

Appendix

มหาวิทยาลัยราชภัฏธนบุรี

Appendix A

List of Experts for Research Instrument Assessment

มหาวิทยาลัยราชภัฏธนบุรี

List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr.Siripapun Leephaijaroen
Faculty of Business Administration and Management
Ubon Ratchathani Rajabhat University
2. Asst. Prof. Dr.Thanakorn Sirisugandha
Faculty of Management Science
Lampang Rajabhat University
3. Asst. Prof. Dr.Weerawit Piyanonthasin
Mae Hong Son College
Chaing Mai Rajabhat University

มหาวิทยาลัยราชภัฏธนบุรี



No. 0642.09 (4)/53

Graduate Study Program
Dhonburi Rajabhat University
172 Itsaraphap Rd., Thonburi
Bangkok 10600

June 27, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Assoc. Prof. Dr.Siripapun Leephaijaroen

Mr.Zhang Hao, a graduate student in MBA (Master in Business Administration Program) of Dhonburi Rajabhat University, is currently working on his independent study entitled "Management Innovation for Maintaining Green Spare in the Community During the COVID-19 Pandemic in Suzhou City", having Asst. Prof. Dr.Jirapong Ruanggoon as his principal advisor.

In lieu with this, the Graduate Study Program would like to request your expertise to validate the research tools used. Details will be informed by the researcher onwards.

We hopefully could have your assistance on this matter as to further academic benefits and would hereby like to express our thanks to you.

Best regards,

Sirkun

(Lect. Sirkun Buakeaw)
Director of Graduate Study Program

Graduate Study Program
Tel. 0-2890-1801 ext. 5
E-mail graduate@dru.ac.th
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

Siripapun Leephaijaroen

(Assoc. Prof. Dr.Siripapun Leephaijaroen)

Date

*Remark: This letter would be failed for reference use with the absence of expert's signature.



No. 0642.09 (4)/54

Graduate Study Program
Dhonburi Rajabhat University
172 Itsaraphap Rd., Thonburi
Bangkok 10600

June 27, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Asst. Prof. Dr.Thanakorn Sirisugandha

Mr.Zhang Hao, a graduate student in MBA (Master in Business Administration Program) of Dhonburi Rajabhat University, is currently working on his independent study entitled "Management Innovation for Maintaining Green Space in the Community During the COVID-19 Pandemic in Suzhou City", having Asst. Prof. Dr.Jirapong Ruangoon as his principal advisor.

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Best regards,

Sirikun.

(Lect. Sirikun Buakeaw)
Director of Graduate Study Program

Graduate Study Program
Tel. 0-2890-1801 ext. 5
E-mail graduate@dru.ac.th
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

Dr. Thanakorn Sirisugandha

(Asst. Prof. Dr.Thanakorn Sirisugandha)

Date

*Remark: This letter would be filed for reference use with the absence of expert's signature.

No. 0642.09 (4)/55



Graduate Study Program
Dhonburi Rajabhat University
172 Itsaraphap Rd., Thonburi
Bangkok 10600

June 27, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Asst. Prof. Dr. Weerawit Piyanonthasin

Mr. Zhang Hao, a graduate student in MBA (Master in Business Administration Program) of Dhonburi Rajabhat University, is currently working on his independent study entitled "Management Innovation for Maintaining Green Space in the Community During the COVID-19 Pandemic in Suzhou City", having Asst. Prof. Dr. Jirapong Ruangoon as his principal advisor.

In lieu with this, the Graduate Study Program would like to request your expertise to validate the research tools used. Details will be informed by the researcher onwards.

We hopefully could have your assistance on this matter as to further academic benefits and would hereby like to express our thanks to you.

Best regards,

A handwritten signature in black ink, appearing to read "Sirikun".

(Lect. Sirikun Buakeaw)
Director of Graduate Study Program

Graduate Study Program
Tel. 0-2890-1801 ext. 5
E-mail graduate@dru.ac.th
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

A handwritten signature in black ink, appearing to be a stylized signature.

(Asst. Prof. Dr. Weerawit Piyanonthasin)

Date

*Remark: This letter would be failed for reference use with the absence of expert's signature.

