analysis

1. All questionnaires were brought to check for the completeness and accuracy in answering the questionnaire and then selected the complete version for coding for further data analysis.

2. Performed data analysis using descriptive and inferential statistics wherever applicable

- 3) Testing the hypothesis for factors affecting the effectiveness of Affordable Housing Project Management used stepwise regression analysis

CHAPTER 4

Research Findings

The research entitled "Effectiveness of Affordable Housing Management" has been conducted by the mixed methods: Quantitative and qualitative methods. Findings can be concluded as follows:

4.1 The findings from the quantitative method by questionnaire were concluded as follows:

4.1.1 Findings from the personal data of the respondents

4.1.2 Findings from the people's opinion towards the factors affecting the effectiveness of affordable housing project management

4.1.3 Findings from the people's opinions towards the Buddha-dhamma that affected the effectiveness of affordable housing project management.

4.1.4 Findings about the approaches to the effectiveness of affordable housing project management

4.2 Findings from hypothesis testing

4.2.1 Hypothesis 1: People with different personal factor had different opinion on effectiveness of project management

4.2.2 Hypothesis 2: There was relationship between people's opinion on status of affordable housing project and effectiveness of project management.

4.2.3 Hypothesis 3: There was relationship between People's opinion on POSDCoRB and effectiveness of project management.

4.3 Findings from the qualitative research method

4.4 Body of knowledge

4.5 Body of knowledge synthesis

4.1 The findings from the quantitative method by questionnaire

4.1.1 Findings from the personal data of the respondents

For Personal data collected from samples people, analysis by descriptive statistics were shown according to objectives of the research as follows.

Table 4.1 Frequency and percentage of sampled people classified by personal data
(n=375)

Personal data	Frequency	Percent
Village		
Huahin Community Town House 1	55	14.7
Huahin Community Town House 3	121	32.3
Kor Salak Aeuarthorn Village	37	9.9
Pranburi Aeuarthorn Village	162	43.2
Gender		
male	148	39.5
female	227	60.5
Age		
less than 30 yrs.	44	11.7
31-40 yrs.	70	18.7
41-50 yrs.	179	47.7
50 yrs. or higher	82	21.9
Educational level		
Primary	66	17.6
Secondary	164	43.7
high voc. cert.	50	13.3
bachelor	79	21.1
master or higher	16	4.3

Table 4.1 Frequency and percentage of sampled people classified by personal data
(Continued)

(n=375)

Personal data	Frequency	Percent
occupation		
officials or gov. enterprise	79	21.1
seller	145	38.7
own business	84	22.4
other	67	17.9
Monthly income		
less than 5,000 Baht.	35	9.3
5,000-10,000 Baht.	54	14.4
10,001-20,000 Baht.	86	22.9
20,001-50,000 Baht.	167	44.5
more than 50,000 Baht.	33	8.8

Data analyses from above table, it can be concluded as follows:

For village, almost half of sample were Pranburi Aeuarthorn Village (43.2%), followed by Huahin Community Town House 3 (32.3%). The rest were Huahin Community Town House 1 and Kor Salak Aeuarthorn Village (14.7% and 9.9%, respectively)

For gender, almost of sampled people were female (60.5%), while the rest were male (39.5%)

For age, almost of sampled people were between 41-50 years old, followed by 50 years or more and 31-40 years old (21.9% and 18.7%, respectively). The rest were less than 30 years old (11.7%).

For educational level, almost half of sampled people had education in Secondary level (43.7%), follows by bachelor's degree, Primary level and high vocational certificate level (21.1%, 17.6%, and 13.3% respectively). Only a few had educational level in master or higher (4.3%).

For occupation, about one third of sampled people had occupation as seller (38.7%), follows by own business and government official or government enterprise (22.4%, and 21.1% respectively). The rest were others (17.9%).

For monthly income, almost half of sampled people had monthly income between 20,001-50,000 Baht (44.5%), follows by 10,001-20,000 Baht and 5,001 – 10,000 Baht (22.9%, and 14.4%, respectively). The rest were less than 5,000 Baht and more than 50,000 Baht (9.3%, and 8.8%, respectively).

4.1.2 Findings from the people's opinion towards the factors affecting the effectiveness of affordable housing project management

1) Context of Affordable Housing Project

Table 4.2 Mean (\bar{X}), standard deviation (S.D.) and level of samples' opinions on effectiveness of affordable housing project management **as of objective 1, To study the effectiveness of affordable housing project management**

n=375			
Effectiveness	\bar{X}	S.D.	Interpreted
1) House construction responding to buyer needs	3.23	0.933	high
2) Buyer's satisfaction	3.15	0.960	high
3) Good quality of life	3.07	0.988	high
4) Good environment	3.15	0.916	high
Overall average	3.15	0.872	high

Data analyses of effectiveness of affordable housing project management from above table, it can be concluded that the overall average of effectiveness of affordable housing project management was at the high level ($\bar{X} = 3.15$). When considering each aspect, it was also found that all aspects were at the high levels, with house construction responding to buyer needs had the highest mean ($\bar{X} =$

3.23), follows by buyer's satisfaction, good environment, and good quality of life (\bar{X} = 3.15, 3.15, and 3.07, respectively).

Table 4.3 Mean (\bar{X}), standard deviation (S.D.) and level of samples' opinion on needs of buyers of housing project management. **As of objective 2, to study factors affecting the effectiveness of affordable housing project management**

(n=375)

Factors affecting effectiveness	\bar{X}	S.D.	Interpreted
1) Good quality house	3.49	0.950	high
2) Affordable price	3.29	1.002	high
3) Low interest rate	3.28	0.972	high
4) Long term payment	3.23	0.982	high
Overall average	3.32	0.869	high

Data analysis of needs of buyers from above table, it can be concluded that the overall average of need of buyers was at the high level (\bar{X} = 3.32). When considering each aspect, it was also found that all aspects were at the high levels, with good quality had the highest mean (\bar{X} = 3.49), follows by affordable price, low interest rate, and long-term payment (\bar{X} = 3.29, 3.28, and 3.23, respectively).

Table 4.4 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCoRB

(n=375)

No.	POSDCoRB management process	\bar{X}	S.D.	Interpreted
1)	Planning	4.41	.766	high
2)	Organizing	4.48	.651	high
3)	Staffing	4.33	.897	high
4)	Directing	4.49	.737	high
5)	Coordinating	4.67	.654	high
6)	Reporting	4.37	.631	high
7)	Budgeting	4.49	.645	high
Overall average		4.45	.653	high

From table 4.4 it was found that effectiveness of affordable housing project management with the POSDCoRB management factors, by overall was at high level ($\bar{X} = 4.45$), in descending order as follows: Coordinating ($\bar{X} = 4.67$) Directing and budgeting ($\bar{X} = 4.49$), Organizing ($\bar{X} = 4.48$), Planning ($\bar{X} = 4.41$), Reporting ($\bar{X} = 4.37$) and Staffing ($\bar{X} = 4.33$) accordingly.

Table 4.5 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Planning**

n=375

No.	Planning	\bar{X}	S.D.	Interpreted
1)	Clearly define the organization's operational procedures	4.11	.746	High
2)	Planning is based mainly on the vision and mission of the organization	4.34	.611	High
3)	Perform according to the plans and policies set for speed	4.23	.847	High
4)	Assigning responsibilities and responsibilities for the implementation of the plan clearly	4.54	.757	Highest
5)	Project planning, action plan, including operating procedures in advance to achieve job objectives	4.25	.644	High
Overall average		4.41	.638	High

From table 4.5 it was found that the affordable housing project management with the POSDCoRB; Planning was at high level ($\bar{X} = 4.41$), in descending order as follows: The assignment of responsibility in the implementation of the plan clearly ($\bar{X} = 4.54$). The plan was based on the vision and mission of the organization ($\bar{X} = 4.34$). There was a project plan, action plan, including methods of operation in advance. To achieve the objectives of the work ($\bar{X} = 4.25$), to implement the plans and policies set to speed up the work ($\bar{X} = 4.23$) and clearly specify the organization's operational procedures ($\bar{X} = 4.11$).

