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## SWIMMING POOL MANAGEMENT IN SCHOOL

KOTCHAPAK KULKAWEEWUT

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With compliments  
of

บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล

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**SWIMMING POOL MANAGEMENT IN SCHOOL**



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Mr.Kotchapak kulkawewut

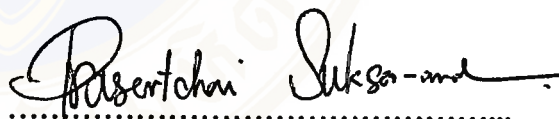
Candidate



.....

Assoc.Prof.Sirichai Chinatankul,Ph.D.

Major-Advisor



.....

Lect.Prasertchai Suksa-ard,Ph.D.

Co-Advisor

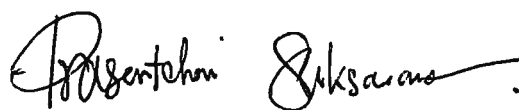


.....

Prof.Liangchai Limlomwongse, Ph.D.

Dean

Faculty of Graduate Studies



.....

Lect.Prasertchai Suksa-ard, Ph.D.

Chair

Master of Arts Programme in

Sport Management

Faculty of Social Sciences and Humanities

Thematic Paper  
entitled

## SWIMMING POOL MANAGEMENT IN SCHOOL

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on

12 April , 2002



Mr.Kotchapak kulkaweewut

Candidate



Assoc.Prof.Sirichai Chinatankul,Ph.D.

Chair



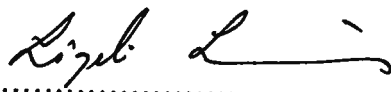
Mr.Sakchai Pitakwong,Ph.D.

Member



Lect.Prasertchai Suksa-ard,Ph.D.

Member



Prof.Liangchai Limlomwongse, Ph.D.

Dean

Faculty of Graduate Studies

Mahidol University



Assoc.Prof.Suree Kanjanawong, Ph.D.

Dean

Faculty of Social Sciences and Humanities

Mahidol University

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**Kotchapak Kulkaweewut**

**4237052 SHEM/M : MAJOR: SPORTS MANAGEMENT ; M. A.  
(SPORTS MANAGEMENT)**

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The objectives of this research are to study swimming pool management and compare the management in schools under the supervision of the St. Gabriel Brotherhood Foundation of Thailand.

There were 45 samples obtained by applying a random sampling method, consisting of directors, deputy directors and instructors involved in swimming pool management. The data were collected by using self-constructed interview guideline and questionnaire and were analyzed to obtain percentage, mean and standard deviation.

The study findings revealed that 1. The management of swimming pools in Assumption College Thonburi, Assumption College Rayong and St. Louise Chachoengsao was at an intermediate level. 2. When the four aspects of pool management were compared, it was found that personnel and facilities management in Assumption College Rayong was at a good level and budget and general management in St. Louise Chachoengsao was also at a good level.

From the research findings, it is indicated that the two schools had a good and systematic management and development. As a consequence, other schools under the supervision of the St. Gabriel Brotherhood Foundation of Thailand should apply the management methods of both schools that the management and development of their swimming pools could be efficient and effective.

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การวิจัยครั้งนี้ มีวัตถุประสงค์เพื่อศึกษาการจัดการสระว่ายน้ำ และเปรียบเทียบการจัดการสระว่ายน้ำในโรงเรียนเครื่องมือลินิกราดาคณะเซนต์คาเบรียลแห่งประเทศไทย กลุ่มตัวอย่างที่ใช้ในการวิจัยคือ ผู้อำนวยการ รองผู้อำนวยการ คุณครูที่ดำเนินการเกี่ยวกับการจัดการสระว่ายน้ำ จำนวน 45 คน ซึ่งได้มาโดยการสุ่มตัวอย่างทั้งหมด โดยใช้แบบสัมภาษณ์และแบบสอบถาม นำข้อมูลมาวิเคราะห์ หาค่าร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน

#### ผลการวิจัยพบว่า

1. การจัดการสระว่ายน้ำในโรงเรียนอัสสัมชัญธนบุรี อัสสัมชัญระยอง และโรงเรียนเซนต์หลุยส์ ฉะเชิงเทรา สามารถจัดอยู่ในระดับปานกลาง
2. การเปรียบเทียบการจัดการสระว่ายน้ำในโรงเรียน ทั้ง 4 ด้าน ปรากฏว่า โรงเรียนอัสสัมชัญระยอง มีการจัดการด้านบุคลากร และสิ่งอำนวยความสะดวก อยู่ในระดับดี โรงเรียนเซนต์หลุยส์ฉะเชิงเทรา มีการจัดการด้านงบประมาณ และการจัดดำเนินการทั่ว ๆ ไป อยู่ในระดับดี

จากผลการวิจัยนี้แสดงให้เห็นว่า ทั้ง 2 โรงเรียนดังกล่าวมีการจัดการที่มีระบบ และการพัฒนาการจัดการที่ดี ดังนั้นโรงเรียนในเครื่องมือลินิกราดาคณะเซนต์คาเบรียลแห่งประเทศไทย ที่มีสระว่ายน้ำอยู่แล้วหรือกำลังจะมีสระว่ายน้ำในโรงเรียนในอนาคต ควรนำวิธีการจัดการสระว่ายน้ำของโรงเรียนทั้งสองไปประยุกต์ใช้ และพัฒนาการจัดการสระว่ายน้ำในโรงเรียนให้มีประสิทธิภาพต่อไป

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## CHAPTER I

### INTRODUCTION

#### 1.1 Significance of problem

Sports and physical exercises are significant and crucial for the existence of human beings as they are able to make a person healthy. A speech by His Majesty the King on the importance of sports indicated that

Sports are essential to everybody as they could make a person physically and mentally healthy. A person playing a sport has an opportunity to exercise, making him healthy, active and expressive in public areas so he is elegant, not embarrassed. He is able to compete and cooperate with others, knowing how to be a winner as well as a loser. Sports also provide constructive characteristics and personality to a sportsman. When he grows up, he would be a “whole” person with healthy livelihood and professionalism.

Swimming is an important sport and has been essential to man since time immemorial. Prof. Dr. Boonsom Martin commented on swimming that the sport was crucial for the safety of human beings. Moreover, swimming is also the best form of physical exercise (Niphon Kittitkul, 1985:11) and is an activity with high value-added when compared with other sports, such as, football, basketball, tennis, volley ball or tracks and fields. In addition, swimming is valuable to physical well-being, security and recreation as well as mental and social aspects. Overall, swimming is valuable to human body at 8.5 in 10 (John M. Cooper and Clinton Strong, 1973:13-17). In terms of mental health, Prof. Dr. Ignor Charkovsky, the director of an experimental project on swimming of the new-born, noted that swimming was beneficial to the nervous system of a baby. Swimming increased his/her digestive system. She/he was able to eat more food, sleep more soundly and always be in a good mood (Juthathip Suwannawong, 1980:4).

When swimming is an important sport and is favored by the general public, swimming pools are constructed for this purpose. In the old days, man utilized rivers, canals, marshes and water sources to conduct water activities. It is difficult to carry out such activities in water ways nowadays because it is too risky to get infected as water is not clean enough or is heavily polluted. It is coupled with urbanization, waterways

have been filled up to make way for building construction. When the environment is congested and people are pushed farther away from water sources, swimming pools provide an alternative for urban people to enjoy water activities once again (Praphat Laksanaphisut, 1980:1).

A swimming pool is a place where water is contained, which is deep enough to swim, jump and recreate. It is not intended as a place for ordinary bathing (Joseph A. Salvato, 1972:638). At the present time, sports stadiums, health centers, clubs, housing projects, and big hotels provide swimming pools for water sports, exercise, recreation and physical correction or rehabilitation. Moreover, a pool is also a place to instruct children and those who cannot swim how to swim, providing an opportunity to protect themselves from aquatic accident. It is additionally a place to learn how to be safe when traveling on waterways.

The schools under the supervision of the St. Gabriel Brotherhood Foundation of Thailand have a policy to promote and support all types of activities that provide an opportunity for students and individuals to express their abilities, particularly swimming. A plan to construct a swimming pool within the school campus has been implemented in order to ease the burden of parents taking their children to be trained in other pools.

At the present time, six schools have their own swimming pools, namely, Assumption school in Rayong, St. Louise school in Chachoengsao, Assumption school in Sriracha, Assumption Primary school in Bangkok, Assumption school in Thon Buri, and St. Gabriel school. While others are planning to build ones in near future, e.g., Assumption schools in Ubon Ratchathani, Lampang, Nakhorn Raatchasima (currently under construction), Mt. Fort College school in Chiang Mai, Assumption Commercial school and Assumption University. The main objective of the pools is to provide instruction services to school students, personnel and the public.

The administrative structure of each school is divided into 3-7 departments, including Academic, Administrative, Service, Students' Affairs, Disciplinary, Treasury, Activity, and General Administration. The last department has recently been established, initiated by Thonburi Assumption school. The management of school swimming pool would be under one of these departments; Students' Affaires, Service or General Administration. The Students' Affaires Department is involved in students'

activities and services catered for them. The Service Department focuses on services provided for students, parents and communities whereas the General Administration Department, a newly-established one, is involved in personnel recruitment, budget, equipment, and venues. Operational steps are quite complicated, such as, deploying inexperienced personnel to manage the pool, allowance, purchasing and employment procedures are long and complex. These create a negative feeling toward pool services in users.

As a consequence, administrative system in particular schools are both advantageous and disadvantageous. It is therefore recommended that a research be conducted to find out which pattern is most efficient so that the Foundation's schools could be used as a guideline to manage their pools.

It was thus interesting to study pool management procedures of the schools under the supervision of different departments, namely, Service Department in Rayong Assumption School, Students' Affaires Department in St. Louise School of Chachoengsao, and General Administration Department in Thonburi Assumption School respectively. The study focused on 4 administrative aspects, that is, personnel, budget, equipment and venues, and management. It was expected that the findings would be used to solve management problems so that the management process would be more efficient as well as beneficial to other schools with pools or others planning to construct ones in the future.

## **1.2 Objectives of the study**

1. To study swimming pool management of Assumption College Rayong and Thonburi and St. Louise Chachoengsao province.
2. To compare the four management aspects among the three schools.

## **1.3 Scope of the study**

1. The research aimed to study swimming pool management processes in three schools under the supervision of the St. Gabriel Brotherhood Foundation of Thailand, namely, Assumption College Rayong and Thonburi and St. Louise Chachoengsao. The 4 management aspects under investigation were composed of personnel, budget, equipment and venues, and management.

2. There were a total of 45 samples in this study, including school administrators and personnel in charge of swimming pool management. Interview was conducted with 9 samples, that is, 3 from each school including the school director, a department head and the swimming pool unit head. Questionnaire was used with 36 samples who were instructors and personnel in charge of school swimming pool: 12 from Assumption College Rayong, 10 from St. Louise Chachoengsao and 14 from Assumption College Thonburi respectively.

#### **1.4 Definition of Terms**

Swimming pools in the schools under the supervision of the St. Gabriel Brotherhood Foundation of Thailand refers to the pools of the schools involved in this investigation, including Assumption College Rayong and Thonburi and St. Louise Chachoengsao.

Administrators refers to school directors, department and unit heads authorized from the Foundation to administer schools and swimming pools for their highest efficiency.

