

Guidelines for Improving the Efficiency of Budget Management of Universities in Qingdao City

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Abstract: The objectives of this research were: 1) to study the efficiency of budget management of universities in Qingdao city. 2) to find out the various factors that affect the budget management efficiency of universities in Qingdao, and the relationship between them 3) to study the guidelines for improving the efficiency of budget management of universities in Qingdao city. The sample were 14 experts from different universities in Qingdao and 680 university budget management personnel with different gender, age, professional title and education level in Qingdao. Research Instruments include: 1) questionnaire, 2) semi-structured interview, and 3) evaluation form. data analysis by using percentage, mean, standard deviation and content analysis.

The results were found that 1) Varied budget management efficiency observed among Qingdao universities. 2) Factors influencing efficiency: policy environment, accuracy and timeliness of budget implementation, governance structure, fund utilization transparency, budget processes, information system support, resource allocation, and performance objectives. 3) Guidelines: clarify objectives, optimize allocation mechanisms, strengthen controls, enhance personnel skills, and foster stakeholder collaboration.

Keywords budget management of universities, the efficiency of budget management, Universities in Qingdao city.

1. Introduction

Universities in Qingdao are an important part of the city. The efficiency of budget management is directly related to the operation and development of universities. Budget management of universities in Qingdao city involves a variety of contents, including budget preparation, budget approval, budget execution and the preparation of financial statements. Because universities involve a lot of funds, so the efficiency of budget management is very important to ensure the normal operation of universities and the security of funds.

The bottlenecks and difficulties of guidelines for improving the efficiency of budget management of universities in Qingdao city are studied. First of all, the improvement of budget management efficiency needs to have rich practical experience and theoretical knowledge as support, but in the practice process, many universities in the field of budget management lack of experience, lack of perfect system, this is the development of budget management efficiency to improve the guide of the main bottleneck. Secondly, there are many universities in Qingdao city, and the competition is fierce.

The formulation of the guidelines can also standardize the system and process of budget management in universities and establish the standards of transparency and openness. This helps to improve the transparency and openness of management and promote the supervision and audit of university management. Fourthly, implementing budget management provisions is not only a procedural requirement, but to provide greater support and help for the development of universities. Based on the guidelines, universities can tap more potential for development and make management more refined and scientific, so as to realize sustainable development of universities to a greater extent.

In short, it will be of far-reaching significance to study the results of guidelines for improving the efficiency of budget management of universities in Qingdao city. It will not only optimize the process and efficiency of the budget management of universities, but also promote the healthy and rapid development of universities through more accurate and scientific budget management.

2. Research Questions

- 1.What level of the efficiency of budget management of universities in Qingdao city.
- 2.What are the factors that affect the budget management efficiency of universities in Qingdao, and what is the relationship between them?
- 3.What should be done to improve the efficiency of budget management of universities in Qingdao city?

3. Literature Review

3.1. The concept of budget management of universities

Wong, E., & Seng, D. (2019, pp. 45-62) emphasized that budget management in universities involves the allocation and utilization of financial resources to support various academic and operational activities.

Chen, L., & Jin, J. (2020, pp. 45-62) highlighted that budget management in universities encompasses the process of formulating, executing, and evaluating financial plans to achieve the institution's goals.

Smith, P., & Johnson, R. (2018, pp. 45-62) emphasized that budget management in universities includes the strategic allocation and utilization of financial resources to support teaching, research, and other activities.

Brown, M., & Wilson, K. (2021, pp. 45-62) argued that budget management in universities is a comprehensive process that involves the allocation, monitoring, and evaluation of financial resources to ensure the efficient and effective functioning of the institution.

3.2 The concept of the efficiency of budget management of universities

Brimble and Lewis (2006, pp. 76-92) highlighted the significance of financial and performance indicators in budget management efficiency. These indicators serve as essential variables in assessing and monitoring the allocation and utilization of financial resources in universities.

Chapman and Ward (2003, pp. 89-104) emphasized the alignment of budgetary decisions with institutional strategies and goals. This perspective considers strategic planning and goal-oriented budgeting as crucial factors in achieving efficiency in budget management.

Hillman, Zardkoohi, and Bierman (2017, pp. 135-152) explored the influence of institutional diversity on budget management efficiency. Institutional diversity, as an independent variable, affects resource allocation, decision-making processes, and the complexity of budget management in diverse higher education institutions.