Table 4.6 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Organizing**

n=375

No.	Organizing	\bar{X}	S.D.	Interpreted
1)	The organization format is clear as per the organization plan	4.44	.776	High
2)	Defining various rules in managing an organization in accordance with the law	4.34	.661	High
3)	Define duties, scope of work Assign personnel to the staff who perform tasks clearly, suitable for the position and ability	4.23	.747	High
4)	Define organizational structure Flexible and able to adjust operations appropriately according to the situation	4.84	.751	Highest
5)	Set the authority and responsibility according to the chain of command	4.38	.614	High
Overall average		4.48	.698	High

From table 4.6 it was found that the affordable housing project management with the POSDCorB; Organizing was at high level ($\bar{X} = 4.48$). Each aspect was in descending order as follows: Organization structure, being flexible and able to adjust operations appropriately according to the situation ($\bar{X} = 4.84$). The organization format was clear according to the organization plan ($\bar{X} = 4.44$). Defining authority and responsibility according to the line of work, Commanding ($\bar{X} = 4.38$) setting rules and regulations In managing the organization in accordance with the law ($\bar{X} = 4.34$) and determining the scope of duties assigned the job to the personnel who performed the job clearly, suitable for the position and ability ($\bar{X} = 4.23$)

Table 4.7 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Staffing**

n=375

No.	Staffing	\bar{X}	S.D.	Interpreted
1)	Organize employees according to the workforce frame according to the positions specified in the personnel plan. Meet the position and personal ability	4.33	.775	High
2)	Promote and train staff in accordance with individual incomplete performance	4.14	.641	High
3)	Strengthen and maintain the working relationships of individuals or officials	4.45	.746	High
4)	Determine the power rate and performance that are suitable for the position	4.66	.753	Highest
5)	Recruitment, recruitment, development and the most efficient use of personnel	4.34	.654	High
Overall average		4.33	.628	High

From table 4.17 it was found that the affordable housing project with the POSDCorB management factors in Staffing were at high level ($\bar{X} = 4.33$). Each aspect was in descending order, as follows Determine the work force and capability suitable for the position ($\bar{X} = 4.66$). Strengthen and maintain the working relations of the person or staff ($\bar{X} = 4.45$). Manpower recruitment, development and use of personnel to Maximum benefit ($\bar{X} = 4.34$) Organizing employees according to the workforce frame according to the positions specified in the personnel plan, meeting the individual positions and talents ($\bar{X} = 4.33$) Promoting and training staff in accordance with each person's incomplete performance ($\bar{X} = 4.14$).

Table 4.8 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Directing**

n=375

No.	Directing	\bar{X}	S.D.	Interpreted
1	Executives with leadership or professional management	4.56	.715	highest
2	Personnel or officers are independent in performing their duties	4.64	.621	high
3	There are communication systems and networking within the department or between departments	4.45	.726	high
4	There is a diagnosis, command, and control of personnel to perform tasks clearly and appropriately	4.16	.653	high
5	There are assignments, duties, relationships and consistent with the responsibilities of each position	4.33	.614	high
Overall average		4.49	.668	high

From table 4 .8 it was found that the affordable housing project management with the POSDCoRB, Directing was at high level ($\bar{X} = 4.49$), Each aspect was in descending order as follows: Personnel or officers were independent in performing their duties ($\bar{X} = 4.64$). Administrators had leadership or professional management ($\bar{X} = 4.56$). There was communication system and network building within the unit. ($\bar{X} = 4.45$) There were assignments, duties, relationships and consistent with responsibility for each position ($\bar{X} = 4.33$). There was a diagnosis and command and control of personnel to Work clearly and appropriately ($\bar{X} = 4.16$)

Table 4.9 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Coordinating**

n=375

No.	Coordinating	\bar{X}	S.D.	Interpreted
1	There are disputes that arise between departments or departments. As well	4.33	.613	High
2	There is coordination in various fields. of the agency for cooperation	4.41	.631	High
3	Provide a map and define duties that are clear and not redundant	4.55	.826	High
4	There are meeting of subordinates by using democratic principles, giving an opportunity for constructive discussion	4.36	.613	High
5	Give subordinates the opportunity to consult and ask questions directly in various areas through effective contact methods, including informal forms such as telephone, Facebook	4.43	.634	High
Overall average		4.37	.688	High

From table 4.9 it was found that the affordable housing project management with the POSDCoRB; Coordinating was at the high level ($\bar{X} = 4.37$). Each aspect was in descending order as follows: The organization of communication systems and the creation of networks within the department or between departments ($\bar{X} = 4.55$) having delegation of authority, relationship and consistency with responsibility for each position ($\bar{X} = 4.43$). Personnel or staff were independent in Performing duties ($\bar{X} = 4.41$) There was a meeting of the subordinates by using democratic principles to allow constructive discussion ($\bar{X} = 4.36$) and the conflict was eliminated and communicated well between departments ($\bar{X} = 4.33$).

Table 4.10 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Reporting**

n=375

No.	Reporting	\bar{X}	S.D.	Interpreted
1)	There are regular and current reports of the organization's performance	4.49	.733	High
2)	The procedure was announced. Criteria and methods for evaluating the performance thoroughly. And transparent	4.91	.671	High
3)	The management recognizes the importance and necessity of reporting and evaluation within departments and organizations	4.55	.816	High
4)	Progress reporting, problems, obstacles, and news of the organization for all parties to know for the purpose of tracking solutions to problems arising from work obstacles	4.66	.614	High
5)	Determination of the reporting results for a certain period to prevent systemic redundancy	4.13	.654	High
Overall average		4.67	.618	High

From table 4.10 it was found that the affordable housing project management of with POSDCoRB, Reporting was at the highest level ($\bar{X} = 4.67$), Each aspect was in descending order as follows: Personnel or personnel were independent in performing their duties ($\bar{X} = 4.91$). There was a diagnosis, command, and control of personnel to perform tasks clearly, appropriately ($\bar{X} = 4.66$). There was a communication system and network construction within the unit. Work or inter-department ($\bar{X} = 4.55$). Report of the organization's performance as regularly and truthfully ($\bar{X} = 4.49$) and periodic report setting exact time to prevent systematic redundancy ($\bar{X} = 4.13$).

Table 4.11 Mean (\bar{X}) and Standard Deviation (S.D.) of the affordable housing project management with the POSDCorB, **Budgeting**

n=375

No.	Budgeting	\bar{X}	S.D.	Interpreted
1)	There is a budget allocation for managing each section. There are clear procedures	4.56	.713	Highest
2)	Prepare a budgetary plan and implement the plan efficiently	4.41	.661	High
3)	Have a budget policy that is clear and practical	4.58	.817	High
4)	Personnel participation in budget allocation	4.46	.674	High
5)	Budgeting is made in line with the strategy of the department	4.23	.614	High
Overall average		4.49	.628	High

From table 4.11 it was found that the affordable housing project management with POSDCoRB, Budgeting was at a high level ($\bar{X} = 4.49$), Each aspect was in descending order as follows: Having a budget policy that was clear and practical ($\bar{X} = 4.58$) budget allocation for each part of the administration with a clear procedure ($\bar{X} = 4.56$). The participation of personnel in the budget allocation ($\bar{X} = 4.46$). Establishing a budget plan and implementing the plan efficiently ($\bar{X} = 4.41$) and having the budget in line with the organization's strategy ($\bar{X} = 4.49$).