Management refers to operational management by specifying responsibilities and operational procedures about personnel, administrators, budget, equipment and venues, facilities, and operations in the three schools for their highest efficiency.

Personnel management refers to efficient and effective personnel management in accordance with organizational management.

Budget allocation refers to budgetary and monetary administration methods and systems to attain its most worthiness.

Equipment and venue management refers to the management of equipment and pools so that effective and efficient operations could be obtained.

Operation refers to operational system management from planning, organizational management, responsibilities of relevant personnel to evaluation when the operation is completed.

Swimming pool service providers refers to personnel in charge of the pools in the three schools, including instructors and pool officials.

### **1.5 Contribution of the study**

1. To know the opinions of department and unit heads and service users on pool management and service provision of the schools.
2. To realize the 4 aspects of pool management in the three schools.
3. The findings could be used as a guideline for other schools of the Foundation to improve the swimming pool management system for more efficient operations.



## **CHAPTER II**

### **LITERATURE REVIEW**

There has not been a lot of studies or research done in the swimming pools management area by studying the managing system or procedures of the schools under the Foundation. After interviewing and consulting with the people in charge of some swimming pools, the author has explored and researched this issue which will be presented as follows:

- 2.1 History of swimming pools
- 2.2 School policies about building swimming pools
- 2.3 The management of swimming pools guidelines at present
- 2.4 Management theory and ideas
- 2.5 The Review of the Related Research for this Study

#### **2.1 History of swimming pools**

Swimming pools have been known a long time ago dated back in 3000 B.C. As for Thailand, the first swimming pool built privately in Bangkok was constructed by Ratchagreetha Sports Club. Since then, the numbers of swimming pools have increased rapidly in schools, residential areas, various sports clubs both in Bangkok and other provinces of Thailand.

At present, the tendency or trend towards competition in education is rising. Therefore, educational institutions feel the need and urgency in improving the educational quality, which will be the standard of excellence in the 21<sup>st</sup> century. Aware of the importance of the need to develop educational excellence in order to compete with the rest, the St. Gabriel Foundation has laid out immediate policy, which is their strategy in developing their educational standard according to the plans and guidelines in 5 years.

The St. Gabriel Foundation realizes the importance of this immediate policy and has brainstormed for ideas from the Prada Foundation, the school executives and management team and the teaching staff. The policy plan is laid out for 5 years to develop the various areas such as improving the

personnel, utilizing the buildings to obtain the greatest benefits, organizing a good management system, creating a common standard in academics, introducing new technologies to be used in the schools, setting up of a reserve fund and establishing public relations division for each school or institution.

The policy and development plan laid out by the Foundation is an important guideline that all educational institutions must understand and follow in order to achieve the objectives of raising the educational standard to excellence in the 21<sup>st</sup> century. The policy and development guidelines of the schools under the Foundation has realized the importance of swimming pools as a tool in developing the mental and physical health of students, staff and the surrounding community. Therefore, the director, who is the chief executive in each school, has appointed the vice-principals to be the person in charge in coordinating and assigning responsibilities and duties regarding all management work to head of staff so as to achieve efficiency in running the institution.

## **2.2 School Policies about Building Swimming Pools**

The schools under the Prada Foundation of St. Gabriel of Thailand have a main policy of the Foundation that places emphasis on justice, sharing, sacrifice, public service and eagerness to learn. In addition to that, the policy also encourages and gives full support to every activity that will enrich human development to the fullest potential in all dimensions with honor and diligence. Moreover, the schools aim at being the center in serving the community. The policy in constructing the swimming pools in the schools under the Foundation comes about as a result of the extension of the main policy, which emphasizes on the development and improvement in all areas by the management committee of the school. The idea of building swimming pools, thus, goes in line with the Foundation policy to encourage and provide support to various activities that promote students to exercise and have a place to train and further develop their skills. Moreover, the pool can render service to the surrounding community, which is growing and increasing in size. The policy about swimming pool construction will also advocate the

government's policy that is encouraging people in the country to play sports in order to be physically strong. The content of the school policy is as follows:

1. Support and promote the development of students and all personnel to achieve the best according to the individual potential.

2. Aim at improving the quality of teaching and learning process at all levels such that the students are learned and well-rounded individuals equipped with basic skills that can be adapted for use in everyday living. There will be more concentration in educational content by emphasizing in languages, mathematics with the use of new technologies to increase the efficiency in teaching.

3. Emphasize on action and practice that will implant students to be individuals with moral, discipline, diligence, sense of responsibilities, mutual respect, leadership, creative imagination and the sense to unite and work for the goodness of the society.

4. Promote the school to be a role model in leading a life according to our cultural tradition.

5. Encourage and promote every activity that gives opportunities to students and staff to show their talent or capabilities in a way that is generally accepted by the others.

6. Prepare buildings, administrative work and other services that will help in the development of students and personnel.

7. Aim to promote the school as the center of the community in providing many services like education, other information and places for holding events etc...

8. Enrich and increase the efficiency in management with the latest knowledge and increase the role of personnel in managing.

The swimming pool is a part of the plan in preparing the building and places to promote development. The important roles of the pools are stated as follows:

1. Serve as a recreational center for youths and the general public.

2. Promote the sports to youths and the public so that they become physically and mentally healthy.

3. Provide services and teach guidelines and safety precautions that are useful to individuals and the community.

4. Support and promote good behavior to youths regarding discipline, culture, and tradition of our country.

5. Support the training and produce capable water sportsmen to represent the school or institution and bring fame to the institution.

### **2.3 The management of swimming pools guidelines at present**

The swimming pools of the schools under the Prada Foundation of St. Gabriel of Thailand are managed independently and differently from one another. In general, the director of the school will instruct and pass on the orders to various division-heads who carry out these assignments accordingly. Their duties largely involve providing services to the students, school personnel as well as the public and teaching the students according the school curriculum. The duties can be classified in the following manner:

- Duties and responsibilities of the chief of staff of the swimming pool
- Duties and responsibilities of the regular staff
- Duties and responsibilities of the lifeguard
- Duties and responsibilities of the maintenance and cleaning staff

#### **Duties and responsibilities of the chief of staff at the swimming pool**

1. Organize monthly meeting with all personnel of the swimming pool and  
are responsible for all the personnel of the pool.
2. Oversee the maintenance and any necessary repair works needed to upkeep the pool and order all essential chemicals.
3. Prepare and oversee all teaching arrangements and lessons to outsiders and coordinate the work with other divisions.
4. Summarize and evaluate the projects under control.
5. Perform any other work assigned.

## 2.4 Management Theory and Ideas

### Management

The word *management* is defined differently from one person to another as it depends on individual thinking. By understanding the meaning of the word, one can put the knowledge to good use and manage any organization. Many academicians have defined management as follows:

Haimann and Scott (1978) defines *management* as a social process and technique in utilizing resources to operate an organization and bring about changes so as to succeed or achieve the objectives of the organization.

Longenecker and Pringle (1981) stated that *management* is a process of gathering and coordinating the use of resources needed for managing an organization such that the goals of the organization are met.

All in all, it can be summarized that *management* is a process of gathering and combining the personnel, technologies and other resources together in order to execute and lead the organization to success with efficiency.

### Organization & Management

An organization is a group of two people or more that come together with a common goal of achieving the same objective, which one person may not be capable of achieving alone. We find that organizations exist everywhere in our society. They are the tools for executing many activities and many people try to form an organization in order to achieve what they cannot attain single-handedly. In the same context, Amitai Etzioni (1964) has mentioned that "All of us are born in an organization. We learn in the organization and spend most of our life working in the organization and spend our spare time in the organization. In the end, we will die in the organization".

The meaning of management of an organization refers to the management of the entire internal working system in the organization by clearly specifying the job description and the confined responsibilities and duties and any

coordination and/or interaction with other positions. This is to ensure that the organization functions efficiently and orderly (Jaruy Ganwongkum, 2524:1).

Paithoon Jaisin has defined management of an organization as the management of the activities in the organization and set up the discipline and regulations and other elements that are necessary for the operation and function of the organization such that the objectives can be achieved.

According to Maethee Pилanthanon (2525:151), managing an organization means the process of gathering the human workforce, capital, methodology, instruments and any other utilities of the organization and combine them together in such a way that the organization functions with efficiency and economically.

Henri Fayol has raised an idea by mentioning that the neural system of an animal is analogous to the management of activities in an organization that breaks into numerous branches and encompasses every aspects of the organization. Trewatha and Mewport (1979) advocate this idea by saying that management is the vital key in coordinating all the work in the organization and leading it to success. This can only be achieved when the workforce is united and work together with a common goal.

French and Saward have given the definition of *management* in the Dictionary of Management as the process of activities or a study related to these activities with the confidence that they will proceed according to the guidelines to accomplish the objectives of the organization that have been set.

*Administration* refers to the preparation of various components in the organization, which includes the preparation of every matter systematically so that the organization functions according to the objectives and attain the goals. Administration work covers the overseeing, care and maintenance of buildings, offices and other facilities and ensures that they are in good condition and always ready to be used. The proper functioning of these facilities will facilitate the management procedure and allow the work to proceed smoothly. In particular, personnel or workforce of the organization, which is considered as the vital resource to an organization as they play a significant part in developing and bringing the changes to and directing the

organization to success. Prof. Dr. Boontan Dokthaisong (2532) has given the definition of *administration*, which can be summarized as follows “*administration* is a preparation of existing resources or resources that are unavailable so that they function most efficiently to serve the purpose of the personnel, organization or country. Or in other words, *administration* is a management procedure that yields profits to everyone in the organization.”

Koontz (referred in Sompong Kasemsin, 2526) gives the meaning of *administration* as the working process that achieves the established objectives by utilizing numerous factors such as human, money and equipment as tools in operating that process.

Sompong Kasemsin (2526) has commented on this issue that the meaning of *administration*, in the academics context, refers to a study about management subject. In consideration in this context, *administration* is then a subject that has a systematic way in researching the principles, regulations and theory that are useful to the management system. This perspective considers *administration* as a science. However, when one thinks of *administration* in a more practical way, which relies on knowledge, capability and experience, then *administration* is more of an art. In summary, *administration* can be defined as the use of both science and art in combining the resources and putting them to use according to the procedure in order to achieve the objectives with efficiency.

Thongchai Santiwong (2523) provides the meaning of *administration* concisely that helps in understanding and visualizing the limitations of the nature of the administrative work in three areas as follows:

- As a leader or head of the division refers to the responsibilities of any person who acts the leader of the organization.
- In the area of duty or assignments refers to the preparation of various resources in the organization and coordination of various activities.
- In the area of responsibilities refers to the requirement to perform the job successfully by cooperating with other people in the organization.



Somyos Naveegarn (2522) gives the definition of *administration* as a procedure, to achieve the goals of the organization. The procedure involves planning, managing and instructing as well as controlling of the workforce, together with the effort of the members in the organization and the use of other resources so that the objectives of the organization are obtained.

The definitions given by many academicians differ from one to another. Nevertheless, the difference is merely in phrasing and the use of words, while the main idea is similar. The author finds that Michael A. Hitt (1977) has appropriately defined the meaning of administration in the book "Effective Management" that was published in 1977. The author finds the meaning to be the most updated and explain the meaning of the word extensively, thus, the meaning as quoted from the book will be stated as follows:

"*Administration* is the way in which the resources are coordinated and integrated such that the work process is carried out effectively and successfully as planned".

