

# Participation of the Local Government Administration in Stadium Management

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**Abstract:** *The purpose of this study is to analyze the correlation between participation of the local government administration and a stadium management by using many types of research methods.*

*The main method used in this study is a quantitative method and a qualitative method is used for supporting the outcomes of the quantitative method. The population used in this research are local government administrators.. There are 579 samples in the quantitative research and 11 persons are in the sample group for the qualitative research. The research tools included 1) questionnaires and statistics from Canonical Correlation analysis on the data collected to test the correlation rate based on research hypothesis prototype. Research hypotheses are following, Hypothesis no.1 is participation on planning of local government administration correlated with stadium management, hypothesis no.2 is participation on operating correlated with stadium management, hypothesis no.3 is participation on receiving benefits correlated with stadium management and hypothesis no.4 is participation on monitoring and evaluation correlated with stadium management. And 2) in-depth interviews with the administrators in the local government administrations during the period of May 2014 to December 2015.*

*The outcomes were (1) for assumption no. 1, the participation in planning was correlated to the stadium management and the level of the correlation was as high as 0.799 (Canonical Correlation level = 0.799) (2) for assumption no. 2, the participation in operating was correlated to the stadium management and the Canonical correlation level was as high as 0.805 . (Canonical Correlation level = 0.805) (3) for assumption no. 3, the participation in receiving the benefits which are both non-monetary benefits such as satisfaction and pride and income benefits such as stadium using fee was correlated to the stadium management and the level was as high as 0.781 (Canonical Correlation level = 0.781) (4) for assumption no. 4, the participation in outcome monitoring was correlated to the stadium management and the level was as high as 0.845 (Canonical Correlation level = 0.845).*

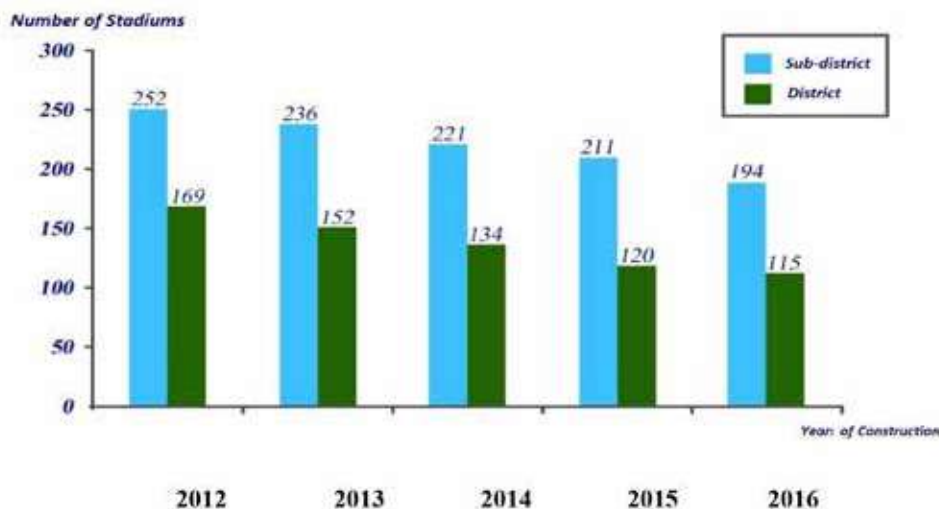
*In conclusion, the overview of the research outcomes was that the participation of the local government administration was correlated to the stadium management in a high level, especially the correlation of the participation of the local government administration and the participation in managing the stadium, particularly in monitoring and evaluating the results of the procedure and evaluating the results of the projects that focused mainly on providing public services to people.*

**Keywords:** Participation of Local Government Administration, Stadium Management, Stadium

## Introduction

### Significance of Study

The Ministry of Tourism and Sport , part of the Department of Physical Education has prepared a construction plan for stadiums in 690 districts and 1,114 sub-districts according to the Procedural Plan for Decentralization of Power to Local Government Administration (No. 1) 2002, particularity on the subject of improving quality of life, which specified that the Sports Authority of Thailand and the Office of Sports and Recreation Development of the Ministry of Tourism and Sport were to transfer their responsibilities in managing stadiums in each province to the local government administrations including Bangkok, together with the stadiums that are located in each municipality, Pattaya City and Sub-district Administrative Organizations pursuant to the official letter of the Office of the Decentralization to the Local Government Organization Committee No. Nor. Ror. 0107/700 dated January 27, 2011 (Department of Physical Education, 2012) as illustrated in Figure 1.