4.1.3 Findings from the people's opinions towards the Buddha-dhamma that affected the effectiveness of affordable housing project management.

Table 4.12 Mean (\bar{X}), standard deviation (S.D.) and level of sampled opinion on *Bhuddha-dhamma* of housing project management. As of objective 3 and 4 to study and integrate Buddha-dhamma supporting the effectiveness of affordable housing project management

n=375

<i>Sanghahavathu</i> ; Principles of service	\bar{X}	S.D.	Interpreted
1) Dana, Giving	3.24	0.884	high
2) Piyavaja, Kindly speech	3.22	0.868	high
3) Atthajariya, Beneficial works	3.17	0.898	high
4) Samanattata, Equal treatment	3.18	0.896	high
Overall average	3.20	0.824	high

Data analysis of *Sanghahavathu*; principles of service from above table, it can be concluded that the overall average of *Sanghahavathu*; principles of service was at the high level ($\bar{X} = 3.20$). When considering each aspect, it was also found that all aspects were at the high levels. With giving had the highest mean ($\bar{X} = 3.24$), followed by kindly speed, equal treatment and beneficial works ($\bar{X} = 3.22, 3.18$ and 3.17 , respectively).

As for objective 4 to propose the appropriate approaches for the effectiveness of affordable housing project management, from the findings from this research, as indicated in table 4.4 and 4.5, it could be concluded that the appropriate approaches to the effectiveness of affordable housing project management were the management process consisted of Planning, Organizing, Leading and Controlling integrated with Buddha-dhamma; *Sanghahavattu* 4, Giving, kindly speech, beneficial work and equal treatment. These two important factors induced the Effectiveness of the Affordable Housing Project Management.

4.2 Findings from hypothesis testing

4.2.1 Hypothesis 1: Needs of buyer (X_1) has affected on effectiveness of affordable housing project management (Y)

Table 4.13 Result of simple linear regression analysis for effectiveness of affordable housing project management (Y) as a dependent variable and needs of buyers (X_1) as an independent variable.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X_1 ^b	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.604	2.19495

a. Predictors: (Constant), X_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2752.761	1	2752.761	571.374	.000 ^b
	Residual	1797.037	373	4.818		
	Total	4549.797	374			

a. Dependent Variable: Y

b. Predictors: (Constant), X_1

Coefficients^a

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.220	.449		4.945	.000
	X ₁	.781	.033	.778	23.903	.000

a. Dependent Variable: Y

From simple linear regression analysis, the regression equation was: -

$$\hat{Y} = 2.220 + 0.781 (X_1)$$

With F = 571.374, p-value (Sig.) = 0.000, R-square = 0.605 (60.5%), and

$$\beta_1 = 0.778$$

These indicated that, needs of buyers (X₁) had statistically significant affected on the effectiveness of affordable housing project management (Y) at 0.01 level of significance. The needs of buyers (X₁) could explain the variation of the effectiveness of affordable housing project management (Y) by 60.5% with the standardized regression coefficient (β_1) of 0.778.

4.2.2 Hypothesis 2: Hypothesis 2. Management process (X₂) has affected on effectiveness of affordable housing project management (Y)

Table 4.14 Result of simple linear regression analysis for effectiveness of affordable housing project management (Y) as a dependent variable and management process (X₂) as an independent variable

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X ₂ ^b	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.642	2.08689

a. Predictors: (Constant), X₂

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2925.342	1	2925.342	671.704	.000 ^b
	Residual	1624.455	373	4.355		
	Total	4549.797	374			

a. Dependent Variable: Y

b. Predictors: (Constant), X₂

Coefficients^a

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.052	.384		7.948	.000
	X ₂	.753	.029	.802	25.917	.000

a. Dependent Variable: Y

From simple linear regression analysis, the regression equation was: -

$$\hat{Y} = 3.052 + 0.753 (X_2)$$

With F = 671.704, p-value (Sig.) = 0.000, R-square = 0.643 (64.3%), and

$$\beta_2 = 0.802$$

These indicated that, management process (X₂) had statistically significant affected on effectiveness of affordable housing project management (Y) at 0.01 level of significance. The management process (X₂) could explain the variation of the effectiveness of affordable housing project management (Y) by 64.3% with the standardized regression coefficient (β_2) of 0.802.

4.2.3 Hypothesis 3: *Buddha-dhamma* (X_3) has affected on Effectiveness of Affordable Housing Project Management (Y)

Table 4.15 Result of simple linear regression analysis for effectiveness of affordable housing project management (Y) as a dependent variable and Buddhist principle (X_3) as an independent variable

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X_3^b	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.617	2.15966

a. Predictors: (Constant), X_3

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2810.072	1	2810.072	602.484	.000 ^b
	Residual	1739.726	373	4.664		
	Total	4549.797	374			

a. Dependent Variable: Y

b. Predictors: (Constant), X_3

Coefficients^a

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.962	.448		4.382	.000
	X ₃	.831	.034	.786	24.546	.000

a. Dependent Variable: Y

From simple linear regression analysis, the regression equation was: -

$$\hat{Y} = 1.962 + 0.831 (X_3)$$

With F = 602.484, p-value (Sig.) = 0.000, R-square = 0.618 (61.8%), and

$$\beta_3 = 0.786$$

These indicated that, management process (X₂) had statistically significant affected on the effectiveness of affordable housing project management (Y) at 0.01 level of significance. The management process (X₂) could explain the variation of the effectiveness of affordable housing project management (Y) by 61.8% with the standardized regression coefficient (β_3) of 0.786.

4.2.4 Hypothesis 4: Needs of buyer (X₁), Management process (X₂), and Buddhist principle (X₃) has common effects on Effectiveness of Affordable Housing Project Management (Y)

Table 4.16 Result of stepwise regression analysis for effectiveness of affordable housing project management (Y) as a dependent variable and needs of buyers (X₁), management process (X₂), and Buddhist principle (X₃) as the independent variables

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X ₂	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	X ₃	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	X ₁	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.642	2.08689
2	.837 ^b	.700	.699	1.91417
3	.853 ^c	.727	.725	1.83039

a. Predictors: (Constant), X₂

b. Predictors: (Constant), X₂, X₃

c. Predictors: (Constant), X₂, X₃, X₁

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2925.342	1	2925.342	671.704	.000 ^b
	Residual	1624.455	373	4.355		
	Total	4549.797	374			
2	Regression	3186.776	2	1593.388	434.872	.000 ^c
	Residual	1363.021	372	3.664		
	Total	4549.797	374			
3	Regression	3306.828	3	1102.276	329.006	.000 ^d
	Residual	1242.970	371	3.350		
	Total	4549.797	374			

a. Dependent Variable: Y

b. Predictors: (Constant), X₂

c. Predictors: (Constant), X₂, X₃

d. Predictors: (Constant), X₂, X₃, X₁

Coefficients^a

	Model	Unstandardized		Standardized		t	Sig.
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	3.052	.384			7.948	.000
	X ₂	.753	.029	.802		25.917	.000
2	(Constant)	1.451	.400			3.627	.000
	X ₂	.452	.045	.481		10.140	.000
	X ₃	.424	.050	.401		8.447	.000
3	(Constant)	.723	.401			1.801	.073
	X ₂	.309	.049	.329		6.342	.000
	X ₃	.326	.051	.308		6.441	.000
	X ₁	.284	.047	.283		5.986	.000