It can be seen that this definition incorporates all the 4 important factors, which are the main ideas of management, that is, objective, effectiveness, resource and integration and coordination.

The initial reason behind the work process of every organization is the survival or the existence of the organization. Therefore, organizations should have set their objectives, which means the management must proceed with the aim of meeting the objectives set in order to be successful.

Effectiveness refers to the capability of the organization in managing its work efficiently and timely. Effectiveness in management emphasizes in long term and continuous management. For example, the primary effectiveness in every organization is the ability to change and make adjustments while still continuing with the duties in order to succeed and achieve the objectives. The word *effectiveness* has very close meaning to the word *efficiency*, which efficiency can be measured from the capability of an organization in utilizing the resources in the short run by comparing between the input element and expenses and the output product and revenue. It could be said that the management, which is efficient in the short run, might not be effective in the

long run. On the other hand, management procedure that shows effectiveness in operation in the long run is a result of past efficient short-term work process.

Resource refers to the resources that are directly related to the management, which originally, in general, consist of man, money, material and management—refer to shortly as the 4M's. However, as the environmental and society at present has changed, many organizations feel the need to consider other variables and factors that have impact to their organizations. Many academicians and experts have different views and opinions towards the issue about resources, which can be summarized into many areas of resources as follows:

**Human resources** cover the issue about the number of working units or departments in an organization, the number of people in the department as well as the required skill of the human resources in performing the tasks.

**Financial resources** include both the fund-raising and the proper budgeting of the funds in running the operation.

**Material resources** range from the material, equipment, instruments, machinery, building and location to the technical know-how and the operating procedures.

**Customer service resources** refer to the consumers or those who use the services provided by the organization. They are variables that have direct impact to the growth of the organization and should be considered as another factor.

**Time resources** refer to the limitation in the duration as well as the schedule in running the operation.

Integration and coordination of resources refer to the creation of balance and harmony between various resources for the success of the organization. The pace of growth or expansion of any organization will very much depend on the proportion of various resources such as human, capital, equipment and time, that must be combined at the right amount to attract the targeted number of customers as planned. Therefore, by integrating and coordinating means the execution of many activities in such a way that they are in line with each

other. In other words, the various departments of the organization must have adequate recruitment and appropriate training programs such that their personnel are skilled and suitable for the job they are assigned. There must be proper allocation of capital, knowledge and time such that they are balanced and ranked according to their importance to the department as well as meeting the needs of others not in the organization. Moreover, a common ground must be established among the human resources—despite the individualistic nature and different attitudes that each person has—in order to integrate the workforce to the work in the organization.

Therefore, it can be summarized that *administration* is the efforts and cooperation of a group of two or more persons in conducting an activity with the common goal of achieving the objectives that have been set by utilizing the resources in the most economical way. Hence, a good administrative system is essential if one were to achieve good results with efficiency in conducting any activities that require the cooperation of many people.

From the definitions of *management* that have been stated earlier, it can be summarized that *management* refers to the arrangement of the working procedures in order to achieve the objectives by specifying the work position, power given and duty as well as the way to perform the task. This is to ensure that the organization functions in an orderly and systematic manner.

In order to manage and achieve the goals of the organization, there must be many factors required in the management procedures. Paithoon Jaisin has stated that the resources needed in administration comprise

1. Man
2. Money
3. Materials
4. Management

The management of swimming pools is another organization that must have these four elements in its management procedure. The reason why the fundamental in management are classified under these four topics is because all management systems require human resources such as teachers, administrative staff, janitors, security guards and gardeners, working capital to

purchase equipment and other educational instruments as tools in teaching. There must also be management process as the important factor. Therefore, private institutions as well as public sectors or any other business organizations all agree that the 4 elements stated are the fundamental basics required in all good management systems. The management of swimming pools is no exception.

## **2.5 The Review of the Related Research for this Study**

### **Past research done in Thailand**

Suparat Suksomnil et.al. (2524: abstract) has conducted a research on the topic about “The interest of members of Bangkok Youth Center towards activities organized by the center”. From the findings of this research, it can be summarized that the Head of the Youth Center felt that there were activities that did not meet the objectives that had been set due to several reasons. First of all, the various cumbersome and tedious steps in dealing with the government sector hindered the flow of the management. In addition to that, the fund that were granted to the Center was scarce and the center was understaffed. Lastly, the age gap among the members was too wide. From the members’ opinion, they felt that there was insufficient equipment in the center and the center was not opened on a regular basis. Moreover, they felt that the center lack good leadership.

Another study done by Paiwal Tanlaput (2516: abstract) on “the problem of recreational arrangement of Youth Centers in Bangkok Metropolitan area”. The aim of this research was to explore into the problems faced by the Youth Centers throughout Bangkok in organizing recreational programs for youths. The result of this research found that there were 4 main areas of problems faced by these youth centers. They were problem in 1) personnel, 2) funding, 3) management, and 4) location. On the other hand, the problems on facilities and equipment were minor while the problems about officials at the various youth centers are rather similar.

Some sports promotion centers are located in the youth centers, thus, the use of equipment, other facilities and the place as well as the personnel

managing the centers are shared together. Consequently, the youth center will likely encounter the problem in management and operation.

Yuwadee Laksanapisud (2526: abstract) has done a research on the topic "The points of view of parents of secondary school students in Bangkok about the problems encountered about exercising and the needs to exercise". The study found that

1. Parents of secondary school students in Bangkok shared the same opinion about the problems related to exercising. They felt that the main problem about exercising was the instruments and equipment needed in exercising was costly and the number of instruments was insufficient to meet with the needs and interest of people. There was lack of regular inspection of the place and the installed equipment to maintain them in good and safe condition. Another problem that the parents voiced their opinions was the lack of knowledge about exercising activities. Some types of exercise were also not suitable because they are unfit physically. Also some kinds of exercise were too difficult and required substantial amount of time in practicing and training. The time that they spent exercising was also uncertain, as a result, there was no regular exercising routine. They also mentioned the problem about time allocation and the lack of time for exercise.

2. About the need to exercise, the parents of secondary school in Bangkok felt that there should be a proper place established that is safe and suitable for everyone regardless of sex and age and the types of sports. The arrangement or organization of any activities should be economical and the activities should not require a lot of equipment. The organization of these activities should aim at meeting the needs and desire of those coming to use the service. The basic skill for each activity should be taught prior to every activity. In addition to that, the personnel employed should be friendly and pleasant. There should be on-duty staff to look after the safety of the people who come to use the facility and their belongings. Moreover, the staff who was to be teaching or leading the exercise should be qualified or had educational background in physical education. There should be units that were equipped with new and up-to-date instruments that could provide free

physical check-up and physical competency test on an annual basis. Comments and suggestions to correct way to exercise could be given at these units. At the same time, arrangements might be made for speakers to come and give talk on sports and exercising for those who were interested. In addition, information about how to choose the proper sports equipment as well as the way to maintain and care for the equipment can also be provided.

The results of the researches by Suparat Suksomnil, Paiwal Tanlaput and Yuwadee Laksanapisud have helped tremendously in pointing out the problems of people living in Bangkok about the need to exercise and any problems encountered in exercising. This is some how related to this research in that part of the results of their studies can be used to explain the need to conduct this study on the swimming pool management in school. Moreover, the knowledge from previous studies will also be useful in providing suggestions and guidelines in dealing with and correcting the problems.

In 1977, Arthur Horward Jr. Mittelstaedt (2343-A) had studied the relationship between the shape of the swimming pools and the other factors like safety, the program management and the suggestions. The objectives of his study were to introduce and present the available information to be used in deciding the shape of the swimming pools in the future. The result of his study found that there was a relationship among the shape of the pool, safety reasons, program management and the suggestions.

In the same year, Carl Ivan Jr. Pirkle (6932-A) conducted a study on the improvement suggestions to better management of public swimming pools. The study was divided into 2 parts. The first part was the study on improvement on the content, which consisted of the rules and regulations of the pools, personnel management and the organization of swimming programs. The second part of the study was the introduction and suggestion handbook about how to control and monitor the water quality, the planning of recreational services and reports about the management procedures. This handbook was suitable for use in organizing and managing, particularly to those who were newly assigned to the job and any other personnel at the pool.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The study on the topic about management of swimming pools in schools will be done by using the survey research method. The data for the research is collected by conducting in-depth interviews with the 3 schools' management personnel who are responsible for setting the school policy. A total of 9 persons will be interviewed. In addition to the information obtained from the interviews, supplementary data will be collected by circulating questionnaires to the swimming pools' service providers of the three schools—Assumption College Rayong School, St. Louis Chachaengsao and Assumption College Thonburi—about the procedures in managing the swimming pools. The detail of the questionnaires includes the following information.

#### **3.1 The Target Population and the Sample Group**

1. The population used in this research consists of the management team of the schools as a whole. These include the directors of all 3 schools. They will be interviewed about the policy of the schools, various ideas about the structure of the different divisions. In addition to that, the management team of the swimming pools, which consisted of the head of division, head of pool management, will also be interviewed. A total of 9 persons 3 from each school will be asked for their comments about the management of the pools.

2. The sample group for this research is obtained from the general population of pool service providers that have duties related to the management of the pools such as teachers, staff on duty at the pools of the 3 schools. The sample is taken in the following manner. From Assumption College Rayong School, the sample taken is 12 persons, St. Louis Chachaengsao —10 persons and

Assumption College Thonburi—14 persons. A total of 36 persons. The number drawn is taken randomly and charted as shown in Table 1.

**Table 1 : The number of managers and swimming pools' service providers from the 3 schools**

No.	School	Number of group sample	
		Managers	Service providers
1	Assumption College Rayong	3	12
2	St. Louis Chachaengsao	3	10
3	Assumption College Thonburi	3	14
<b>Total</b>		9	36
		<b>45</b>	

The sample data for this research is taken from the total population. 9 managers and 36 pools' service providers are drawn using purposive sampling technique. Thus, a total of 45 persons are taken from the 3 schools under the Foundation.

### 3.2 Research Design

The author has done extensive research by studying documents, texts, journals, magazines and other theses related to the management of swimming pools. Apart from that, the author has interviewed the school directors and the various heads of divisions as well as the head of staff at the swimming pools of all 3 schools. The subjects of the interviews cover the opinions and policy in putting the management of the pools under the control of different divisions in the 3 schools. The management of the pools in general is also discussed. All these information are gathered and used as guidelines in forming the questionnaires.

Part 1 : Information about the status of the person answering the questionnaire. This part of the questionnaire is a checklist and asks about gender, age, educational background, work position and the time that the person has worked in the present job.

Part 2 : This part of the questionnaire asks about the management procedures of the swimming pools. The main idea is to question the service providers of the 3 schools about their duties and management in 4 areas, that is, personnel, money, material and management. The questionnaire is done on a rating scale basis with 5 choices given.

The criterion of the selection is divided into 5 levels. Points are allocated as 5, 4, 3, 2 and 1 respectively. The meaning of each point level is as follows:

5	means	Possesses the highest level of management
4	means	Possesses high level of management
3	means	Possesses fair level of management
2	means	Possesses below average level of management
1	means	Possesses the least level of management

The author presented the questionnaire that has been formulated to the academic advisor who checked and corrected the questionnaire until it is appropriate and ready to be put on trial. The questionnaire is then tested on a sample group of other schools in the Foundation that have swimming pools management also. The size 30 of the sample group is close to the real sample size. This test is conducted to calculate for the reliability factor.