**Figure 1:** Stadiums that were transferred to the local government administration during 2012-2016

According to such plan, there were as many as 1,804 stadiums that were built and transferred to the local government administration in the period of 5 years during 2012-2016. This was for people to be able to exercise and play sports. In addition, these stadiums can be places to hold sport events in the sub-district, the district or the province. This would help promote sports development and promote exercising and recreation which will in turn help promote a good way of life for children and people in the community. Maintenance and administrative costs were high for the local government administrations to bear in the long run (Ministry of Finance, 2011). A lack of specific procedures to manage a stadium could affect the budget of the local government administration. Participation in managing a stadium of the local government administration was, as a result, an important subject which required a procedure or a model in management for the benefits of local people and for the local government administration to be able to manage its own budget without the help from the central government in the future.

## Objectives of Study

To study the correlation between the participation of the local government administrations and stadium management.

## Scope of Study

1. Scope is to study other research related to the participation and the stadium management
2. Scope in area: to research in the areas of the local government administrations including the provincial administration organizations, sub-district administrative organization and municipalities in Thailand.
3. Scope in population: The population in this research was administered in the local government administration and directors in the division of education.
4. Scope in period of time: During May 2014 - December 2015

## Hypotheses

According to a concept that showed the correlation between the participation of the local government administrations in managing a stadium, the researcher has set the hypotheses as follows:

**Hypothesis 1:** participation on planning of local government administration correlated with stadium management.

**Hypothesis 2:** participation on operating correlated with stadium management.

**Hypothesis 3:** participation on receiving benefits correlated with stadium management .

**Hypothesis 4:** participation on monitoring and evaluation correlated with stadium management.

## Theory and Related Research

Researchers have reviewed literature, theories and related researches, studied development of participation and management theory and analyzed these literatures theories from various researchers. Combined theory was applied to launch conceptual framework and to test correlation level following Table 1 and Table 2 of synthesizing of sources and factors of participation and management aspects

**Table 1** Synthesizing sources and factors on the participation of the local government administration

Source	Planning	Operating	Benefit receiving	Outcome Monitoring
Cohen & Uphoff (1977)		√	√	√
WHO & UNICEF (1978)	√	√	√	
Cohen & Uphoff (1980)	√	√	√	√
United Nations (1981)		√	√	
Rabibhadana, A. (1984)		√		√
Mingmaninakin, W. (1988)			√	
Na Chiangmai, C. (1990)		√	√	√

Source	Planning	Operating	Benefit receiving	Outcome Monitoring
Summer (1992)	√		√	
Rietberen & Narayan (1998)	√		√	√
Puang-ngam, K. (2002)	√	√		
Patanapongsa, N. (2003)			√	√
Total 11 Sources	<b>5</b>	<b>7</b>	<b>9</b>	<b>6</b>

According to the researchers' study on the participation of the local government administration in the stadium management or the stadiums that were transferred from the Department of Physical Education and the Sports Authority of Thailand or the stadiums of other governmental organizations that were built in local governmental administration areas, the researchers have specified four variable factors to study such participation which was based on expertise and responsibilities of each organization or scholar. The factors included 1) participation in planning 2) participation in operating 3) participation in receiving benefits and 4) participation in outcome monitoring.

**Table 2** Synthesis of Sources and Factors in Stadium Management

Source	Development Plan	Structure	Human Resource	Monitoring Standard
Taylor, F. W. (1911)		√	√	√
Gulick, L., & Urwick, L. (1973)	√	√	√	√
Weber, M. (1947)		√	√	
Fayol, H. (1949)	√	√	√	√
Deming, E. W. (1951)	√		√	√
Fiedler, F. E. (1967)	√	√		
Ouchi, W. G. (1981)	√	√		
Peters, T. J., & Robert, H. W. Jr. (1982)		√	√	
Follett, M. P. (1993)		√	√	
Hammer & Champy (1993)	√	√		√
Marquardt, M. J. (1996)		√	√	√
Senge, M. P. (2006)		√		√
Total 12 Sources	<b>7</b>	<b>12</b>	<b>8</b>	<b>6</b>

To effectively manage a stadium that can serve people's needs and achieve its goal which was to have an efficient management system as well as a systemic coordination among related organizations, it was necessary to have a clear management plan for human resource, budgeting and technology utilization as well as a clear monitoring system.