Jensen and Meckling (1976, pp. 305-360) proposed the theory of the firm, which considers managerial behavior, agency costs, and ownership structure. These variables contribute to understanding the incentives, motivations, and accountability mechanisms that impact budget management efficiency in universities.

Joshi and Joshi (2018, pp. 245-262) focused on the role of budgetary control systems as an independent variable in enhancing efficiency in higher education institutions. These control systems provide the framework for monitoring, analyzing, and managing budgetary processes and outcomes.

3.3 The concept of guidelines

Klijn, E. H., & Koppenjan, J. F. (2015, pp551-571) present governance network theory, which focuses on the role of guidelines and collaborative strategies in governing complex policy issues. The study highlights how guidelines shape the interactions and decision-making processes among multiple actors involved in policy development.

Eyestone, R. (1998, pp44-53) introduces the concept of the network state, which emphasizes the use of guidelines and collaborative strategies in public management. The study highlights the importance of guidelines in guiding the behavior and interactions of networked actors in the policy-making process.

Bevir (2010) provides an overview of governance and highlights the role of guidelines in shaping the practices and decision-making processes of governing institutions. The book emphasizes how guidelines influence the development and implementation of strategies in governance.

3.4 Related Research

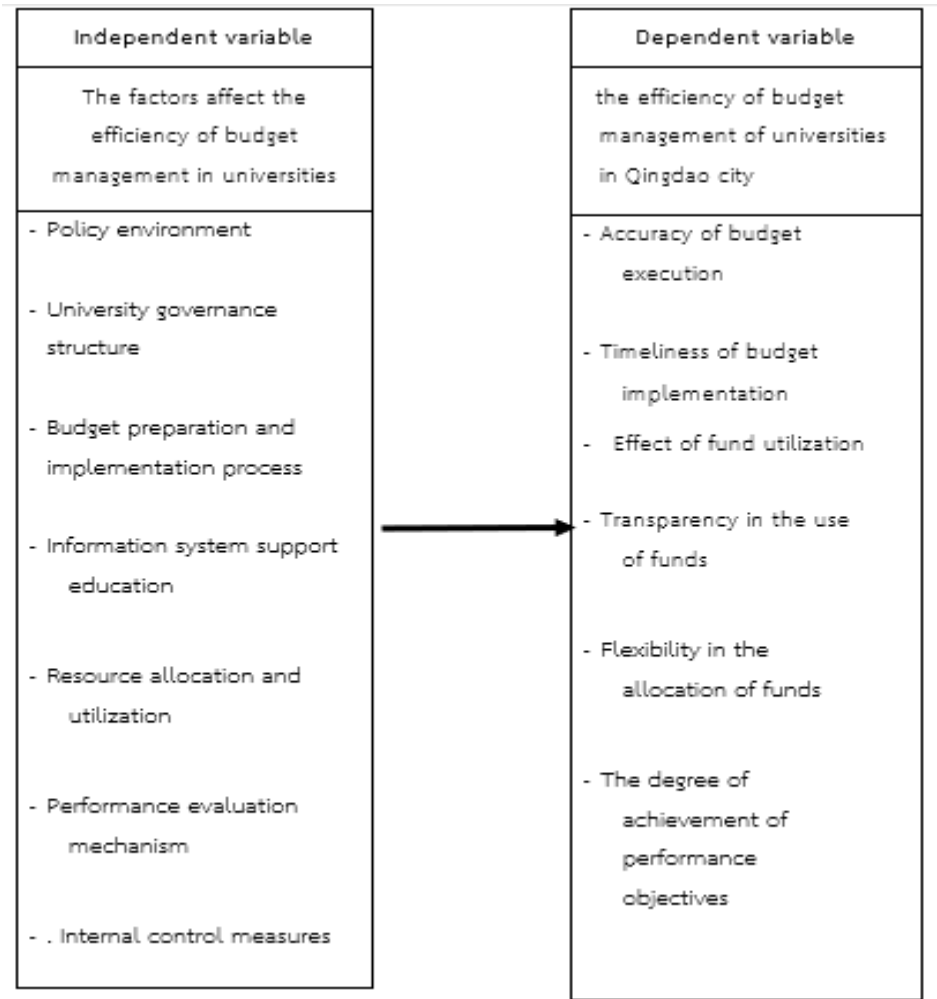
Sun, Y. (2022) investigates the incentive effects and promotion strategies of the "Fixed Funding" model for scientific research funds in SX Province. The study aims to analyze how this funding approach influences the motivation and research outcomes of scientists in the province. By examining the implementation of "Fixed Funding," Sun seeks to provide valuable insights into optimizing research funding allocation and improving the research environment in SX Province.