The trial and error tests of the questionnaires are then presented to 4 experts in this area so that they can test the reliability of the questionnaire. Adjustments and corrections are then made to improve on the questionnaire and make it more appropriate and reliable.

The finalized version of the questionnaire is then presented to the thesis committee for consideration and correction for the final time before the questionnaires are circulated and used to collect data.

### 3.3 Data Analysis

The results obtained after analyzing the data will be presented in subsequent parts as shown.

*Part 1* The status of the samples who answer the questionnaires will be presented first. Information like gender, age, educational background and the length of time they have been in the present work position will be analyzed by presented in number as well as in percentage. The results will be tabulated and explained qualitatively.

*Part 2* The results of the data analysis from studying the swimming pool management in the various aspects such as personnel, equipment, location and general management of the 3 schools in the Foundation. The results will be arranged and presented in the order mentioned by comparing the physical number and its percentage.

## CHAPTER IV

### RESULTS

The purpose of this research examines the management system of swimming pools in the school. The sample group has been divided into 2 parts—the interviews and the questionnaires. The interview sessions were conducted with each of the school directors, the vice-directors and the various division heads in charge of managing the swimming pools. A total of 9 people were interviewed. As for the questionnaires, which were circulated to the pool attendants and service providers, a total of 36 people responded. Therefore, the sample group contains 45 people, which is then placed on a 100 percent basis. The analysis is done statistically by finding the mean and standard deviation. The figures obtained are then compared to study the various aspects of the management system. The results are presented in the following order:

#### 4.1 The interview topics:

1. School policy
2. The need to have the swimming pool in the school
3. The management of the pool in 4 areas:
  - Personnel
  - Budget
  - Equipment
  - General management

1. The policy of all three schools is up to the board of directors of each school and will be set by the members of the board and the school director. As for the responsibility and as to which department should in charge of the operation and management of the pool, the decision depends on the suitability, appropriateness and the size of the school. In addition, the decision will bear in mind the safety of and the maximum benefits for the students as well as the outside users without burdening the users with high costs.

2. The need to have swimming pools in the school is to promote education and provide service for students, parents and the neighboring community to have a healthy life and body. Moreover, the students will have the opportunity to develop and improve on their swimming abilities to become school representatives, state or even country representatives. Some schools are accessible by water transportation; thus, teaching swimming can be beneficial and essential. At least, students can help themselves in times of trouble when they are travelling in boats or ferries.

3. The various aspects of management

- Personnel The school is in charge of employing the personnel and finding the right person to run the management team of the swimming pool by considering the suitability and appropriateness in accordance to the school management policy.

- Budget The school policy for managing the swimming pool is mainly based on a non-profit service to the public unlike private organizations that aims for maximum profit.

- Equipment In general, the use of equipment will mainly consider the need of the pool users.

- General management The facilities such as changing rooms, toilets, water mains, parking spaces are available to provide pool users with safe and clean service.

**4.2 The status of the sample of 36 people who answered the questionnaires are tabulated in Table 2:**

**Table 2 : The number and percentage of the general information about the sample for each school**

General Information	Assumption College Rayong		St. Louis Chachaengsao		Assumption Colege Thonburi	
	Num ber	Percent	Num ber	Percent	Num ber	Percent
Sex						
Male	9	75.0	9	90.0	11	78.6
Female	3	25.0	1	10.0	3	21.4
Total	12	100.0	10	100.0	14	100.0

General Information	Assumption College Rayong		St. Louis Chachaengsao		Assumption College Thonburi	
	Number	Percent	Number	Percent	Number	Percent
<b>Age</b>						
20 – 30 years	-	-	5	50.0	5	35.7
31 – 40 years	6	50.0	4	40.0	8	57.1
41 years up	6	50.0	1	10.0	1	7.1
<b>Total</b>	<b>12</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>14</b>	<b>100.0</b>
<b>Education Level</b>						
Below Bachelor's degree	2	16.7	-	-	3	21.4
Bachelor's degree	9	75.0	10	100.0	11	78.6
Above Bachelor's degree	1	8.3	-	-	-	-
<b>Total</b>	<b>12</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>14</b>	<b>100.0</b>
<b>Experience in pool management</b>						
1 – 3 years	4	33.3	1	10.0	2	14.3
4 – 6 years	6	50.0	6	60.0	5	35.7
7 – 9 years	2	16.7	1	10.0	3	21.4
more than 9 years	-	-	2	20.0	4	28.6
<b>Total</b>	<b>12</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>14</b>	<b>100.0</b>
<b>General Information Job title and responsibilities</b>						
Division head or pool manager	1	8.3	-	-	-	-
Trainer	9	75.0	6	60.0	8	57.1
Pool attendants	2	16.7	4	40.0	6	42.9
<b>Total</b>	<b>12</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>14</b>	<b>100.0</b>

4.2.1 The results from studying the general information of the population about sex find that for Assumption College Rayong, 75 percent of the sample is male and 25 percent is female. The percentage in St. Louis Chachaengsao is 90 percent and 10 percent for male and female population respectively. While in Assumption College Thonburi, the male sample takes up 78.6 percent.

By comparison among the three schools, it is found that the majority of the sample in all three schools is male.

4.2.2 The study age group finds that Assumption College Rayong has an equal percentage between the 31 – 40 years and more than 41 years, that is, each group has 50 percent. Half of the sample (50%) in St. Louis Chachaengsao falls in the 20 – 30 years age group with 40 percent in the 31 – 40 years age group, the remaining 10 percent is more than 41 years old. As for Assumption College Thonburi, the sample is divided by age in the following manner: 20 – 30 years age group comprises 35.7 percent; 31 – 40 years age group comprises 57.1 percent; more than 41 years age group comprises 7.1 percent.

Among the three schools, we found that the majority of the sample falls in the 20 – 30 years age group.

4.2.3 The results from studying the general information about education level discovered that a majority of the sample (75%) in Assumption College Rayong has at least a Bachelor's degree, 16.7 percent of the sample has education background that is below undergraduate level with 8.3 percent of the sample that has higher than a Bachelor's degree. The entire sample of St. Louis Chachaengsao has at least a Bachelor's degree. As for Assumption College Thonburi, 78.6 percent has at least a Bachelor's degree with the remaining 21.4 percent of the sample has below a Bachelor's degree.

By comparing the results about education background of the samples from three schools, we found that mostly, the population has at least a Bachelor's degree.

4.2.4 From the results that we obtained from studying the general information of the sample about work experience in managing the swimming pools, we found that for Assumption College Rayong, 50 percent of the sample has experience from 4 – 6 years. 33.3 percent has 1 – 3 years work experience and lastly those with 7 – 9 years of experience make up 16.7

percent of the sample. For St. Louis Chachaengsao, 60 percent of the population has work experience between 4 – 6 years, 20 percent has more than 9 years of experience and the group of 1 – 3 years and 7 – 9 years of experience make up 10 percent each of the population. In Assumption College Thonburi, the majority of the sample has work experience between 4 – 6 years (35.7%); the subsequent section is the sample that has more than 9 years of experience (28.6%), while those with 7 – 9 years of work experience and 1 – 3 years of work experience make up 21.4 percent and 14.3 percent respectively.

From the results, we conclude that most of the samples from three schools have work experience in managing the swimming pools between 4 – 6 years.

4.2.5 As for the results from studying the job title and responsibilities, we found that majorities of the population at Assumption College Rayong are trainers (75%). 16.7 percent of the population are the permanent staff (pool attendants) and 8.3 percent hold the rank of division heads or pool managers. In St. Louis Chachaengsao, the population breaks up into 60 percent as trainers, 40 percent as pool attendants. More than half of the population at Assumption College Thonburi (57.1%) is trainers with the remaining percentage of 42.9 who are regular pool attendants.

By comparing the three schools, we found that the majority of the population holds the rank of trainers.

4.3 The personnel aspect of the pool management in the 3 schools are tabulated as shown in Table 3  
 Table 3 : Shows the number and percentage of personnel employed in each school

Questions?	Assumption College Rayong					St. Louis Chachaengsao					Assumption College Thonburi				
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
How knowledgeable are the pool managers?	3 (25.0)	4 (33.3)	3 (25.0)	2 (16.7)	-	-	8 (80.0)	1 (10.0)	1 (10.0)	-	-	-	3 (21.4)	7 (50.0)	4 (28.6)
How well do the users abide by the rules and regulations of the pool?	-	4 (33.3)	7 (58.3)	1 (8.3)	-	-	2 (20.0)	3 (30.0)	2 (20.0)	3 (30.0)	-	4 (28.6)	5 (35.7)	5 (35.7)	-
How capable, knowledgeable and responsible are the lifeguards?	1 (8.3)	4 (33.3)	6 (50.0)	1 (8.3)	-	1 (10.0)	6 (60.0)	2 (20.0)	1 (10.0)	-	-	-	5 (35.7)	7 (50.0)	2 (14.3)
How coordinated are the pool attendants?	2 (16.7)	7 (58.3)	3 (25.0)	-	-	-	5 (50.0)	2 (20.0)	3 (30.0)	-	-	-	5 (35.7)	8 (57.1)	1 (7.2)
How selective are the pool managers in employing personnel to care for the pool?	1 (8.3)	5 (41.7)	5 (41.7)	1 (8.3)	-	-	4 (40.0)	3 (30.0)	3 (30.0)	-	-	-	4 (28.6)	7 (50.0)	3 (21.4)
Are the lifeguards sufficient to the number of users?	1 (8.3)	4 (33.3)	6 (50.0)	1 (8.3)	-	-	4 (40.0)	4 (40.0)	2 (20.0)	-	-	-	5 (35.7)	6 (42.9)	3 (21.4)
Do the pool managers provide benefits and rewards for the personnel to boost morale?	-	3 (25.0)	5 (41.7)	4 (33.3)	-	-	1 (10.0)	4 (40.0)	3 (30.0)	2 (20.0)	-	1 (7.1)	5 (35.7)	6 (42.9)	2 (14.3)
Do the pool managers support and encourage his team to advance in their career?	1 (8.3)	3 (25.0)	4 (33.3)	4 (33.3)	-	-	1 (10.0)	4 (40.0)	5 (50.0)	-	-	1 (7.1)	6 (42.9)	5 (35.7)	2 (14.3)
How dedicated are the staffs to their job?	1 (8.3)	3 (25.0)	5 (41.7)	3 (25.0)	-	-	4 (40.0)	5 (50.0)	1 (10.0)	-	-	-	5 (35.7)	8 (57.1)	1 (7.1)

From the results of the study of the pool management in the personnel aspect, we found that

4.3.1 The pool managers at Assumption College Rayong are very knowledgeable in managing the pool (33.3%) whereas at St. Louis Chachaengsao, 80.0% of the pool managers are very knowledgeable. The Assumption College Thonburi, on the other hand, have half of their pool managers (50.0%) who are not knowledgeable.

By comparison, we found that most schools have knowledge in managing the swimming pools at a high level.

4.3.2 As for how the management fair in handling the users to abide by the rules set up, the study found that at Assumption College Rayong, slightly more than half (58.3%) rate the management in this area as average. The St. Louis Chachaengsao has an average management of 30.0%, while Assumption College Thonburi has a below average management of 50.0%.