The participators in the local governmental administration and people who use the stadiums should be a part of developing the local stadiums' management. The researcher has analyzed the stadium management using information from scholars and organizations and obtained the following variable factors: 1) local stadium development planning 2) operational structure management 3) human resource management 4) stadium operation

monitoring standard. The researchers have applied information obtained from the study and created a conceptual framework of the study as shown below:

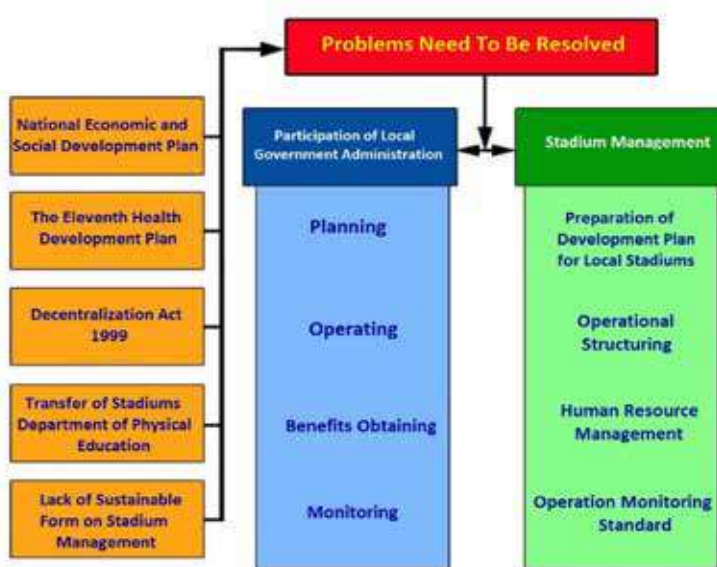


Figure 2: Conceptual Framework of the Study

## Research Procedure

### Research Methodology

The researchers of this study used a Mixed Method Research between qualitative and quantitative research which included collecting information from many samples by questionnaires and subsequently interviewing a group of high level administrators in local government administration in specified areas. The researcher analyzed the information from these two sources and determined ways to solve the research problems.

### Research Areas and Population

Quantitative areas in the study were local government administrations. The research population included administrators in the local government administrations who were in education related positions or persons responsible for sport related works in the local government administrations. The total number of the populations was 7,851 persons. The study used a method of finding the sampling size (Yamane, 1973) by specifying a confidence level of 96 percent and allowing an error of 4 percent of all the samples.

Qualitative area of the study was local government administrations which were selected by specifying the research area. The research population included 11 managing persons in the local government administrations.

### Creation and Quality Control of Research Instruments

Step 1: In quantitative research, the research instrument was questionnaires which had 5 levels of Likert's scale including extremely most likely, most likely, moderately and rarely (Kispredarborisuthi, 2008) and obtained the level of validity from 5 experts by finding the

Index of Item Objective Congruence and the level of reliability by using valid questionnaires with samples that were not truly the samples. With this method, the stable level of reliability was found by computing Alpha Coefficient (Chronbach Method) (Cronbach, 1974). The level reliability was 0.98. An analysis of statistics, percentage, and standard deviation were applied to find the Canonical Correlation Analysis.

Step 2: In qualitative research, interviewing 11 managing personnel who were responsible for stadium management in order to obtain additional comments regarding the participation of local government administrations in stadium management. The obtained data was analyzed for supporting the findings of the study and producing conclusions pursuant to the hypotheses.

### **Method of Collecting Research Data**

For collecting data by the quantitative research, the researchers have specified the research areas and population and determined the sampling system and the testing method on the questionnaires by using validity and reliability test. For collecting data by the qualitative research, the researchers have fixed specific research areas and population by studying selected areas in the local government administration and interviewing the population who were in executive positions in the local government administrations in order to obtain sufficient data to evaluate the research.

