



**JIMMA UNIVERSITY**

**SPORT ACADEMY**

**DEPARTMENT OF SPORT SCIENCE**

***FOOTBALL SPORT FACILITY MANAGEMENT OF JIMMA CITY  
STADIUM***

***A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE  
STUDIES OF JIMMA UNIVERSITY IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE MASTER DEGREE OF  
SCIENCE IN SPORT MANAGEMENT***

**BY:**

**DERARTU ASEFA**

**JUNE 2024**

**JIMMA, ETHIOPIA**

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**JUNE 2024**

**JIMMA, ETHIOPIA**

**APPROVAL SHEET**  
**JIMMA UNIVERSITY**  
**SPORT ACADAMY**  
**DEPARTMENT OF SPORT SCIENCE**

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STADIUM***

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## **DECLARATION**

This research thesis is my original work and has not been presented for any degree at any university. All the resources and materials used for the thesis were duly acknowledged. Brief quotations from this essay thesis are allowed with special permission, provided that accurate acknowledgement of the source is made. Requests for permission for extended quotation form or reproduction of this manuscript in whole or in part may be granted by the Sport Science department when, in his or her judgment, the proposed use of the material is in the interest of scholarship. In all other instances, permission must be obtained from the author.

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## **BIOGRAPHICAL SKETCH**

The author Derartu Asefa was born in 1989E.C in Dambi Dollo town of Qellem Wallagga zone and she started her education in 1997 at Birhana Yesus Primary School and she joined BESS (Bethel evangelical secondary school) for her secondary education from 2004-2008E.C. Then she joined Debra Birhan University in 2009 for her undergraduate studies and graduated with a degree of sport science in 2011E.C. Then she got the opportunity to join Jimma University sport academy to pursue her Postgraduate study in September 2015/23 to specialize by sport management.

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## **ACRONYMS AND ABBREVIATIONS**

|      |                                                   |
|------|---------------------------------------------------|
| CFM  | Center for Facilities Management                  |
| EMT  | Emergency medical technicians                     |
| FM   | Football management                               |
| HVAC | Heating, ventilation, and air conditioning        |
| IAAM | International Association of Assembly Managers    |
| IFMA | International facilities, management, association |
| PA   | Physical Activity                                 |
| SFM  | sport facility management                         |

## **ABSTRACT**

*This study assesses the football sport facility management at Jimma City Stadium in Ethiopia. The research questions focus on the general perceptions of spectators, challenges faced in facility management, the impact of stakeholder involvement, and strategies for improvement. The study was conducted using a mixed research approach with a cross-sectional research design, utilizing questionnaires, interviews, and observations as primary data sources. The sample included various stakeholders such as sports officials, coaches, players, staff, and spectators. Key findings indicate significant issues in sports facility management, including poor effectiveness, inadequate maintenance, unmet community needs, unsuitable playing surfaces, financial constraints, and insufficient infrastructure. Recommendations for improvement include increasing funding, enhancing stakeholder coordination, providing training opportunities, fostering community engagement, implementing cost-effective measures, enhancing safety and security, and improving planning and design processes. This study provides valuable insights for enhancing the management of Jimma City Stadium and improving the overall sports facility experience.*

**Key words:** Football sport facility management, stakeholders, challenges, strategies, sports management.

# **CHAPTER ONE**

## **1. INTRODUCTION**

This chapter introduces the background of the study, the objectives of the study, the research questions, and the significance of the study, the statement of the problem; delimitation of the study, limitation of the study and the organization of the study are incorporated in this chapter.

### **1.1. Background of the Study**

In most countries today, facility management issues are beginning to play a vital role at least at the maximum level of construction. However, it has not yet reached a satisfactory level of implementation and participation. The development of facility management means, not only an issue of building management, but also an essential component in every dimension of human power management. In modern facility management system, sport facility management is essential issued that must give attention to the intended goals attainment of stadium. Various researchers emphasized the rational for the role of sport facility.