From comparing the three schools, we found that in general, users abide by the rules and regulations of the pools at an average level.

4.3.3 Under the topic about knowledge, capability and responsibility of the lifeguards, we found that half of the samples at Assumption College Rayong rate as average; while 60 percent of St. Louis Chachaengsao achieve high rating of management in this area. Assumption College Thonburi has a below average rating in this area of 50 percent.

From comparing the three schools, we found that in general, mostly the schools have lifeguards who rate as average in knowledge, capability and responsibility.

4.3.4 As for how efficient are the pool attendants in coordinating work procedures, the study found that at Assumption College Rayong, slightly more than half (58.3%) rate the management in this area as average. The St. Louis

Chachaengsao has an above average management of 50.0%, while Assumption College Thonburi has a below average management of 57.1%.

From comparing the three schools, we found that in general, the pool attendants process the work efficiently and are well coordinated at an above average level.

4.3.5 The result obtained for the topic about selectivity of the pool managers in employing capable personnel to care for the facility found that Assumption College Rayong has an equal percentage for average and above average of 41.7 percent. St. Louis Chachaengsao has 40.0 percent above average rating under this category. On the other hand, Assumption College Thonburi has 50.0 percent below average rating under the same category.

From comparing the three schools, we found that in general, the pool managers are selective in employing capable personnel to look after the pool at an above average level.

4.3.6 Are there sufficient lifeguards to the number of pool users? Under this topic, we found that Assumption College Rayong has average management level of 50.0 percent. St. Louis Chachaengsao has an equal percentage of 40.0 in above average and average management in this category while Assumption College Thonburi has a below average management in this area of 42.9 percent.

From comparing the three schools, we found that in general, the pool managers are fairly average in selecting and employing capable personnel to look after the pool.

4.3.7 Under the topic about extra incentives and rewards to boost morale of the staff, we found that for Assumption College Rayong, in general, has an average level of management of 41.7 percent. St. Louis Chachaengsao has 50.0 percent at below average while Assumption College Thonburi has 42.9 percent at average level in this category.

From comparing the three schools, we found that in general, the pool managers are fairly average in rewarding their staff to boost their morale.

4.3.8 As for whether the management encourage their staff and support them to advance in their career, the study found that at Assumption College Rayong, the percentages are distributed evenly between average and below average at 33.3 percent. St. Louis Chachaengsao has 50.0 percent at below average while Assumption College Thonburi has an average management of 42.9%.

By comparison, we found the managers of the three schools rarely support and encourage their staff to progress in their career.

4.3.9 The result obtained for the topic about how devoted in duties are the personnel found that 41.7 percent of the staff at Assumption College Rayong fair as average in this category. Half of the personnel (50.0%) at St. Louis Chachaengsao rate as average while Assumption College Thonburi has 57.1 percent below average rating under the same category.

From comparing the three schools, we found that in general, the pool attendants are committed to their job duties at an average level.

#### 4.4 The budgeting of swimming pools in the three schools are tabulated as shown in Table 4

**Table 4 : The budgeting detail in each school**

Questions?	Assumption Rayong					St. Louis Chachaengsao					Assumption Thonburi				
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
How speedy is the procedure in processing purchasing orders for equipment?	-	3 (25.0)	2 (16.7)	6 (50.0)	1 (8.3)	-	-	4 (40.0)	2 (20.0)	4 (40.0)	-	-	3 (21.4)	8 (57.1)	3 (21.4)
Expenses for pool maintenance	1 (8.3)	2 (16.7)	8 (66.7)	1 (8.3)	-	-	1 (10.0)	4 (40.0)	4 (40.0)	1 (10.0)	1 (7.1)	5 (35.7)	4 (28.6)	3 (21.4)	1 (7.1)
Appropriateness in setting the fare to be charged the outside pool users.	-	3 (25.0)	4 (33.3)	4 (33.3)	1 (8.3)	-	-	1 (10.0)	7 (70.0)	2 (20.0)	-	4 (28.6)	7 (50.0)	3 (21.4)	-
Is the staff in charge of finances stationed at the pool on a regular basis?	2 (16.7)	3 (25.0)	5 (41.7)	1 (8.3)	1 (8.3)	-	5 (50.0)	2 (20.0)	1 (10.0)	2 (20.0)	-	-	9 (64.3)	2 (14.3)	3 (21.4)
Punctuality of the payment of salaries and other expenses.	1 (8.3)	2 (16.7)	5 (41.7)	4 (33.3)	-	1 (10.0)	3 (30.0)	3 (30.0)	2 (20.0)	1 (10.0)	-	-	2 (14.3)	7 (50.0)	5 (35.7)



From the results of the study about the swimming pool management regarding the budgeting detail, the following findings are discovered:

4.4.1 In the area of speediness and promptness in refilling the equipment to meet the need of the users, we found that Assumption College Rayong, in general, fairs below average at 50.0 percent. St. Louis Chachaengsao has 40.0 percent at average and the least efficient level. Assumption College Thonburi rates at below average level of 57.1 percent.

From comparing the three schools, we found that majority has a below average in promptness in processing the purchasing orders for equipment to meet the needs of the pool users.

4.4.2 About the budget set out for maintenance , we found that 66.7 percent of the Assumption College Rayong rate this category as average. St. Louis Chachaengsao, on the other hand, has the same percentage of 40.0 percent in both average and below average level. Lastly, Assumption College Thonburi has a below average management in this category of 57.1 percent.

The comparison of the three schools discovered that in general all three schools spend an average amount in their budget for maintenance of the swimming pools.

4.4.3 The result from the topic about the appropriateness of the fees to be charged the pool users can be summarized as follows: Assumption College Rayong has an equal percentage of 33.3 percent for both average and below average. 70.0 percent rate the management in this area of the St. Louis Chachaengsao as below average. Assumption College Thonburi has an average management of 50.0 percent in this category.

The comparison of the three schools found that in general all three schools fair below average in managing and setting an appropriate fee to be charged.

4.4.4 Under the topic about stationing a cashier at the swimming pool, we discovered that Assumption College Rayong has an average level of management of 41.7 percent, St. Louis Chachaengsao has an above average level of management of 50.0 percent and Assumption College Thonburi has an average level of management of 64.3 percent.

By comparing the three schools, we conclude that mostly, the management in this area fair as average.

4.4.5 The promptness and punctuality in paying the payroll and other expenses found that Assumption College Rayong has an average level of management of 41.7 percent, St. Louis Chachaengsao has an equal percentage in above average and average level of management of 30.0 percent and Assumption College Thonburi has a below average level of management of 50.0 percent.

By comparing the three schools, we conclude that mostly, the management in this area fair as average.

**4.5 The management of swimming pools in the three schools regarding equipment and facilities are tabulated as shown in Table 5**

**Table 5 : Illustrates the quantity and percentage of equipment and facilities in each school**

Questions?	Assumption College Rayong					St. Louis Chachaengsao					Assumption College Thonburi				
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
The pool attendants are capable of fixing and repairing equipment.	-	2 (16.7)	6 (50.0)	3 (25.0)	1 (8.3)	-	2 (20.0)	5 (50.0)	3 (30.0)	-	-	-	6 (42.9)	2 (14.3)	1
The storage and cataloging of equipment are appropriate to the storage space.	1 (8.3)	1 (8.3)	5 (41.7)	5 (41.7)	-	-	3 (30.0)	3 (30.0)	4 (40.0)	-	-	4 (28.6)	8 (57.1)	2 (14.3)	
There are ample parking spaces for those who come to use the pool.	2 (16.7)	4 (33.3)	4 (33.3)	2 (16.7)	-	-	5 (50.0)	5 (50.0)	-	-	10 (71.4)	3 (21.4)	1 (7.1)	-	-
There are ample changing rooms for those who come to use the swimming pool.	1 (8.3)	6 (50.0)	3 (25.0)	1 (8.3)	1 (8.3)	-	2 (20.0)	6 (60.0)	2 (20.0)	-	-	1 (7.1)	5 (35.7)	5 (35.7)	3 (21.4)
There are sufficient equipment and tools for the pool users.	1 (8.3)	3 (25.0)	5 (41.7)	3 (25.0)	-	-	1 (10.0)	3 (30.0)	5 (50.0)	1 (10.0)	-	1 (7.1)	7 (50.0)	4 (28.6)	2 (14.3)
There are sufficient storage spaces for the equipment.	1 (8.3)	3 (25.0)	4 (33.3)	4 (33.3)	-	-	1 (10.0)	6 (60.0)	2 (20.0)	1 (10.0)	-	-	3 (21.4)	8 (57.1)	3 (21.4)

From the result of the study about the management of swimming pools regarding equipment and facilities found that:

4.5.1 The pool attendants are capable of repairing the equipment. 50.0 percent of the Assumption College Rayong is rated as average in this area of management. St. Louis Chachaengsao also has a similar rating of average with an equal percentage of 50.0 percent. Lastly, Assumption College Thonburi has an equal percentage of 42.9 percent in both the average and below average level.

By comparing the three schools, we conclude that mostly, the pool attendants are rated as average in their abilities to repair and fix equipment.

4.5.2 Under the topic about the proper and orderly way of storing the equipment in appropriate places, the results showed that Assumption College Rayong receives 41.7 percent as having an average and below average level of management in this category. St. Louis Chachaengsao has a below average level of management of 40.0 percent, while Assumption College Thonburi has a below average management of 57.1 percent.

The comparison of the three schools found that in general all three schools fair below average in maintaining an orderly storage place for the equipment.

4.5.3 The result from the topic about whether the number of parking spaces are sufficient to the pool users can be summarized as follows: Assumption College Rayong has an equal percentage of 33.3 percent for both average and below average. 50.0 percent rate the management in this area of the St. Louis Chachaengsao as average. Assumption College Thonburi has the most efficient management of 71.4 percent in this category.

The comparison of the three schools found that in general all three schools fair above average in providing ample parking spaces to cater the pool users.

4.5.4 As for proportion of equipment and availability of other facilities to the number of pool users, we found that Assumption College Rayong, in general, fair as average at 41.7 percent. St. Louis Chachaengsao has 50.0 percent at below average. Assumption College Thonburi rates at average level of 50.0 percent.

From comparing the three schools, we found that majority has a below average in their supply of equipment and availability of other facilities to meet the needs of the pool users.

4.5.5 There is enough storage room for the equipment . Under this heading, we found that the majority rate Assumption College Rayong as having average and below average in equal percentage of 33.3 percent. St. Louis Chachaengsao has an average rating of 60.0 percent and Assumption College Thonburi has 71.4 percent below average management in this category.

The comparison of the three schools found that in general all three schools can be rated as average in having ample storage spaces for keeping the equipment.