Appendix B

Certificate of Exemption from Human Research Ethics Review

มหาวิทยาลัยราชภัฏธนบุรี

Certificate of Exemption from Human Research Ethics Review



ที่ อว ๐๖๔๒.๐๒๘/๒๕๖๓

คณะกรรมการจริยธรรมการวิจัยในมนุษย์
สถาบันวิจัยและพัฒนา
มหาวิทยาลัยราชภัฏธนบุรี
๑๗๒ ถนนอิสรภาพ แขวงวัดกัลยาณ์
เขตธนบุรี กรุงเทพมหานคร 10600

๑๓ กรกฎาคม ๒๕๖๖

เรื่อง ส่งเอกสารรับรองผลการพิจารณาจริยธรรมการวิจัยในมนุษย์

เรียน Mr. Zhang Hao (ผู้ช่วยศาสตราจารย์ ดร.จิระพงศ์ เรืองกุล)

ด้วยคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี ได้ประเมิน/พิจารณาจริยธรรม
ในโครงการวิจัยของท่านแล้ว จึงขอส่งเอกสารรับรองการยกเว้นพิจารณาจริยธรรมโครงการวิจัย ตามรายละเอียดดังนี้

จึงเรียนมาเพื่อทราบ

(ดร.วีรชัย คีต)

เลขาธิการคณะกรรมการจริยธรรมการวิจัยในมนุษย์
มหาวิทยาลัยราชภัฏธนบุรี

คณะกรรมการจริยธรรมการวิจัยในมนุษย์

โทร ๐-๒๘๕๐-๐๐๐๑, ๐-๒๘๕๐-๑๘๐๑ ต่อ ๒๐๘๑ และ ๒๐๘๓



คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
172 ถนนอิสรภาพ เขตธนบุรี กรุงเทพมหานคร 10600 เบอร์โทรศัพท์ 02 890 0001
Dhonburi Rajabhat University Institutional Review Board
172 Itsaraparb Rd., Thonburi, Bangkok 10600 Tel No. 662 890 0001

เอกสารรับรองการพิจารณาโครงการจริยธรรมวิจัยในมนุษย์แบบยกเว้น
Certificate of Exemption from Human Research Ethics Review

หมายเลขเอกสารรับรอง (COE NO.) 028/2566

หมายเลขคณะกรรมการจริยธรรมการวิจัยในมนุษย์ (REC NO.) DRUIRB-GOV-66-00015

ชื่อโครงการ (Research title) :

(ภาษาไทย) -

(English) Management Innovation for Maintaining Green Spaces in the Community during the COVID-19 Pandemic in Suzhou City

เลขที่โครงการวิจัย (Research number) : 029/2566

ผู้วิจัยหลัก (Principal investigator) : (ภาษาไทย) -

(English) Mr. Zhang Hao

หน่วยงานที่สังกัด (Institutional affiliation) : Master of Business Administration Program, Faculty of Management Science, Dhonburi Rajabhat University

ผู้วิจัยร่วม (Co-investigators) : (ภาษาไทย) -

(English) -

หน่วยงานที่สังกัด (Institutional affiliation) : -

โครงการวิจัยนี้ ได้รับการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี

This research project is approved by Dhonburi Rajabhat University Institutional Review Board

วันที่รับรอง (Certified date) : 13 กรกฎาคม 2566 (July 13th, 2023)

(ดร. ผ่องศรี เวสารัช/ Dr. Phongsri Waysarach)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
Chairperson of Dhonburi Rajabhat University Institutional Review Board

- หมายเหตุ : 1. ไม่ต้องส่งรายงานความก้าวหน้า
2. ส่งรายงานการวิจัยฉบับสมบูรณ์ พร้อมแบบฟอร์มรายงานผลสรุปการวิจัย (DRU - IRB Form 14-01/2.0) เมื่องานวิจัยแล้วเสร็จ
- Remarks: 1. No requirement for progress report.
2. When complete the research, please submit a full research report and the research report form (DRU - IRB Form 14-01/2.0).