a. Dependent Variable: Y

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	X ₁	.381 ^b	8.079	.000	.386	.367
	X ₃	.401 ^b	8.447	.000	.401	.358
2	X ₁	.283 ^c	5.986	.000	.297	.329

a. Dependent Variable: Y

b. Predictors in the Model: (Constant), X₂

c. Predictors in the Model: (Constant), X₂, X₃

From stepwise regression analysis, the regression equation was: -

$$\hat{Y} = 0.723 + 0.309 (X_2) + 0.326 (X_3) + 0.284 (X_1)$$

With F = 329.006, p-value (Sig.) = 0.000, R-square = 0.727 (72.7%), and

$$\beta_2 = 0.329, \beta_3 = 0.308, \text{ and } \beta_1 = 0.283$$

These indicated that, management process (X₂), *Buddha-dhamma* (X₃), and needs of buyers (X₁) had statistically significant common affected on the effectiveness of affordable housing project management (Y) at 0.01 level of significance. These three variables (X₂, X₃, and X₁) could commonly explain the variation of the effectiveness of affordable housing project management (Y) by 72.7% with the standardized regression coefficients (β_2 , β_3 and β_1) of 0.329, 0.308, and 0.283, respectively.

In conclusion of Hypothesis 4. Needs of buyers (X₁), Management process (X₂) and *Buddha-dhamma*, *Sanghahavuttu* (X₃) together had effect on the effectiveness of the affordable housing project management. (Y)

4.3 Findings from the qualitative research method

Findings from In-depth-Interviewing the 20 Key Informants consisting of the following persons the researcher purposefully selected from the persons who involved in the affordable housing project, according to John W. Creswell's method¹. They were 7 persons from National Housing Authority, 3 persons from contracting companies that constructed the affordable houses, 3 persons from academicians in public administration and 7 persons from Local Administrative Organizations and stakeholders as of details in Chapter 3

4.3.1 Findings from the qualitative research method according to the objective number 1, could be presented in the following manner. Majority of key informants agreed on the effectiveness condition of the affordable housing project management. Effectiveness condition of the affordable housing project management consisted of 4 aspects. They were National Housing Authority constructed house responding to the buyers' needs, the buyer's satisfaction, good environment, and good quality of life which was consistent with the findings from the quantitative method. The National Housing Authority constructed affordable house in responding to the buyers' needs. The affordable houses and town houses are with good quality the buyers were satisfied with. Most of the affordable house projects are at good locations, good environments, near major institutes such as schools, hospitals, and monasteries. The residents who lived at these affordable housing projects have the good quality of lives.

Some comments from some key informants were as follows:

"The construction of affordable houses for low-income people is very good policy with good planning, good locations with low interest home-loan supported by government. This indicated that government has Buddhist minds"²

"Most affordable projects are at good locations; the reasons were there were land selection committee to select the land for building the good communities

¹John W. Creswell, **Research Design, Qualitative, Quantitative and Mixed Method Approaches**, 4th edition, (California: Sage Publication Inc., 2014), p. 198.

² Interview with Key informant No. 1, 15 February 2018.

for low-income people without conflict of interest. The selection of the lands for affordable houses must be on the benefits of the residents, not benefits of the landowners who sold the land for the affordable housing projects”³

“The affordable housing project at Huahin was constructed according to the plans regarding houses, financial support from the government Bank, resulting the affordable housing projects were very effective”⁴

“Thai government, by National Housing Authority, has good policy to build affordable houses for low-income people to have decent home. Every citizen should have equal opportunity to have decent home to raise family”⁵

“The affordable housing project in Thailand, specially Huahin and Pranburi projects are very effective with 4 indicators; the houses were constructed as planned. Buyers were available. There was guarantee for the house buyers and government and private financial institutes participated in the affordable housing project”⁶

“The companies that had contract with National Housing Authority used good quality materials for the houses as agreed upon in the contract. The contractors were also would like to see Thai people with low incomes to have good home in the good environment for good quality of life”⁷

“Government should expand the limits of affordable housing project to every region of the country to reach the low-income people and the chant for people with low-income to get access to the financial resources also should expanded so the people with low-income will have the access to the financial loan to buy the houses for decent dwelling”⁸

³ Interview with Key informant No. 3, 16 February 2018.

⁴ Interview with Key informant No. 4, 20 February 2018.

⁵ Interview with Key informant No. 5, 22 February 2018.

⁶ Interview with Key informant No. 6, 23 February 2018.

⁷ Interview with Key informant No. 7, 24 February 2018.

⁸ Interview with Key informant No. 8, 25 February 2018.

“The house that I bought is in good environment at Huanhin. When we moved in, we celebrated with religious ceremony to have good luck and good quality of life”⁹

“It is very good policy that the Government Housing Authority set a policy of low interest rate and long-term payment for affordable housing projects so that people with low income can buy a decent house”¹⁰

“The government affordable housing project aimed at good environment for good quality of residents’ life. As a headman of Huahin Community Town House 3, I see it for myself”¹¹

“Huahin community affordable townhouse emphasized good location, good environment and good quality of life”¹²

4.3.2 Findings from the qualitative research method according to the objective number 2, factors affecting the effectiveness of affordable housing project management could be presented in the following manner. Majority of key informants agreed on the factors affecting the effectiveness of the affordable housing project management as found from the quantitative method consisted of 4 factors: good quality house, affordable price, low interest rate and long-term payment. The house is home for everybody, either rich or poor, good, or bad, young or old. The agency that is responsible for this project must be keen and honest. Good quality house is the first priority the agency that is responsible for must pay attention. The second priority is the appropriate price that the people with low income can afford that is affordable price. To help the low-income people, the affordable price alone is not enough, because most people with low income do not have cash to buy the house. They must borrow money from government or private financial institutes with low interest rate and long-term payment.

Some commends from some key informants were as follows:

⁹ Interview with Key informant No. 20, 27 February 2018.

¹⁰ Interview with Key informant No. 10, 28 February 2018.

¹¹ Interview with Key informant No. 18, 30 February 2018.

¹² Interview with Key informant No. 15, 1 March 2018.

“Good quality house or townhouse is the first thing to keep in minds of the project administrators. Good quality house is lifetime investment of the house buyers”¹³

“In order to have good quality house, it must start from the blueprint with good specification. The contractors who build the house must be honest and use the good materials as specified in the contract. The inspectors must be serious in inspecting the construction”¹⁴

“In order for people with low income to own the house for decent living, affordable housing project must set price of affordable house at affordable level. Otherwise, the affordable housing project will be for the rich to buy the house at low price by their standard”¹⁵

“Home loan project for the low-income people the financial institutes, both government and private sectors should set the appropriate interest rate so that the home buyers can borrow money for home buying at peace of minds”¹⁶

“Good quality house with affordable price is not enough for low-income people. The loan must be low interest rate and long-term payment up to 15-20 years. Low-income people spend 15-20 percent of income for home payment is barely bearable. They have to borrow money to buy the houses so that they can have good places to live”¹⁷

“Long term payment policy is to help not only people with low income, but also anybody who wants to borrow money for home buying especially affordable housing project”¹⁸

4.3.3 Findings from the qualitative research method according to the objective number 3, the appropriate management of affordable housing project with the **POSDCoRB**, Planning, Organizing, Staffing, Directing, Coordinating, Reporting and

¹³ Interview with Key informant No. 1, 15 February 2018.

¹⁴ Interview with Key informant No. 9, 3 March 2018.

¹⁵ Interview with Key informant No. 8, 1 March 2018.

¹⁶ Interview with Key informant No. 6, 25 February 2018.