Zhou, M. C. (2022) focuses on the development of a budget performance evaluation system for general higher education institutions. The study aims to assess the effectiveness and efficiency of budget management in these institutions, with a particular emphasis on evaluating the performance and utilization of allocated funds. The research provides insights into improving budgeting practices and resource allocation in higher education institutions.

Xu, C. P. (2022) examines the internal control issues and optimization strategies in Y University. The study aims to identify weaknesses and gaps in the university's internal control system and propose effective measures for improvement. By analyzing the current control mechanisms, Xu provides recommendations to enhance the efficiency, transparency, and accountability of internal control processes in the university.

4. Research Conceptual Framework

Figure 1 Research Framework



5. Objectives Of The Research

- 1.To study the efficiency of budget management of universities in Qingdao city.
- 2.To find out the various factors that affect the budget management efficiency of universities in Qingdao, and the relationship between them.
- 3.To study the guidelines for improving the efficiency of budget management of universities in Qingdao city.

6. Research Methodology

6.1 Population and Sample

6.1.1 Population

The population consisted of university budget management personnel working in five universities in Qingdao, which including 34 experts, 1760 university budget management personnel with different gender, age, professional title and education level.

6.1.2 Sample

The sample groups

It should be selected different sample groups from different objectives.

The sample group in objective 1 is 14 experts from different universities in Qingdao.

The sample group in objective 2 is 680 university budget management personnel with different gender, age, professional title and education level in Qingdao.

The sample group for objective 3 is the same as the sample group for objective 1.

Research Instruments

A "questionnaire" is a research instrument that consists of a series of written questions or statements designed to gather information from individuals or groups of people. It is a popular method for collecting data in research studies, surveys, and market research. Questionnaires can be administered in various formats, including paper-based forms, online surveys, or interviews where the questions are read to the participants.

7. Research Results

Table1 Key Factors Influencing Budget Efficiency and Recommendations:

| Factors Affecting Budget Efficiency | Integrated Recommendations | Impact on Efficiency |
|---|--|--|
| Policy Environment | Advocate for flexible policies and regulations that align with universities' needs and priorities. | Enhances allocation flexibility and responsiveness to changing needs. |
| University Governance Structure | Establish transparent financial departments and streamline decision-making processes. | Improves oversight, accountability, and accuracy in budget management. |
| Budget Preparation and Implementation Process | Implement transparent and efficient budgeting processes. Adhere to implementation timelines. | Facilitates effective resource allocation and utilization. |
| Information System Support | Invest in robust financial management systems. Ensure accurate and timely data availability. | Supports data-driven decision-making and efficient monitoring. |

8. Conclusion And Discussion

8.1 Conclusion

Objective 1: To study the efficiency of budget management of universities in Qingdao city.

According to the research results, there are differences in budget management efficiency among universities in Qingdao. The overall level of budget management efficiency is good, which indicates that the university has

established a systematic budget process, and effectively carried out the allocation of resources and expenditure control. However, there is still room for improvement in some areas to further increase efficiency.

Objective 2: To find out the various factors that affect the budget management efficiency of universities in Qingdao, and the relationship between them.

The results show that the budget management efficiency of universities in Qingdao is significantly affected by many factors. The policy environment, including government regulations and funding mechanisms, plays a crucial role in shaping budget management practices. The governance structure of the university influences the decision-making process and accountability. The process of budget preparation and execution, supported by information systems, affects the accuracy and timeliness of budget execution. Resource allocation and utilization practices influence the effectiveness of capital utilization, while performance evaluation mechanisms and internal controls ensure transparency, accountability and achievement of performance objectives.

Objective 3: To study the guidelines for improving the efficiency of budget management of universities in Qingdao city.