Appendix C

Questions for Expert Interview

มหาวิทยาลัยราชภัฏธนบุรี

Questions for Expert Interview

Concepts	Questions
efficiency in maintain greening community	1. How efficient has the maintenance of green spaces been in a community during the COVID-19 pandemic? <ul style="list-style-type: none"> ● money ● time ● effort ● plant material ● other resource
	2. What are the problems or obstacles in providing efficient maintenance of green spaces in a community?
	3. How can we balance the benefits of maintaining green spaces in a community during the COVID-19 pandemic with the associated costs?
	4. What challenges do you think could arise when involving the community in the maintenance of greening community, and how could they be addressed?
Visitors Flowrate	1. What are the problems or obstacles related to managing visitor flow rates in maintain greening community during the COVID-19 pandemic?
	2. How can visitor flow be managed appropriately to maintain greening community during the COVID-19 pandemic?
	3. How can we create opportunities for people to engage in leisure activities and socialize with others in a community garden or space?
	4. In what ways can we ensure that visitors have minimal impact on the green space in community while still being able to enjoy it?

Concepts	Questions
Labor force	<p>1. What are the problems or obstacles related to managing labor force in maintain greening community during the COVID-19 pandemic? limited workforce and a shortage of skills?</p> <ul style="list-style-type: none"> ● park maintenance staff ● horticulturists ● landscapers ● gardeners ● other professionals.
	<p>2. How can we appropriately manage the workforce and skills needed to maintain greening community during the COVID-19 pandemic?</p>
Normal management	<p>1. What are the problems or obstacles related to the day-to-day operational processes and activities in maintain greening community during the COVID-19 pandemic?</p>
	<p>2. What policies and procedures should be used to guide activities such as tree planting, watering, pruning, and maintenance in a green community during the COVID-19 pandemic?</p>
	<p>3. How can we ensure that resources are directed towards achieving the goal or outcomes of greening community</p>
Effective control	<p>1. What are the problems or obstacles related to monitoring and evaluating issues in maintaining a green community during the COVID-19 pandemic? Such as</p>
	<p>2. How can we effectively ensure that issues related to maintaining a green community during the COVID-19 pandemic are monitored and evaluated?"</p>

Concepts	Questions
Ideological work	1. Can you tell me about the role of ideological work in maintaining greening initiatives in the community?
	2. How does promoting the importance of environmental sustainability through language, symbols, and narratives create a culture of environmental consciousness and responsibility among residents?
	3. Can you describe any public awareness campaigns that have been implemented to promote greening initiatives in the community?
	4. In your opinion, how effective are education and community engagement initiatives in promoting environmental sustainability in the community?
	5. What kind of public policies and regulations have been put in place to support greening initiatives in the community?
	6. Can you share any success stories of greening initiatives that have been maintained through ideological work in the community?

Appendix D

Example of Interview Record

มหาวิทยาลัยราชภัฏธนบุรี

EXAMPLE OF INTERVIEW RECORD

Interview topic: Interview on "Management Innovation for Maintaining Green Spaces in the Community during the COVID-19 Pandemic in Suzhou City"

Interview time: June 23, 2023

Basic information of the key informant: Manager Xu: Suzhou Shishan Street Greening Municipal Co., Ltd

General Manager Chen: Suzhou Mudu Landscape Engineering Co., Ltd. (Note: Jiangsu City has branches and engineering teams)

General Manager Chen: Suzhou Zhongjing Baiya Engineering Co., Ltd

Deputy head office of Jin: Su Xin Better Life Service Co., Ltd. (note: responsible for property services in several residential areas in Suzhou, including greening maintenance. It is a listed company)

Basic information of interviewer:

Interview purpose: to analyze the current situation and problems of greening and maintenance in Suzhou residential area during the epidemic and propose effective management solutions.

Interview questions:

1. During the outbreak of the epidemic, did the community greening maintenance workers encounter the problem of insufficient labor?
2. During the epidemic, did the flow of people in the community park encounter difficulties in control?
3. During the epidemic, did the greening maintenance workers have great ideological fluctuations and low work efficiency?
4. How did your company take measures to solve the above problems?