¹⁷ Interview with Key informant No. 19, 5 March 2018.

¹⁸ Interview with Key informant No. 10, 28 February 2018.

Budgeting, integrated with *Sangahavattu 4*, Dana, generosity, *Piyavaca*, kind words, *Atthachariya*, beneficial conduct and *Samanattata*, even and equal treatment, can be presented in the following manner: Most key informants agreed with the findings from the quantitative method that were found that by overall, the management by POSDCoRB was at high level of effectiveness. especially when integrated with Buddha-dhamma, *Sangahavattu 4*, Dana, generosity, *Piyavaca*, kind words, *Atthachariya*, beneficial conduct and *Samanattata*, even and equal treatment. Planning is very important stage of management that must layout the clear plan to achieve the management goals. Organizing is also important component of the management. Organization structure must be flexible and able to adjust operations appropriately according to the situation with responsibility according to the line of work, rules and regulations and determining the scope of duties assigned the job to the personnel who performed the job clearly, suitable for the position and ability. Staffing is very important component of management by determining the work force and capability suitable for the position. Strengthening and maintaining the working relations of the person or staff. Manpower recruitment, development and use of personnel to maximum benefit. Directing is to direct personnel or officers to be independent in performing their duties. Coordinating is the organization of communication systems and the creation of networks within the department or between department, having delegation of authority, relationship and consistency with responsibility for each position Personnel or staff were independent in Performing duties. There should be a meeting of the subordinates by using democratic principles to allow constructive discussion and the conflict was eliminated and communicated well between departments. Reporting is communication between boss and subordinates. Report of the organization's performance as regularly and truthfully and periodic report setting exact time to prevent systematic redundancy. Budgeting is income and expenditure with budgetary policy that is clear and practical, budget allocation for each part of the administration with a clear procedure, the participation of personnel in the budget allocation, establishing a budget plan and implementing the plan efficiently and having the budget in line with the organization's strategy. For the organizations to be

more effective, it should be integrated with *Buddha-dhamma*, specially Sangahavattu 4 as found from the quantitative method as shown in the below table

Table 4.17 *Sanghahavathu*; Principles of service

(n=375)

<i>Sanghahavathu</i> ; Principles of service	\bar{X}	S.D.	Interpreted
1) Dana, Giving	3.24	0.884	high
2) Piyavaja, Kindly speech	3.22	0.868	high
3) Atthajariya, Beneficial works	3.17	0.898	high
4) Samanattata, Equal treatment	3.18	0.896	high
Overall average	3.20	0.824	high

Sanghahavathu; principles of service from above table, it can be concluded that the overall average of *Sanghahavathu*; principles of service was at the high level of effectiveness of affordable housing project management. With Dana, generosity, had the highest level of effectiveness, followed by kindly speed, equal treatment, and beneficial works respectively.

From these findings, it could be concluded that the appropriate approaches to the effectiveness of affordable housing project management were the management process consisted of Planning, Organizing, Leading and Controlling integrated with Buddha-dhamma; Sanghahavattu 4, Giving, kindly speech, beneficial work and equal treatment. These two important factors induced the effectiveness of the affordable housing Project management.

Some commends from some key informants were as follows:

“Project management using POSDCoRB integrated with Sanghahavattu 4 resulted the effectiveness of affordable housing project management. Every project to be successful, it must begin with good plan then organize activities and put the right man in the right job. Administrators directs the project direction by coordinate the teamwork to drive the project to the set direction by reporting the activities progress to the responsible units and use the budget for value effectively. As for Sanghahavattu application, this Dhamma can be applied at any stage of management.

With generosity, kind words, beneficial conduct and even and equal treatment, any project will be very effective”¹⁹

“In the management with any principles and theories, if integrated with Buddha-dhamma, specially *Sanghavattu 4*. For example, POSDCoRB integrated with *Sangahavattu*. Planning any project with *Dana*, generosity for the public. Project managers give advice to customers with sweet and kind words, with beneficial conduct. It results in effectiveness of that project”²⁰

“The principle of management by POSDCoRB is very old but still effective and in use in many projects management. When integrated with Buddha-dhamma which is *Akaliko*, beyond time dimension, is always new. When integrated with *Sanghavattu 4*, it makes POSDCoRB which is old principle become new and modern”²¹

“It is important for the affordable housing project to learn Buddha-dhamma and apply the Dhamma in administration, because they deal with the house buyers who are people with low income so that the administrators will be polite and kind to them”²²

“As for *Sangahavattu 4*, *Dana*, giving, *Piyavaca*, sweet and kind words, kind speech, *Atthacariya* useful and beneficial conducts, and *Samanattata*, even and equal treatment and appropriately behavior on all occasions. This *Dhamma* is the basic virtue for leaders, managers, and administrators. When this Dhamma is applied and integrated with administration and management will help that administration be more effective. So, the management principle of POSDCoRB integrated with *Sangahavattu 4* is very appropriate approach to the effectiveness of affordable housing project management”²³

“Home construction for low-income people is very good policy with good planning looking for good location. The National Housing Authority provides home

¹⁹ Interview with Key informant No. 11, 5 March 2018.

²⁰ Interview with Key informant No. 10, 8 March 2018.

²¹ Interview with Key informant No. 12, 2 March 2018.

²² Interview with Key informant No. 18, 10 March 2018.

²³ Interview with Key informant No. 13, 13 March 2018.

loan with low interest rate and long-term payment. This indicates that the government has Buddhist mind. Every government personnel should learn and practice Buddha-dhamma so that government business will be profitable and prosperous”²⁴

4.4 Body of knowledge

The findings from this research entitled” **Effectiveness of affordable housing project management**” by the quantitative and qualitative methods that revealed that the effectiveness condition of the affordable housing project management was effective with 4 indicators. They were house construction in response to the buyers’ needs. Buyers’ satisfaction, Buyers had good quality of life and Buyers lived at good environment. As for factors affecting the effectiveness of the affordable housing project management. There were 4 factors, good quality house, affordable price, low interest rate and long-term payment. As for the appropriate approach to the effectiveness of affordable housing project malmanagement was the management in line with POSDCoRB principle, consisting of Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting, integrated with Buddha-dhamma, *Sangahavattu 4*, Dana, generosity, *Piyavaca*, sweet and kind speech, *Atthacariya*, useful and beneficial conduct and *Samanattata*, even and equal treatment with appropriate behavior on all occasions. These findings could be modelized into body of knowledges as follow:

²⁴ Interview with Key informant No. 14, 15 March 2018.