### **Methodology of Research Data Analysis**

The researcher analyzed the data after such data and information were obtained from the interviews and observation and were properly assessed.

### **Analysis of Data**

Study and Analysis of data are conducted by using quantitative assumption test, finding Canonical Correlation value (Jirakraisiri, 2013) (Pollasak, 2013).

### **Assumption Testing**

In order to test the correlation between the participation of the local government administrations and the stadium management, the researchers have tested the assumption 1 to assumption 4 by analyzing the size and the director of the correlation between the independent variables and the dependent variables as established in the assumptions. This was conducted by using Canonical Correlation Analysis method which helped illustrate Path diagram.

## **Research Outcomes and Discussion**

From the study of the correlation between the participation of the local government administrations in the stadium management, there were outcomes that can be discussed as follows:

### **Participation in planning of the local government administration**

The goal setting, problem analyzing and human resource managing were correlated to the stadium management as stated in the outcome below:

From qualitative analysis, the correlation value in participation of the local government administrations in planning in the stadium management was high which was 0.799. The researchers also found Canonical Correlation values and the independent variables of the

participation in the planning. The independent variables that influenced the participation in planning of the stadium management the most was goal setting and human resource managing respectively. This finding was in accordance with Valaisathien, et al. (2000) who stated that goal setting is an important factor for the local government administrations to understand the objectives and expected outcomes in managing a stadium as well as maintaining the stadiums or sport equipment. It was also significant for determining goals to find community's cooperation and to find members.

There were many factors that the local government administrations need to properly manage the stadiums according to the goals, including human resource allocation, budget allocation and sport equipment procurement. This was in alignment with Cohen & Uphoff (1980) which stated that resource allocation is a factor that indicates type, quantity and quality of resource, for examples, personnel, money, and equipment. This was also consistent with a research of Padprathum (2006) which found that brainstorming for ideas helps enhance cooperation in the community. According to the interviews, we found that planning for sport events should be suitable for the stadium users and the stadiums and equipment should be in good condition in order to be able to smoothly hold the events. People in the community also were part of the decision-making in choosing the types of sports in the events. (Wikrajardjaraen, 2015)

### **Participation in operating of the local government administration**

There was a correlation between works in distributing news and information with the stadium management. The research outcomes on this issue are as follows:

For the quantitative analysis on the correlation between the cooperation of the local government administration and the stadium management, the level of correlation was as high as 0.805. The Canonical Correlation value of the participation in cooperation of the local government administration and independent value of the participation that affected the participation in the stadium management the most was information distribution and cooperation respectively.

This was consistent with Fung (2006) which specified that informing related people of news and information, two ways communication and mutual agreement between participants can produce positive outcomes such as better solutions and cooperation in the community. (Sirorot, et al. 2003), (Pattanapongsa, 2003)

When participants cooperated and worked together in order to achieve goals of the local government administrations, they were able to use their knowledge, expertise and experiences properly. There were two kinds of cooperation including 1) people participated and worked together and 2) people joined in a committee. This was consistent with Kolasut (2006) who explained that building a sense of ownership can enhance cooperation and people from an organization or different organizations can work together to achieve a goal together efficiently. Cooperation is important for an organization; both cooperation from people inside and outside the organization. Cooperation in an operation is extremely significant (Cohen & Uphoff, 1980) and as stated in a research of Akomkong (2007) which stated that it is important to allow the local government administrations to have a role in cooperating in educational works and developing their potential in managerial skills. There were 5 characteristics in cooperation including becoming a member, attending a meeting, monetary supporting, becoming a committee and becoming a chairman or a leader. (Carry, 1976)

Additionally, it was consistent with a research of Qian (2004) which found that a committee had a role in specifying measures for discussing problems in a development of a gymnasium in Zhejiang. By allowing people in a community to participate in making decisions on human resource management or other subjects, the operation will be conducted in a unified manner. This concept was also found in the interviews with the local administrators who said that by being directly and clearly informed; people were able to perform in the same direction. On the other hand, if they were informed unclearly or inaccurately, people may be unable to work appropriately to achieve the goals or plans. (Watcharaburapanan, 2015)