Interview record:

Interviewer: Hello, I'm glad to have an interview with you. I hope we will have a pleasant interview. Of course, if you have something inconvenient to say, you can not say it. I won't force you.

Key informant: OK, you are welcome.

Interviewer: Well, let me ask you the first question. During the outbreak of the epidemic, did the community greening maintenance workers encounter the problem of insufficient labor?

Key informant: At the beginning of the epidemic, there was a large turnover of personnel, and some employees took sick leave and resigned, resulting in a serious shortage of labor. Greening maintenance is a work that pays attention to time efficiency, such as watering, pest removal, seedling repair, pruning, etc. The work done at each time period is different. If the relevant work is not completed in time, it will lead to plant death and affect the landscape effect.

Interviewer: OK. During the epidemic, did the Visitors' flowrate in the community park encounter the problem of difficult control?

Key informant: The community park is an important place to provide leisure and entertainment for the people, and it is also the key area of the greening and maintenance project. Although measures such as closed management were taken during the epidemic, the number of people going out of the community increased, the flow of people in the small park increased, and the management difficulty increased. At the same time, the greening maintenance is labor-intensive to a certain extent, and there are many staff for pulling grass, pruning and fertilizing. In order to achieve the overall landscape effect of the park, the maintenance needs to be expedited and maintained for many times.

Interviewer: Well, well, during the epidemic, did the greening and maintenance workers fluctuate greatly and work inefficiently?

Key informant: The outbreak of the epidemic has had a certain impact on the hearts of all employees and enterprises. For the greening and maintenance work, because some employees have insufficient knowledge of COVID-19 and poor awareness of prevention, other employees will fear, even resign and ask for leave without reason, resulting in low work efficiency and affecting work quality. As the manager of greening maintenance, the ideological work of the workers during the epidemic prevention and control period is not only the guarantee of the management and protection work, but also the key to the epidemic prevention and control work!

Interviewer: How did your company take measures to solve the above problems?

Key informant: The first task of prevention and control during the epidemic is the effective control of labor. After this epidemic management work, we need to be more meticulous. The activity track of all maintenance personnel must be strictly

controlled. The project leader requires that the maintenance personnel must achieve point-to-point management.

During the epidemic prevention and control period, due to the large flow of people in the community park, the normal work rhythm of the garden management and protection operation is highly likely to be disturbed, so in addition to the daily community green space maintenance and management, the pertinence of the maintenance work should be improved, and the pertinence of the special events should be improved. According to the contents of management and protection work sorted out, under the premise of not affecting the established maintenance work, under the overall arrangement of the Project Department, the labor workers should uniformly implement the specific event within a specific time, so as to achieve the special disclosure of the special event, clarify the person in charge of the special event and the person in charge of the event implementation. For emergencies or key links that affect the survival of seedlings, we should focus on the big and let the small, and focus on human and material resources and give priority to treatment.

The key to the ideological work during the epidemic prevention and control period is to do a good job in the ideological work of employees and enhance the awareness of epidemic prevention of operators. Formulate training on epidemic prevention and control knowledge of the labor force, especially strengthen the psychological education on epidemic prevention and control, so that the operators can correctly understand the epidemic, eliminate fear, and increase the emotional pressure resistance of employees. For employees who have ideological problems such as anxiety and negative emotions, they should conduct ideological conversation in time to understand their ideological problems and the reasons for their existence and solve them pertinently. It is necessary to effectively solve the actual problems of employees and reduce the pressure of life, so as to help solve the worries of maintenance personnel and make them work at ease.

Interviewer: Thank you very much for talking to me about so many things about the greening and maintenance of the community during the epidemic. Thank you very much. I also gained a lot of knowledge through this visit.

Key informant: You're welcome. If you need any help, I'm glad to help.

Biography

Name Zhang Hao
Day Month Year of Birth 25 December 1989
Domicile Suzhou, China

Academic Background

2013 Bachelor's degree in Landscape Architecture
Nanjing Forestry University
2023 Master of Business Administration
Dhonburi Rajabhat University

Position and Office

2013 Suzhou the Taihu Lake Wetland World Tourism
Development Co., Ltd.
2019 Suzhou New Area Jialong Decoration Material Co., Ltd.