4.5 The management of swimming pools in the three schools regarding equipment and facilities are tabulated as shown in Table 5

Table 5 : Illustrates the quantity and percentage of equipment and facilities in each school

Questions?	Assumption College Rayong					St. Louis Chachaengsao					Assumption College Thonburi				
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
The pool attendants are capable of fixing and repairing equipment.	-	2 (16.7)	6 (50.0)	3 (25.0)	1 (8.3)	-	2 (20.0)	5 (50.0)	3 (30.0)	-	-	-	6 (42.9)	2 (14.3)	1
The storage and cataloging of equipment are appropriate to the storage space.	1 (8.3)	1 (8.3)	5 (41.7)	5 (41.7)	-	-	3 (30.0)	3 (30.0)	4 (40.0)	-	-	-	4 (28.6)	8 (57.1)	2 (14.3)
There are ample parking spaces for those who come to use the pool.	2 (16.7)	4 (33.3)	4 (33.3)	2 (16.7)	-	-	5 (50.0)	5 (50.0)	-	-	10 (71.4)	3 (21.4)	1 (7.1)	-	-
There are ample changing rooms for those who come to use the swimming pool.	1 (8.3)	6 (50.0)	3 (25.0)	1 (8.3)	1 (8.3)	-	2 (20.0)	6 (60.0)	2 (20.0)	-	-	1 (7.1)	5 (35.7)	5 (35.7)	3 (21.4)
There are sufficient equipment and tools for the pool users.	1 (8.3)	3 (25.0)	5 (41.7)	3 (25.0)	-	-	1 (10.0)	3 (30.0)	5 (50.0)	1 (10.0)	-	1 (7.1)	7 (50.0)	4 (28.6)	2 (14.3)
There are sufficient storage spaces for the equipment.	1 (8.3)	3 (25.0)	4 (33.3)	4 (33.3)	-	-	1 (10.0)	6 (60.0)	2 (20.0)	1 (10.0)	-	-	3 (21.4)	8 (57.1)	3 (21.4)

From the results of the study about the general management of the swimming pool, the following findings are discovered:

4.6.1 In the area of the ability and effectiveness of the pool staff in providing safety precautions, we found that Assumption College Rayong, in general, fairs average at 50.0 percent. St. Louis Chachaengsao has 70.0 percent at above average. Assumption College Thonburi rates at below average level of 64.3 percent.

From comparing the three schools, we found that the pool staffs in each school have different level of skill and ability in providing safety precautions.

4.6.2 About the safety and cleanliness of the building structure in the vicinity of the swimming pool, we found that 33.3 percent of the Assumption College Rayong rate this category as average. St. Louis Chachaengsao also has the same average rating of 40.0 percent. Lastly, Assumption College Thonburi has a below average management in this category of 42.9 percent.

The comparison of the three schools discovered that in general the management of the buildings in all three schools—such that they are safe and clean—could be rated as average.

4.6.3 The result from the topic about whether the number of lifeguards and safety equipment are sufficient to the number of pool users can be summarized as follows: Assumption College Rayong has an above average level of management in this category of 58.3 percent. 40.0 percent rate the management in this area of the St. Louis Chachaengsao as average. Assumption College Thonburi has an equal percentage in both average and below average management of 42.9 percent in this category.

The comparison of the three schools found that in general all three schools fair average in providing enough lifeguards and safety equipment.

4.6.4 Under the topic about whether the swimming pool is fully utilized to gain maximum benefits, we discovered that Assumption College Rayong has the most efficient level of management of 50.0 percent. St. Louis Chachaengsao has an above average level of management of 70.0 percent and Assumption College Thonburi has an average level of management of 50.0 percent.

By comparing the three schools, we conclude that mostly, the management in this area can be rated as above average.

4.6.5 The control and monitoring of the quality of the water in the pool meet the standard. Under this heading, we found that the majority rate Assumption College Rayong as having the most efficient level of management in this area of 58.3 percent. St. Louis Chachaengsao is also rated at the same level as Assumption Rayong of 50.0 percent and Assumption College Thonburi has 64.3 percent below average management in this category.

The comparison of the three schools found that in general all three schools can be rated as having the most efficient level of management in controlling and maintaining the quality of the water in the pool to meet the standard.

#### 4.7 The comparison of the management of swimming pools in all 4 aspects of the three schools is tabulated as shown in Table 7

**Table 7 : Compares the mean, standard deviation of each school divided in category**

Management	Assumption College Rayong		St. Louis Chachaengsao		Assumption College Thonburi	
	$\bar{X}$	S.D	$\bar{X}$	S.D	$\bar{X}$	S.D
Personnel	20.6429	3.9146	27.1000	4.1218	29.5000	5.6327
Budget	12.4286	2.8206	11.7000	3.1287	14.9167	3.7528
Equipment	15.8571	2.3487	17.4000	1.8379	18.7500	4.2023
General management	12.2143	1.9682	18.000	2.3094	18.5833	2.9683

From the results of the comparison of the mean and standard deviation found that:

#### **4.7.1 Personnel**

Assumption College Thonburi has a mean of 29.5000 and standard deviation of 5.6327. The mean and standard deviation of St. Louis Chachaengsao are 27.1000 and 4.1218 respectively. Assumption College Rayong has mean equal to 20.6429 and standard deviation of 3.9146.

The comparison of personnel management among the three schools showed that Assumption College Thonburi has better personnel management than St. Louis Chachaengsao and Assumption College Rayong.

#### **4.7.2 Budget**

Assumption College Thonburi has a mean of 14.9167 and standard deviation of 3.7528. The mean and standard deviation of St. Louis Chachaengsao are 11.7000 and 3.1287 respectively. Assumption College Rayong has mean equal to 12.4286 and standard deviation of 2.8206.

The comparison of budget control and management among the three schools showed that Assumption College Thonburi has better budget management than St. Louis Chachaengsao and Assumption College Rayong.

#### **4.7.3 Equipment**

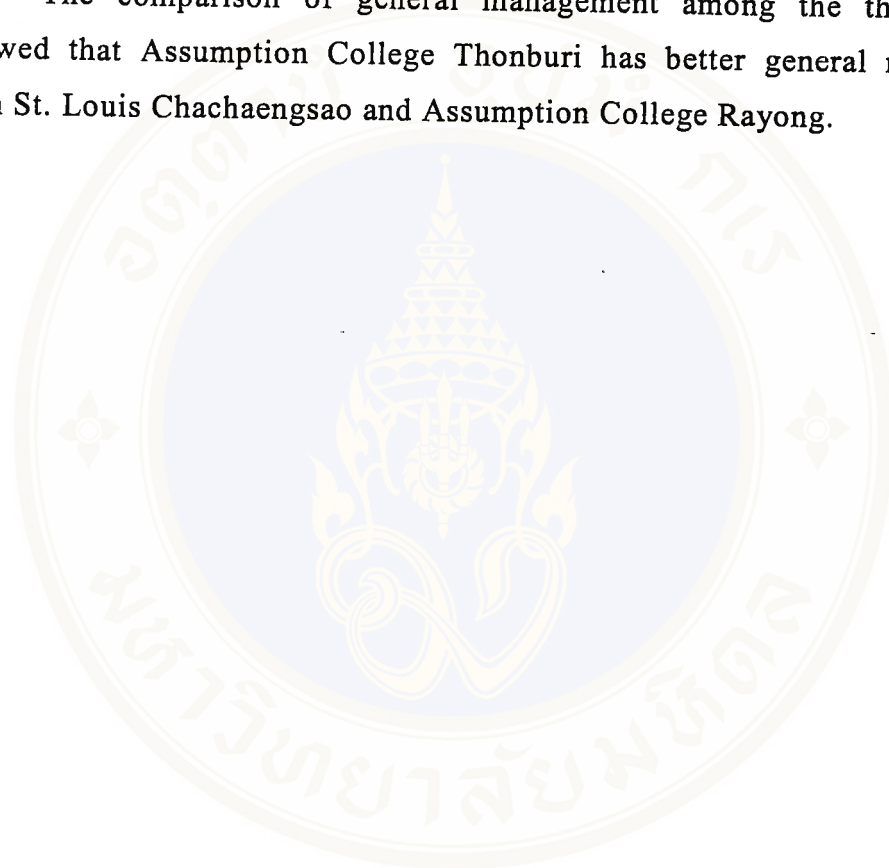
Assumption College Thonburi has a mean of 18.7500 and standard deviation of 4.2023. The mean and standard deviation of St. Louis Chachaengsao are 17.4000 and 1.8379 respectively. Assumption College Rayong has mean equal to 15.8571 and standard deviation of 2.3487.

The comparison of equipment management among the three schools showed that Assumption College Thonburi has better management in this area than St. Louis Chachaengsao and Assumption College Rayong.

#### 4.7.4 General management

Assumption College Thonburi has a mean of 18.5833 and standard deviation of 2.9683. The mean and standard deviation of St. Louis Chachaengsao are 18.000 and 2.3094 respectively. Assumption College Rayong has mean equal to 12.2143 and standard deviation of 1.9682.

The comparison of general management among the three schools showed that Assumption College Thonburi has better general management than St. Louis Chachaengsao and Assumption College Rayong.



## CHAPTER V

### DISCUSSION

The objectives of the data analysis of the swimming pool management of the three schools: Assumption College Rayong, St. Louis Chachaengsao and Assumption College Thonburi are listed as follows:

#### **5.1 Objective 1: To Study the Management of the Swimming Pools in Various Aspects in the Three Tchools.**

1. **Personnel** In this area , we found that the management is average. This is because all three schools still lack experienced and capable personnel who possess the skill in managing the pool specifically. Moreover, the schools give very little importance to the hiring of capable personnel to handle the pool.

2. **Budget** The budgeting of the swimming pool management is rated as average. This is because all three schools still lack a clear and systematic financing structure and some schools still do not see the importance of purchasing and replacing the equipment on time to meet the needs of the users.

3. **Equipment** Under this category , the rating of management is also average. Some schools are well organized in maintaining the equipment as well as having a sound system in checking that the equipment and facilities are always in good condition for use. However, there are some schools whose equipment is not stored properly.

4. **General management** The study of general management of the swimming pool found that the standard is above average. This is because all three schools open the pools for outsiders and receive a substantial amount of money that can compensate for other expenses incurred in the schools.

## **5.2 Objective 2: To Compare the Four Areas of Management in Assumption College Rayong, St. Louis Chachaengsao and Assumption College Thonburi.**

1. By comparing the personnel management of the three schools, we found that Assumption College Rayong has slightly better personnel management than Assumption College Thonburi and St. Louis Chachaengsao. This is because Assumption has a better structure of personnel management and the person in charge of the pool management is capable and knowledgeable with a lot of related experience.

2. Under budget management, the comparison of the three schools showed that St. Louis Chachaengsao has better budget control than Assumption College Rayong and Assumption College Thonburi. This is because the procedures involved in processing any financing detail are clear and straightforward and can be traced back in every step.

3. The comparison of equipment and facilities management showed that Assumption College Rayong has better management in this area than Assumption College Thonburi and St. Louis Chachaengsao. The reason behind it is that there is a clear layout of the plan in managing the equipment and facilities. Statistical and accounting figures are kept about office equipment to ensure that the equipment is fully utilized.

4. The comparison in the general management found that St. Louis Chachaengsao has better general management than Assumption College Thonburi and Assumption College Rayong. This is because despite the lack of space, St. Louis Chachaengsao still manages to fully utilize the existing buildings and area and put them to the maximum use.

## **CHAPTER VI**

### **CONCLUSIONS AND RECOMMENDATIONS**

At present, there are still rooms for improvement for schools under the Foundation in managing their swimming pools and rearranging their management system such that everyone will work towards a single purpose. Regardless of the various problems faced in finding of the suitable person for the job, the budgets, the expenses etc., these responsibilities and burden should not be pushed over to parents. In addition, facilities and equipment should be sufficient and in the right proportion to the number of users who come in to use the pool each time. The management responsibility should encompass other general management areas not mentioned here, which are also important in managing the swimming pools for the school under the Foundation.