Based on the results of this study, it can be concluded that several key aspects should be paid attention to to improve the efficiency of budget management in universities in Qingdao. Strengthen the means and capacity for budget management, including the use of modern budgeting techniques and the use of advanced information systems, to improve accuracy and efficiency. Optimizing internal management processes requires establishing clear and transparent budgeting processes, involving relevant stakeholders, and ensuring accountability and transparency in the allocation and expenditure of funds.

In addition, capacity-building and training Programmes for budget managers and staff are essential to improve their financial management capacity. Implementing strategic resource planning, aligning budget allocations with institutional priorities, and implementing cost-saving measures can optimize resource use. The establishment of sound performance evaluation mechanisms and feedback systems to enable continuous monitoring and improvement of budget management practices.

By following these guidelines, universities in Qingdao can effectively improve the efficiency of budget management, so as to better allocate resources, control finances and achieve organizational goals.

8.2 Discussion

Objective 1: To study the efficiency of budget management of universities in Qingdao city.

The results of this study support the differences in budget management efficiency among universities in Qingdao. The overall level of budget management efficiency was considered good as the University implemented effective budgeting procedures and demonstrated satisfactory resource allocation and expenditure control. However, the study also shows that there is still room for improvement in some areas, indicating that further strengthening is needed to maximize the efficiency of budget management.

Objective 2: To find out the various factors that affect the budget management efficiency of universities in Qingdao, and the relationship between them.

The results of this paper show that the budget management efficiency of universities in Qingdao is indeed affected by many factors. The policy environment, including government regulations and funding mechanisms, plays an important role in shaping budget management practices. The governance structure of the university influences the decision-making process and accountability. The process of budget preparation and execution, supported by information systems, affects the accuracy and timeliness of budget execution. The practice of resource allocation and utilization has an impact on the effective utilization of capital. In addition, performance evaluation mechanisms and internal controls ensure transparency in the use of funds, promote flexibility in the allocation of funds and contribute to the achievement of performance objectives.

Objective 3: To study the guidelines for improving the efficiency of budget management of universities in Qingdao city.

The results of this study indicate that the efficiency of budget management in universities of Qingdao can be effectively improved through specific guidance measures. Strengthening the means and capacity for budget

management, including the use of modern budget techniques and advanced information systems, to improve accuracy, efficiency and decision-making capacity. Optimizing internal management processes requires establishing clear budgeting procedures, involving relevant stakeholders, and ensuring accountability and transparency in the allocation and expenditure of funds.

In addition, capacity-building and training programs for budget managers and staff are essential to improve their financial management capacity. Implementing strategic resource planning, aligning budget allocations with institutional priorities, and implementing cost-saving measures can optimize resource use. The establishment of sound performance evaluation mechanisms and feedback systems to enable continuous monitoring and improvement of budget management practices. By implementing these guidelines, universities in Qingdao can effectively improve the efficiency of budget management, so as to better allocate resources, control finances and realize organizational goals.

9. Recommendations

According to the research of this paper, the following suggestions can be put forward to improve the budget management efficiency of universities in Qingdao.

Implications

Objective 1: To study the efficiency of budget management of universities in Qingdao city.

Universities in Qingdao should conduct regular assessments of their budget management efficiency to identify areas that require improvement.

The findings of this study can be used as a benchmark for universities to compare their own budget management practices and identify areas where they can enhance their efficiency.

Institutions can establish internal committees or task forces dedicated to monitoring and improving budget management practices, ensuring continuous evaluation and enhancement.

Objective 2: To find out the various factors that affect the budget management efficiency of universities in Qingdao, and the relationship between them.

Universities in Qingdao should review and update their budget management policies and guidelines to align with best practices and regulatory requirements.

Enhance information system support by adopting advanced budgeting software and tools that facilitate accurate data analysis, financial reporting, and decision-making processes.

Strengthen internal control measures, such as implementing effective monitoring mechanisms, conducting regular audits, and promoting accountability and transparency in budget management practices.

Objective 3: To study the guidelines for improving the efficiency of budget management of universities in Qingdao city.

Develop comprehensive training programs and workshops for budget managers and staff to enhance their knowledge and skills in budget management.

Establish clear and standardized budget preparation and implementation processes that promote efficiency, accuracy, and accountability.

Encourage collaboration and communication among different departments and stakeholders involved in the budget management process to ensure effective coordination and resource allocation.

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