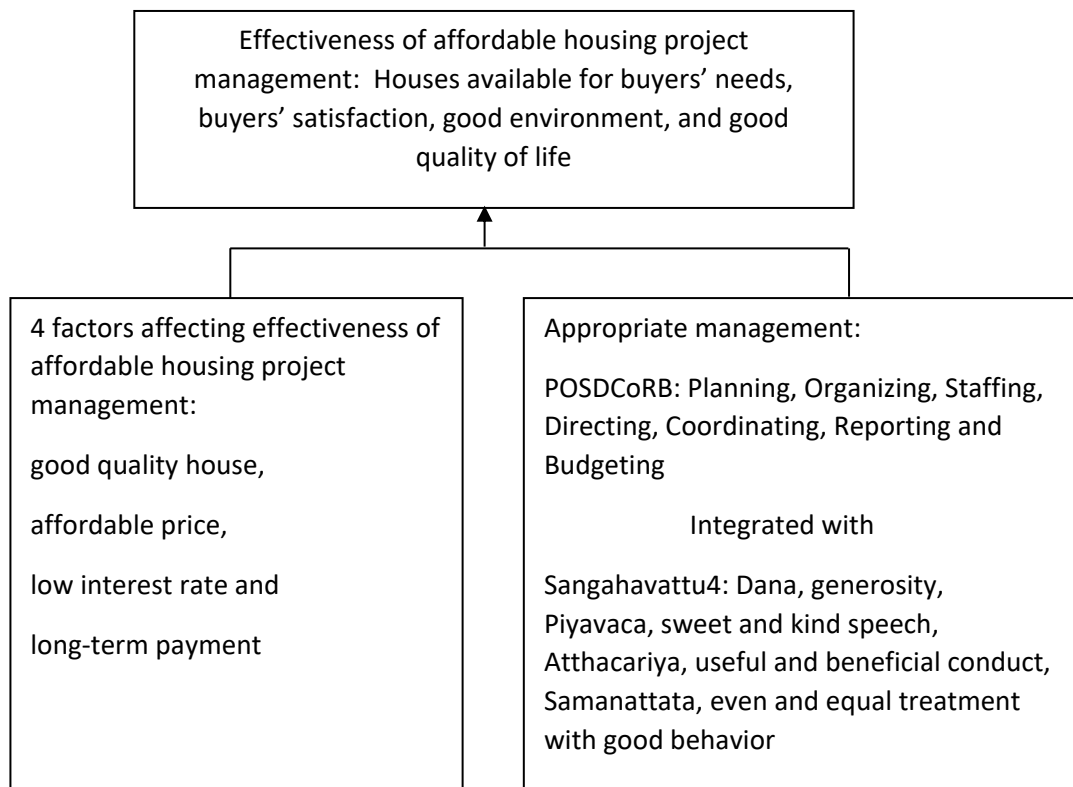


Figure 4.1 Body of knowledge: Effectiveness of affordable housing project management

From this body of knowledge, it can be synthesized to simple synthesized knowledge as follow:

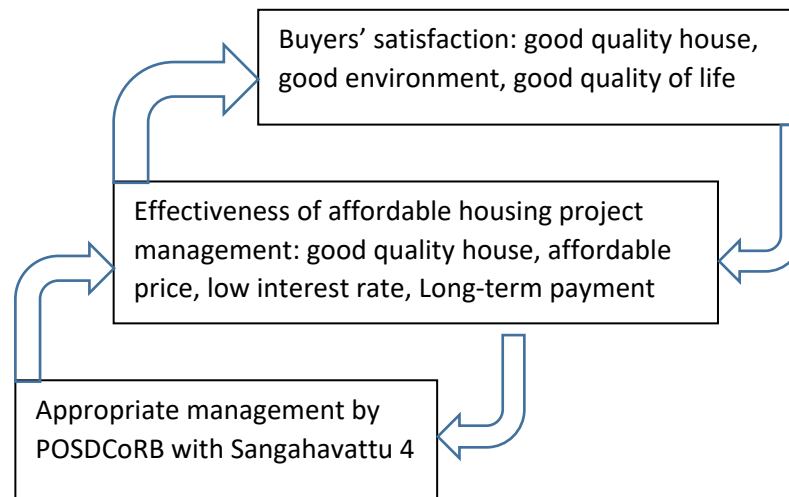


Figure 4.2 Synthesized body of knowledge

From this figure, it can be explained that because of appropriate management of the affordable housing project by POSDCoRB, Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting integrated with Buddha-dhamma, Sangahavattu 4, Dana, giving, Piyavaca, sweet and kind speech, Atthacariya, useful and beneficial conduct and Samanattata, even and equal treatment with appropriate behavior on all times induce effectiveness of affordable housing project management with good quality house, affordable price, low interest rate and long-term payment and this effectiveness induces buyers' satisfaction with good quality house, good environment and good quality of life. This can also cross check from buyers' satisfaction arises from effectiveness of affordable housing project management that also arises from appropriate management by POSDCoRB integrated with Sagahavattu 4.

Chapter 5

Conclusion, Discussion and Recommendation

5.1 Conclusion

This research entitled “Effectiveness Affordable Housing Project Management” has been conducted with the Mixed Methods, the quantitative and qualitative research with 3 objectives. They were to study the effective condition of the affordable housing project management, to study factors affecting the effectiveness of the affordable housing project management and to propose the appropriate approach to the management of the affordable housing project.

The quantitative research: Data were collected from 375 samples, derived from the populations of 5,719 people at 4 Aeuartorn or affordable housing projects at Huahin and Pranburi Districts, Prachuab Kirikhan Province using Taro Yamane’s formula with the confident level at 0.05 with questionnaires and analyzed with descriptive statistics and inferential statistics.

The Qualitative Research: Data were collected from 20 key informants, purposefully selected from experts who involved in the affordable housing project and the academicians in the fields of Buddhism and public administration, by face-to-face in-depth-interviewing with structured in-depth-interview transcript. They were 7 persons from Administrators of Government Housing Authority, 3 persons from contracting companies that built the affordable houses, 3 persons from academic field of Buddhism and Public Administration and 7 persons from Local Administrative Organizations and Stakeholders. Data from the qualitative method were analyzed by content descriptive interpretation.

Findings from the quantitative research according to the objectives of the research:

1. The effectiveness condition of affordable housing project management, with 4 indicators consisted of house construction responding to buyers’ needs,

buyers' satisfaction, good quality of life and good environment, by overall, was at high level with the mean score at 3.15 indicating that people who bought the affordable houses were satisfied with good life in good environment.

2. Factors affecting the effectiveness of the affordable housing project management consisted of 4 factors. They were good quality house, affordable price, low interest rate and long-term payment, by overall had high level of effectiveness with mean value at 3.32 indicating that these 4 factors caused the effectiveness of the affordable housing project management at the high level.

3. The approach to the appropriate management of the affordable housing project was the management by the principle of POSDCoRB integrated with *Buddhadhamma, Sangahavattu 4* by overall was also at high level with the mean value at 4.45 and *Sagahavattu 4* had the mean value at 3.20 indicating that POSDCoRB and *Sangahavattu 4* yielded the good result to the effectiveness of the affordable housing project management at the high level.

Findings from the qualitative method by In-depth-Interviewing the 20 Key Informants were correspondingly to the findings from the quantitative method that could be concluded as follows:

1. Effectiveness condition of the affordable housing project management, the affordable housing project management consisted of 4 aspects. They were National Housing Authority constructed house responding to the buyers' needs, the buyer's satisfaction, good environment, and good quality of life which was correspondingly to the findings from the quantitative

2. Factors affecting the effectiveness of the affordable housing project management consisted of 4 factors. They were good quality houses, affordable price, low interest rate and long-term payment. These 4 factors induced the effectiveness of the affordable housing project management.

3. Appropriate management of the affordable housing project was the management by POSDCoRB which is the basic principle of management, integrated with *Sangahavattu 4* which is also basic principle for leaders, administrators and advocators for unity and teamwork. When these two principals were applied for the management of the affordable housing project, the management was very effective.

5.2 Discussion

The findings of the research could be discussed according to the objectives as follows:

1. Objective 1: The effectiveness condition of the affordable housing project management. Effectiveness condition of the affordable housing project management was found from both the quantitative and qualitative methods consisted of 4 aspects. They were National Housing Authority constructed house responding to the buyers' needs, the buyer's satisfaction, good environment, and good quality of life. The National Housing Authority constructed affordable house in responding to the buyers' needs. The affordable houses and town houses are with good quality the buyers were satisfied with. Most of the affordable house projects are at good locations, good environments, near major institutes such as schools, hospitals, and monasteries. The residents who lived at these affordable housing projects have the good quality of lives.