Therefore, the author finds it interesting to study the swimming pool management and the structure of the management process of the three schools: the Assumption College Rayong, St. Louis Chachaengsao and Assumption College Thonburi and compare the results obtained from these schools.

The population under study consists of the school directors and the management level of swimming pool like the division head, head of staff of the pool of the three schools. They were asked about the policy and their ideas in management. A total of 9 people from all three schools were interviewed.

The sample taken for this study covers the service providers who are directly related to or are responsible for the running of the pools. They include the teachers and regular pool attendants. They are divided among the three schools as follows: Assumption College Rayong – 12 people, St. Louis Chachaengsao – 10 people and Assumption College Thonburi – 14 people. A total of 36 samples is taken.

The tool used in this research is the questionnaire that has been formulated and created by the author himself. The questionnaire has passed

the careful examination and obtained the approval of the thesis committee before being circulated to 30 personnel at St. Gabriel whose job responsibilities are related to the swimming pools. The purpose of testing the questionnaires before the actual data collecting is to determine the efficiency of the tool. The result of the pre-test finds that the reliability of the questionnaire in studying the management of the swimming pool is 0.90.

### **6.1 Conclusions**

From this research, the following results can be summarized as follows:

The management of swimming pools in the schools under the Foundation, that is, Assumption College Rayong, St. Louis Chachaengsao and Assumption College Thonburi can all be rated as having average management level. This is because in each school the lack of capable and knowledgeable still exists. In addition, there is limitation in assigning as well as distributing the workforce at the management level. In all three schools, it seems that the importance of the swimming pool management is overlooked. As a result of the negligence of the overall management of the pool, this leads to bad consequence in personnel, budget, equipment and the general management.

### **6.2 Recommendations from this Study**

From the results of this research, the author found that the person who is responsible in managing the swimming pool has an average level of knowledge and experience in managing the pool. Therefore, the school committee or director or those who are directly involved in selecting personnel to manage the pool should have a certain level of knowledge and understanding as well as experience in this area. This is to ensure the high quality and efficiency of the management team.

### **6.3 Recommendations for Future Research and Studies**

6.3.1 Researcher should study the management of swimming pools in schools of St. Gabriel Brotherhood Foundation of Thailand in many aspects in order to have an information for suitable management.

6.3.2 The comparative study of other swimming pools management should be done for the development of existing or future swimming pools in schools of St. Gabriel Brothergood Foundation of Thailand.



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## APPENDIX

- 1. Interview Guideline for School Administrators and Personnel involved in swimming pool management on Swimming Pool Management in School**
- 2. Questionnaire on Swimming Pool Management in School**
- 3. Administrative Structure of Three schools in St. Gabriel Brotherhood Foundation of Thailand**

**Set 1**

**Interview Guideline for School Administrators and Personnel  
involved in swimming pool management  
on  
Swimming Pool Management in School**

**Directions:** This interview guideline is composed of 2 parts

Part 1 General information of the interviewee

Part 2 General administration on personnel, budget, equipment and operations

1. School policies
2. Swimming pool management
3. Concepts on having a swimming pool in school
4. On personnel
5. On budget
6. On equipment
7. On operations and management

**Interview Guideline for School Administrators and Swimming Pool  
Administrators  
On  
Swimming Pool Management in School**

Name of School.....  
Date of interview.....  
Starting time..... finish time.....

**Part 1  
General information of the interviewee**

1. Position.....
2. Sex.....
3. Age.....years
4. Working period.....years
5. Education.....
6. Working experience as a school or swimming pool administrator.....year(s)
7. Duration held as a school or swimming pool administrator in this school...year(s)

**Part 2**  
**Interview Guideline**  
**On**  
**Swimming Pool Management in School**

1. What are your policies and concepts in allocating the pool to be under the supervision of a particular department?

.....  
.....  
.....  
.....  
.....

2. What are your concepts of having a swimming pool in your school?

.....  
.....  
.....  
.....  
.....

3. In your opinion, what are the following main problems on the operation of the pool encountered by the personnel in charge? Please order according to their significance.

1. Personnel administration

- 1.1.....
- 1.2.....
- 1.3.....

2. Budget administration

- 2.1.....
- 2.2.....
- 2.3.....

**3. Equipment administration**

3.1.....

3.2.....

3.3.....

**4. Management and general operation administration**

4.1.....

4.2.....

4.3.....



**Set 2**  
**Questionnaire on Swimming Pool Management in School**

**Directions:** The questionnaire is composed of 2 parts

Part 1 General information of the respondent

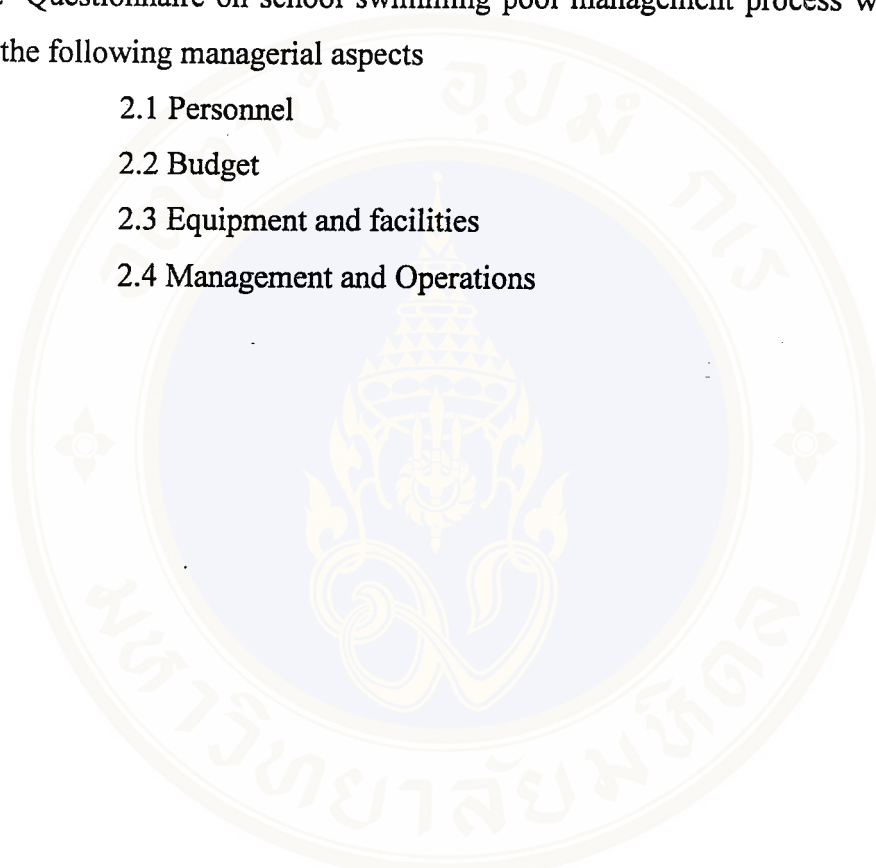
Part 2 Questionnaire on school swimming pool management process which consists of the following managerial aspects

2.1 Personnel

2.2 Budget

2.3 Equipment and facilities

2.4 Management and Operations



**Part 1 General information of the respondent**

**Directions** Please make a ✓ in the  before factual statements

## 1. Sex

 Male Female

## 2. Age

 Below 20 years 20 – 30 years 31 – 40 years 40 and over

## 3. Highest education level

 lower than Bachelor Bachelor higher than Bachelor

## 4. Experience in swimming pool administration

 1-3 years 4-6 years 7-9 years 9 years and over

## 5. Position in charge

 Department head Unit head or pool manager Swimming instructor Pool Official

## 6. Your major (please specify).....

**Part 2**

**Questionnaire on Swimming Pool Management in School**

**Directions:**

The Questionnaire aims to investigate the management process on the operations of personnel in charge of swimming pool management in the schools under the supervision of the Foundation. Your answers would be used as a database to set up a guideline to improve the operations of the pools so that efficiency and effectiveness could be attained.

**Directions for answering :** Please read each statement carefully and express your opinions at levels of your perception. Then make a ✓ in the space with the following scores and interpretation:

- 5      refers to the highest level of management
- 4      refers to a high level of management
- 3      refers to a medium level of management
- 2      refers to a low level of management
- 1      refers to the lowest level of management

**Example**

Item	Statement	5 highest	4 high	3 medium	2 low	1 lowest
1	<b><u>1.Personnel</u></b> The pool manager is knowledgeable in managing the pool	✓				
2	Users strictly observe the pool regulations and rules					✓

Item 1 you make a ✓ in the space labeled 5, indicating that in your opinion it is managed at the highest level

Item 2 you make a ✓ in the space labeled 1, indicating that in your opinion it is managed at the lowest level

## Part 2

**For personnel and pool officials on swimming pool management process and the operations of personnel and officials in charge of the pool.**

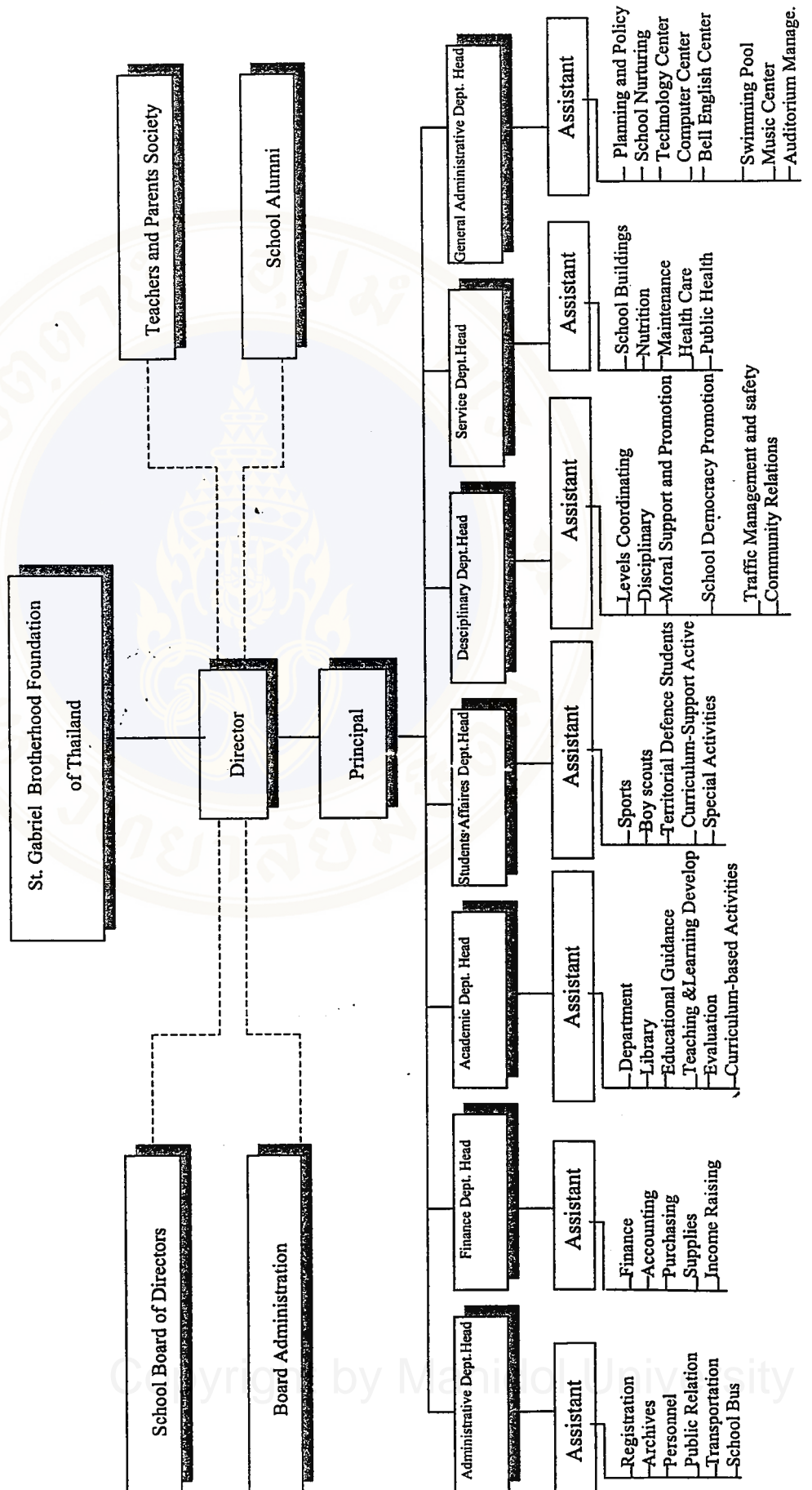
Item	Statement	5 Highest	4 high	3 medium	2 low	1 lowest
	<b><u>1. Personnel</u></b>					
1	The pool manager is knowledgeable in managing the pool					
2	Users observe the pool regulations and rules					
3	Security officials are knowledgeable, competent and responsible for their duty					
4	Pool officials are coordinated					
5	The pool manager recruits capable personnel in charge of the pool					
6	The number of security officials					
7	The pool manager boosts the morale of his subordinates					
8	The pool manager supports professional advancement of his subordinates					
9	Personnel are devoted to their responsibilities					
	<b><u>2. Budget</u></b>					
10	Purchase of equipment is quick					
11	The expenses on pool maintenance is high/low					
12	Fees collected from service users					
13	Cashier personnel is stationed at the pool					