### **Participation in receiving benefits of the local government administrations**

Receiving non-monetary benefits and allocating of incomes were found to be correlated with the stadium management in the research outcome as detailed below:

From quantitative analysis of the correlation between the participation in receiving income of the local government administration in the stadium management, the correlation value was as high as 0.781. There were also the Canonical Correlation value for the receiving benefits of the local government administrations and the independent value of the participation of the benefit receiving. The independent value that influenced the participation of benefit receiving in the stadium management the most was the receiving of non-monetary benefits and allocating of incomes respectively.

This finding was in alignment with Na Chiangmai (1990) who stated that beside a consideration on the significance of benefit receiving in a quantitative and qualitative perspective, it was also important to consider personal benefits in the project as well as public interests. The benefits in these projects may come in a form of direct benefits, indirect benefits, quantitative benefits or qualitative benefits. This concept was also consistent with a research of Suemak (2011) which found that the participation of people in Klong Suay Nam Sai project was due to an expectation for political interest. The executive committee would receive indirect benefits in many forms which were non-monetary. Moreover, this idea was compatible with Rattana & Ngamcharoen (2005). Joining or participating in any event could build a sense of pride in oneself, as well as being a part in a situation or becoming a stakeholder or influencer. (Mingmaneeakin, 1988), (Rietberen – McCracken & Narayan, 1998), (Summers, 1992) The concept in allocation of incomes in the local government administrations was consistent with Rapeepat (1984). Participation in the process of benefits receiving from the development was the process where people can participate in receiving the benefits that were both from emotional development and physical development which was similar to the interview of Sawangkan (2015) who said that the local administrations gained respect of themselves for accurately use their budget for building stadiums and people who use the stadium would be satisfied too.

### **Participation in monitoring outcomes of the local government administration**

The assessment of environments, import factors, procedure and outcomes were correlated to the stadium management as found in the research below:

From the quantitative analysis of the correlation between the participation in assessing outcomes of the local government administrations in the stadium management, there was a correlation value of 0.845 and found that the Canonical Correlation value in monitoring and



assessing the outcomes of the local government administrations with the independent value. The independent value that affected the participation in the monitoring and assessing of the outcomes of the stadium management the most were the assessment of outcomes and the assessment of procedures respectively. This finding was consistent with Puang-ngam (2002) which clarified that the important things that needed to observe in the participation in the outcome assessing were giving opinions, preferences and expectations. These could change behaviors of people in each group. This idea was also consistent with Stufflebeam (2003)'s idea that used Product Evaluation (Product Evaluation: P) to assess outcomes when a project ended to determine whether it met the objectives or the expectations or not. This assessment used information from the status of the environment, basic factors and process evaluation (Process Evaluation: P) to find any drawbacks in the project procedure. Therefore, one can use such information to improve the next process of the projects. This was also a way of examining the suitability of the projects, the time and resources used in the projects.

The concept of the outcomes assessing as stated above was in alignment with an interview of Potipipit (2015) who said that achieving income related objectives would commercially drive the project and people in the community would gain more income and become satisfied. People and children would be united and help taking care of the local stadium which was consistent with a research of Chea-um (2010) which found that the local government administration had a role in managing budgets, being leaders and giving visions of the executives and personnel.

### **Summary of the Research Outcomes**

The conclusion from the research on the participation of the local government administration in the stadium management was that the participation was in a high level particularly on planning, operating, benefits receiving and outcome monitoring.

Also, we found that the participation in outcome monitoring of the local government administration in the stadium management affected the whole operation of the stadium management, particularly on the preparation of the development plans for the local stadiums. This was due to the fact that an emphasis was given to the participation in procedural assessment and monitoring and production assessment of the stadium management by the local government administration which focused on providing public services to people.

### **Suggestions**

This research was conducted by interviewing and distributing questionnaires about the level of participation of the local government administrations which consisted of planning, operating, benefit receiving and outcome monitoring. For future researches, the researchers viewed that there should be a study on variables in other areas in order for the local government administrations to improve their participating in the stadium management properly.

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