The findings were related to the research work of **Krisda Plangsiri and others**¹ conducted research on Antecedents Affecting the Quality of Life of Residents in Baan Eua Arthorn Housing Project in Bangkok Metropolitan Area. Research findings showed that quality of life of residents in the BUAHP and antecedents, namely, leadership of the community head, the government's housing policy concerning the BUAHP, the economic status of residents in the Project, the community environment, and participation of community members were at the good level, while knowledge and understanding of community members was at the high level. Furthermore, findings from multiple regression analysis with the use of SEM indicated that the antecedents that significantly affected on quality of life of residents in terms of the community environment, the government's housing policy concerning the BUAHP, participation of community members, economic status of residents in the Project.

¹Krisda Plangsiri and Others, "Antecedents affecting the quality of life of residents in Baan Eua Arthorn Housing Project in Bangkok Metropolitan Area", **Journal of the Association of Researchers**, Vol 16 No. 3 (July-December 2554): 142-150.

This research was also related with the research work of Patmaporn Ratanapradab and Yingsawat Chaiyakul² conducted research on design guidelines for Improving Energy Saving and Environmentally Friendly Building of Two-Story Detached House in Eur Arthorn Housing Project, Khon Kaen Province. with two main parts: firstly, the field surveys were conducted in eight houses to collect physical data and to make field measurement for evaluating energy savings and environmentally friendly aspects; secondly, the guidelines for improving the house design were proposed by analysis the results from the survey and the evolutions. The first field survey showed that the residents required more occupying space. Because of this, there were various methods to improve the original design in the project. The original design of the house was done with the limitation of the construction cost. The structure materials of building chosen were cheap and had little external protection. The results from evaluating energy savings and environmentally friendly building and from analyzing feasibility and costs compared with original design showed that two important criteria are the building envelopes and layout and landscape. The guidelines to improving the environmental and energy aspects for the house are first, installing ceiling thermal insulation, installing shading device panel and secondly, reorganizing roofing structure to cover hardscape or using plants in landscape to reduce ambient temperature outside. The evaluation of design guidelines was done by finally conducting questionnaire to the residents. The results showed that the design suggestions are acceptable and could be used for improving the house.

Objective 2, factors affecting the effectiveness of affordable housing project management were found from both the quantitative and qualitative methods. The findings were correspondingly that factors affecting the effectiveness of affordable housing project consisted of 4 factors. They were house construction responding to buyers' needs, buyers' satisfaction, good environment, and good

²Patmaporn Ratanapradab and Yingsawat Chaiyakul, "Design Guidelines for Improving Energy Saving and Environmentally Friendly Building of Two-Story Detached House in Eur Arthorn Housing Project, Khon Kaen", **Academic Journal of the Faculty of Architecture**, Vol. 10 (2564): 3746.

quality of life. These factors indicated that National Housing Authority constructed affordable houses for low-income people in mind. So, the house s buyers were satisfied with the houses in good environment that brought in the good quality of life. This research findings were related to the research works of **Kanvara Srinarong**³ Conducted research on Residents' Satisfaction Physical Environment and Infrastructure Provision for Low Income Group in NHA's Public Housing Project, Phisanulok Province with objectives to study the principles and concepts of sub-community planning as well as the residents' perceptions of the physical environment in Public Housing Projects in Phisanulok Province of National Housing Authority, and providing the necessary infrastructure services at Public Housing Project at Plai Chumpol District, Public Housing for government officials and employees in the Royal Thai Air Force, and Public Housing Project at Beng Pra Il District. Findings were that 1. General environment in community 2. Infrastructure in community and 3. Infrastructure and utility outside community Regarding the general environment in community, the satisfactions of the layout of building was at high level (3.541) and its environment (3.060) were moderate whereas the satisfaction of recreation in their community was low (2.822). In terms of infrastructure, the satisfaction was high (3.896) while the satisfaction of utility was low (1.971). However, the demand of infrastructure and utility of the residents was high (4.048) by arranging from most to less which were: (1) Shelter for waiting vehicles (4.400), (2) Garbage collection within community (4.370), ATM machine (4.120), Motorcycle carrier (4.080), and (5) Public telephone (3.270) respectively. And for infrastructure and utility outside community within 5 kilometers, they gave more important on it and the satisfaction was 4.024, such as the project location, transportation, public transportation system, and the link of network road projects that was easy to transport. The recommendations for community planning were to select the location for linking to the city center, and to integrate the use of space together with to create the cheerfulness in the area. Furthermore, community people should pay

³Kanvara Srinarong, "Residents' Satisfaction Physical Environment and Infrastructure Provision for Low Income group in NHA's public housing project, Phisanulok Province", **Research article**, (Department of Urban Design and Planning: Silpakorn University, 2011).

significant roles on the realization of community belonging by promoting bicycle or walking as a main transportation as well as to create positive attitudes towards their community and safety in their living.

Findings were also related to the research work of **Premchai Sarobon**⁴ studied the administrative factors that influenced the quality of education of Chulachomklao Royal Military Academy. The results of the study revealed that 1. The administrative factors of Chulachomklao Royal Military Academy consisted of Man factors, management, material, money and management information system (MIS). 2. The administrative factors of Chulachomklao Royal Military Academy were related to the quality. The study was based on the relationship of the linear structure of the model which was consistent with the empirical data by influencing the quality of education (qua.) of Chulachomklao Royal Academy. as follows: Personnel factor (Man) had no direct influence but indirect influence and total influence with statistical significance at .01. Material factor (Mat.) had no direct influence. Without indirect influence and without total influence Information technology factors (MIS.) had a direct influence had no indirect influence and had a significant influence at statistically significant level at .01 and budget factors (Mon.) did not have direct influence without indirect influence and without total influence.

Objective 3, appropriate management of the affordable housing project were found from both the quantitative and qualitative methods. The findings were correspondingly that the appropriate management affecting the effectiveness of affordable housing project consisted of management by POSDCoRB: planning, organizing, staffing, directing, coordinating, reporting and budgeting integrated with *Buddha-dhamma*, *Sangahavattu 4*; Dana, generosity, *Piyavaca*, kind words, *Atthachariya*, beneficial conduct and *Samanattata*, even and equal treatment. The management by POSDCoRB was at high level of effectiveness. especially when integrated with *Buddha-dhamma*, *Sangahavattu 4*, Dana, generosity, *Piyavaca*, kind

⁴Premchai Sarobon, "Administrative factors influencing the educational quality of Chulachomklao Royal Military Academy", **Doctor of Philosophy Department of Educational Administration**, (Graduate School: Silpakorn University, 2007).

words, *Atthachariya*, beneficial conduct and *Samanattata*, even and equal treatment.

Planning is very important stage of management that it must be laid-out the clear plan to achieve the management goals. Organizing is also important component of the management. Organization structure must be flexible and able to adjust operations appropriately according to the situation with responsibility according to the line of work, rules and regulations and determining the scope of duties assigned the job to the personnel who performed the job clearly, suitable for the position and ability. Staffing is very important component of management by determining the work force and capability suitable for the position. Strengthening and maintaining the working relations of the person or staff. Manpower recruitment, development and use of personnel to maximum benefit. Directing is to direct personnel or officers to be independent in performing their duties. Coordinating is the organization of communication systems and the creation of networks within the department or between department, having delegation of authority, relationship, and consistency with responsibility for each position. Personnel or staff were independent in Performing duties. There should be a meeting of the subordinates by using democratic principles to allow constructive discussion and the conflict was eliminated and communicated well between departments. Reporting is communication between boss and subordinates. Report of the organization's performance as regularly and truthfully and periodic report setting exact time to prevent systematic redundancy. Budgeting is income and expenditure with budgetary policy that is clear and practical, budget allocation for each part of the administration with a clear procedure, the participation of personnel in the budget allocation, establishing a budget plan and implementing the plan efficiently and having the budget in line with the organization's strategy. For the organizations to be more effective, it should be integrated with *Buddha-dhamma*, specially Sangahavattu 4 as found from the quantitative method that can be concluded that the overall average of *Sanghahavuthu*; principles of service was at the high level of effectiveness of affordable housing project management. With Dana, generosity, had

the highest level of effectiveness, followed by kindly speech, equal treatment, and beneficial works respectively.