Item	Statement	5 Highest	4 high	3 medium	2 low	1 lowest
14	Payment and allowance are on time					
	<b><u>3.Equipment and facilities</u></b>					
15	Pool officials are capable of repairing equipment					
16	Systematic storage of equipment					
17	Adequate parking space					
18	Place assigned for changing clothes					
19	Facilities are adequate					
20	Equipment storage is sufficient					
	<b><u>4. General management</u></b>					
21	Pool officials are efficient in operations					
22	Venues for swimmers are clean and safe					
23	Number of officials and equipment providing safety to swimmers					
24	The usefulness of the swimming pool					
25	The standard criteria on water quality control in the pool					

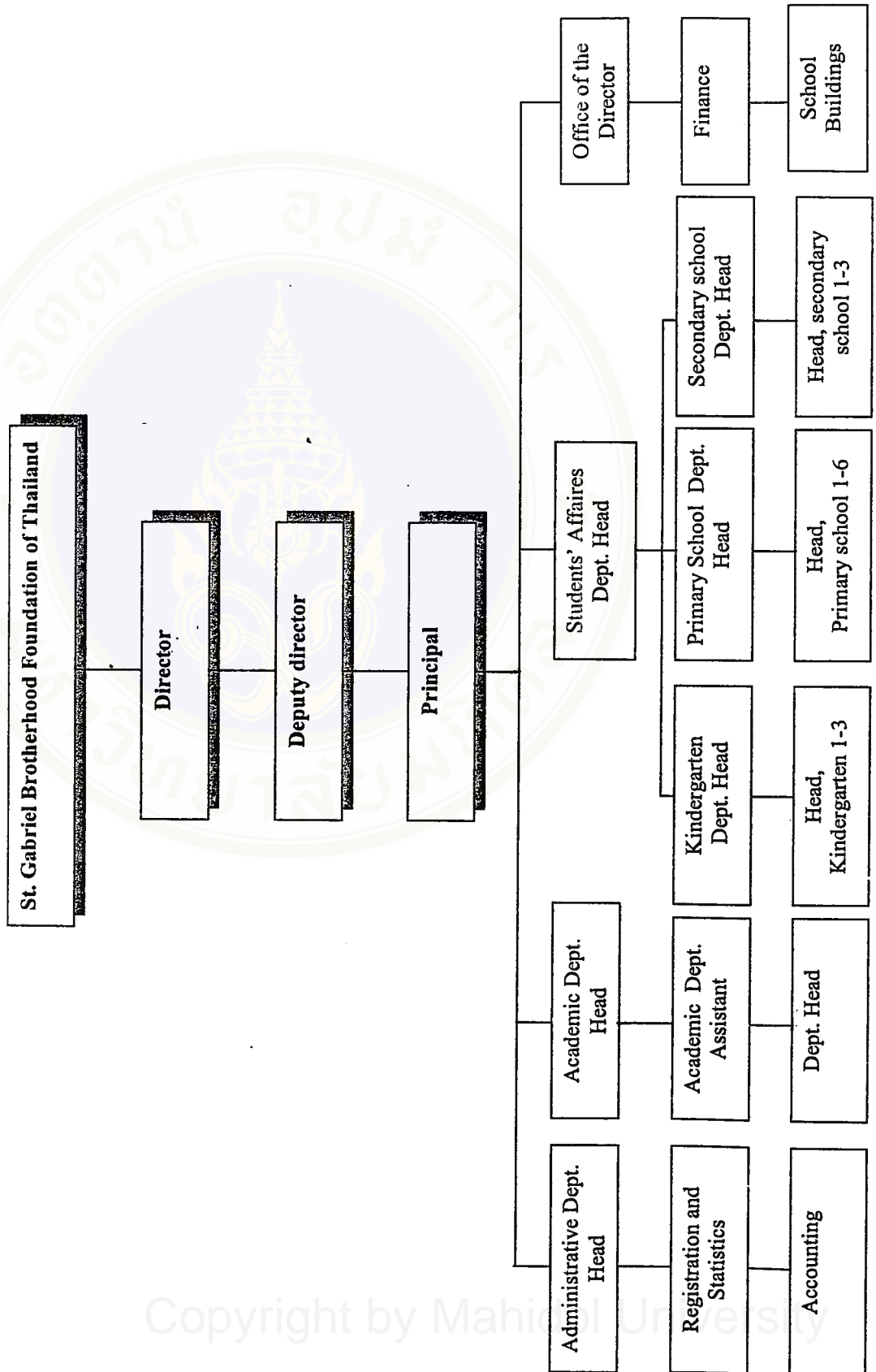
Other problems (please specify)

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....
- 6.....
- 7.....
- 8.....

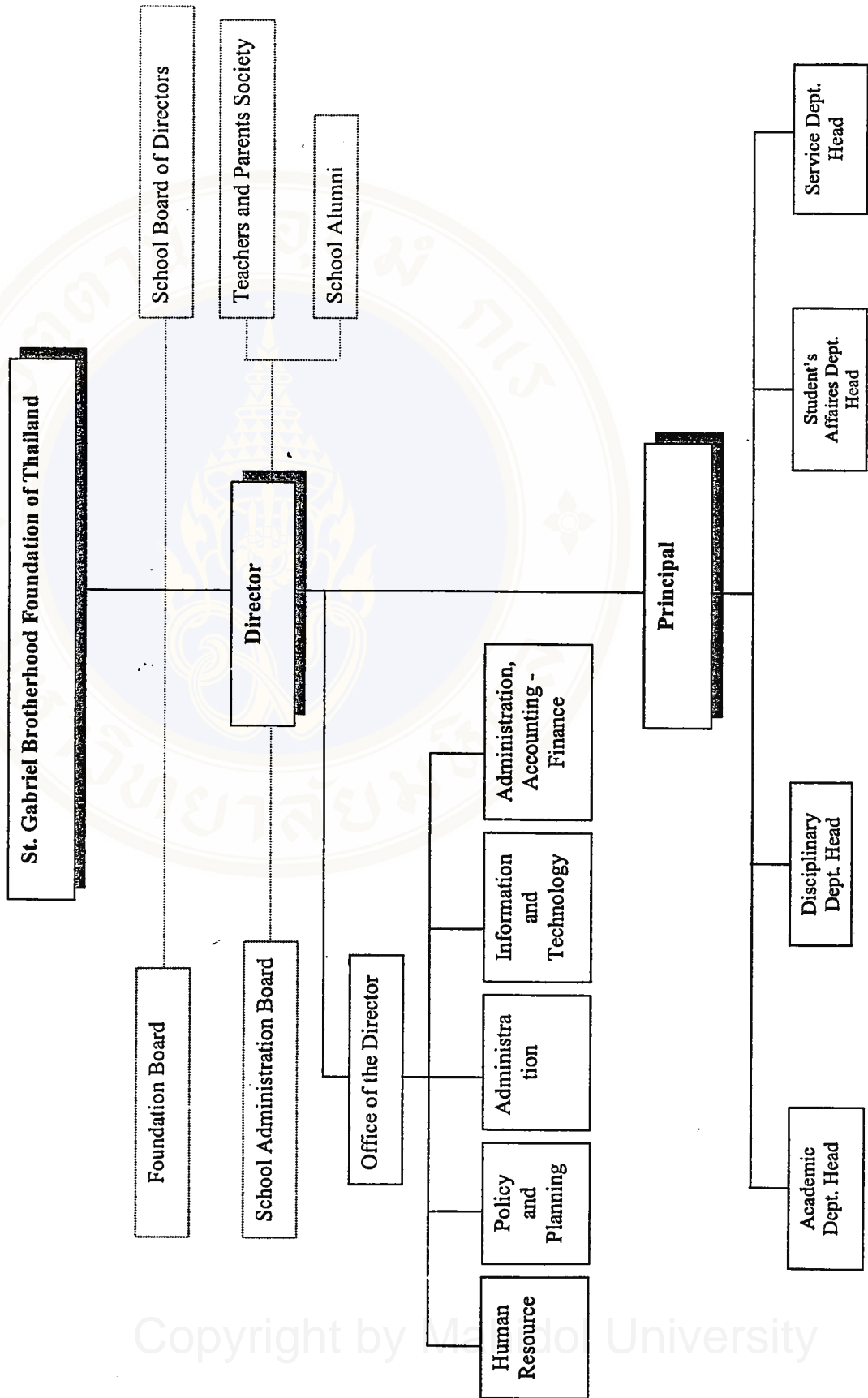
Administrative Structure of Assumption College Thonburi, Bangkok



Administrative Structure of St. Louise Chachoengsao



Administrative Structure of Assumption College Rayong



## BIOGRAPHY



**NAME** Mr.Kotchapak Kulkaweewut

**DATE OF BIRTH** 31 March 1960

**PLACE OF BIRTH** Phetchabun, Thailand

**INSTITUTIONS ATTENDED** Bachelor of Education (Physical Education)  
Sri Nakharinwirot University Bangsaen,  
Chonburi, Thailand (1980-1982)  
Master of Arts(Sport Management) Mahidol  
University 2002

**WORK EXPERIENCE** Physical Education Teacher at Assumption  
College Rayong

**PRESENT CAREER** Physical Education Teacher at Assumption  
College Thonburi