From these findings, it could be concluded that the appropriate approaches to the effectiveness of affordable housing project management were the management process consisted of Planning, Organizing, Leading and Controlling integrated with Buddha-dhamma; Sanghahavattu 4, Giving, kindly speech, beneficial work and equal treatment. These two important factors induced the effectiveness of the affordable housing Project management.

This finding was related to the research work of **Chalermphon Viran and friends**⁵ studied the use of POSDCoRB Model as an administrative tool for the local administrative organizations in Mae Taeng District Chiang Mai Province. The study was found that the local administrative organizations in Mae Taeng District applied the POSDCoRB Model to manage the administration with medium level of equipment application. It was also related to the research work of **Kunnadda Saisorn**⁶ studied the management process that influenced the effectiveness of the organization for the construction of residential buildings in Bangkok. The results of the study were as follows: 1. Residential building construction business group in Bangkok There was level in the implementation of the management process. Planning and budgeting were at high level and the process of managing Personnel, Direction, Organization, Coordination and Reporting were at the moderate level, respectively. 2. Respondents of the test of the residential building construction business group. There were opinions about the effectiveness of the organization, quality of work and the side achieving the target within the specified time were at a high level and the effectiveness of the satisfaction organization and the organization adaptation aspect were at the moderate level respectively. 3. Management processes were in the same

⁵Chalermphon Viran and friends, "Using the POSDCoRB Model as an administrative tool for the local government in Mae Taeng District Chiang Mai Province", **The 12th graduate research conference**, (Khon Kaen University, 2011).

⁶Kunnadda Saisorn, "Management Process Influencing Organization Effectiveness for Residential Building Business in Bangkok", **Siam Academic Journal**, Vol. 19 No. 33 (August - December 2018): 79.

direction with the effectiveness of the organization. Coordination was the most significantly related to organizational adjustment, followed by budgeting and quality of work, and 4. Management process for coordination, budgeting, and organization influencing the effectiveness of the organization for the construction of residential buildings in Bangkok with statistically significant level at 0.01.

In conclusion, the principle of POSDCoRB management integrated with *Buddha-dhamma, Sangahavattu 4* affected the effectiveness of affordable housing project management significantly.

5.3 Recommendations

The results of this research can be recommended for general purposes as follows:

5.3.1. Recommendation for policy formulation

For the policy makers, particularly the Government Housing Authority, Ban Aeu Artorn or affordable housing project. The findings from this research can be used as the data, information and supporting evidence for the policy formulation of the affordable housing project. Affordable Housing Project Policy should be formulated around.

- 1) Affordable housing construction should be responding to the buyers' needs.
- 2) Affordable houses should be located in good environment.
- 3) Affordable houses should be inductive to good quality of life for buyers' satisfaction.
- 4) The factors that affected the effectiveness of the affordable housing project management should be taken into consideration as of good quality house, affordable price, low interest rate and long-term payment should be implemented in the policy of affordable housing project for low-income people.
- 5) The appropriate management of the affordable housing project should apply POSDCoRB integrated with *Sangahavattu 4* for the effectiveness

5.3.2 Recommendation for implementation:

For those who implement the policy, apply the principle of public administration to POSDCoRB. From the research finding, Staffing had the highest mean score than meant Staff or personnel are very important. So, the National Housing Authority should recruit personnel to be trained for the effectiveness of the affordable housing project management. For the management of the project, use POSDCoRB principle integrated with *Sangahavattu 4* to the fullest and adjust the content for application to the place and time. Such as at planning stage, use the strategic planning, Organizing, use organization development, Directing, apply the participative management, Coordinating, use networking, Reporting, use two ways communication and Budgeting, the important one, use money for value in the principle of good governance.

5.3.3 Recommendation for future research:

For the future research on this or similar topics. Things to consider are:

1. The researchers should concentrate on the qualitative methods concentrating on in-depth-interviewing the key role leaders, influent persons and wise men in the communities where the research will be conducted.
2. Another approach to this kind of research should use Community Based Research which the researchers guide the community to identify their problems, find solutions to solve the problem with the close guideline from the researchers who act as teacher, friend, leader, follower, and co-worker.
3. Future research should concentrate on the quantitative research collecting data with questionnaires from people who need affordable houses for themselves in Bangkok and vicinity.
4. Future research should concentrate on customers' satisfaction with affordable housing projects from the beginning to present to evaluate the project.
5. Future research should concentrate on government policy on affordable housing projects outside of Bangkok in the rural areas.

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APPENDIXES

Appendix A

The letter for convenience in Checking the Item Objective
Congruence Index (IOC)



บันทึกข้อความ

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เรียน ผ.ศ.รัฐพล เข็มใจมา

เนื่องด้วย นายวิญญู นามสกุล นกสกุล รหัสประจำตัวนิสิต ๖๒๐๑๙๙๐๐๒๖ นิสิตหลักสูตร
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จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์

(รองศาสตราจารย์ ดร.สุรพล สุขะพรหม)
ผู้อำนวยการหลักสูตรบัณฑิตศึกษา
ภาควิชารัฐศาสตร์ คณะสังคมศาสตร์

๑๘/๙/๖๑



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บันทึกข้อความ

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ตรวจแล้ว

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19 ก.ย. 2561



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ผศ.ดร. อนุศักดิ์ กระสังข์
๑๕/๙/๒๕๖๑

Appendix B
The Name of Key Informants for data collection
(In-depth Interview)

1. Administrators of government Housing Authority

- 1). Director of Baan Eua Arthorn or Affordable Housing Project
- 2). Deputy Director of Baan Eua Arthorn or Affordable Housing Project
- 3). Land Selection Committee
- 4). Land Selection Committee
- 5). Director of Government Housing Bank
- 6). Director of Credit and Loan Division, Government Housing Bank
- 7). Chief of Credit and Loan Division, Government Housing Bank

2. Contracting Companies that built the houses

- 8) Chairman of Contracting Companies that construct the affordable Houses
- 9) CEO Contracting companies that built the affordable houses
- 10) Manager of Financing Companies that support the affordable housing project

3. Academician in Public Administration and Buddhism

- 11) Professor Dr.Boonton Dockthaisong
- 12) Assistant Professor Dr. Suriya Raksamuang
- 13) Venerable Phrasuthiveerabandit

4. Local Administrative Administrators and stakeholders

- 14) Khaotao Local Administrative Organization Administrators
- 15) Hua Hin Municipality Mayor
- 16) Hua Hin Public Health Officer
- 17) Hua Hin Community Town House 1 headman
- 18) Hua Hin Community Town House 3 headman
- 19) Kosalak Aeuarthorn Village home buyer
- 20) Pranburi Aeuarthorn Village home buyer



Biography

- Name:** MR. Nupharp Noksakun
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- Telephone:** 063 4479558
- Academic Articles:** Nupharp Noksakun. "Buddhism and Human Development". **STOU academic Journal of Research and Innovation (Humanity and Social Sciences)**, Vol. 1 No. 2 (July-December 2021): 20-29.
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