Sport, in its broadest sense, refers to all recreational and competitive sports, physical activity, fitness, and dance. Sport has become a dominant influence in many societies. No single aspect of any culture receives more media attention than sport. Sport is big business and continues to grow at a phenomenal rate globally. Further, recreational participation in sport continues to grow in popularity each year driven by increased time for leisure activities and discretionary income to spend on exercise and fitness pursuits. This increase in growth has required development of new undergraduate programs to prepare a new type of sport and fitness managers. This new sport/fitness manager needs to understand the management process in order for the demands of the fitness and sport businesses to be successful (Sawyer et al., 2015) .

Facility management incompetency is usually evident from management's misconduct regarding its own safety policies or procedures. That is, management has failed to communicate safety responsibility to its staff, has disregarded or neglected proper safety procedures, or has imprudently dele-gated safety obligations.

Facility management has adopted the traditional organizational structure of American business which tends to be hierarchal in form and militaristic in style. Therefore, it works within an

organizational structure which has been known to stunt the flow of information, doubt the virtue of employee motivation, and inhibit staff participation in the work place (Drucker, 1981).

As noted, it may be the unfortunate consequence of managerial attitudes which are bred in a hierarchal organizational structure. That structure subscribes to vertical levels of communication, and the separation of tasks and duties (Kanter, 1983) . Management and maintenance has gone down to the drain and this has affected virtually our social and economic lives. When facilities are not well managed and maintained it might lead to various defect which can likely establish nuisance and instabilities to the users of such facilities. Finally, management is critical in keeping any organization operating smoothly and efficiently. A facility that is well maintained and managed is one of the best public and consumer relations tools in an organization. An organization facility manager must become involved in many tasks, including, but not limited to, leadership, facility and event management, crowd control, security, emergency operations, facility maintenance, operational policies and procedures, and human resources to name a few (Robsabeth Moss Kante, 1983).

## **1.2. Statement of the problem**

Despite the significance of sports facility management in fostering local sports development and community engagement, there exists a notable gap in research, both in Ethiopia as a whole and specifically in the south-western region of Oromia, with a focus on Jimma City. The current state of sports facility management faces multifaceted challenges within Jimma City, particularly in the stadium, including but not limited to a lack of employee experience, insufficient coordination across organizational levels, and financial constraints within governing bodies. The absence of comprehensive research addressing these challenges hinders the formulation of effective strategies for enhancing sports infrastructure, athlete development, and community involvement. Therefore, the study aims to identify and analyze the key issues affecting football sport facility management at Jimma city stadium and propose recommendations for improvement.

### **1.3. Research Questions**

This study mainly focused on the following basic questions:

1. What are the general perceptions of football sports facility management Jimma City stadium spectators?
2. What are Challenges of Football Sports Facility Management Jimma City stadium?
3. Is there impact of stakeholder's involvement in management aspect of Jimma City stadium?
4. What are strategies for improving sports facility management in Jimma City Stadium?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

The general objective of the study is to assess the football sport facility management in the Jimma city stadium.

#### **1.4.2. Specific Objectives**

- To identify general perception of football sports facility management Jimma City stadium spectators
- To find-out Challenges of Football Sports Facility Management Jimma City stadium
- To investigate the impact of stakeholders' involvement in management aspect of Jimma City stadium
- To suggest strategies for improving sports facility management in Jimma City Stadium

### **1.5. Significance of the Study**

This study on the football sport facility management in Jimma City stadium is of paramount significance for local sports development. By assessing current practices and identifying obstacles, it offers a foundation for strategic planning and optimized resource allocation. The findings were empowering local authorities to enhance infrastructure, engage the community, and attract tourism through sports events.

## 1.6. Delimitation of the Study

The researcher believed; it was better to conduct the study in large scale. However, due to time and finance constraints, the researcher was delimited the area of the study only in some existed football stadiums of Jimma city. Furthermore, assessment was focused on four services; risk management, legal aspect, crowded management, and parking and traffic control, to reflect services in football stadiums of Jimma city. The study may be limited by time and budget constraints.

## 1.7. Limitations of the Study

The research was faced different limitation during ongoing process as the following.

- ❖ Unwillingness of some respondents to provide detailed responses affected the depth of information gathered.
- ❖ External factors, such as weather conditions or scheduling conflicts, could have influenced the data collection process.
- ❖ The study focused solely on Jimma City Stadium and may not be generalizable to other sports facilities or regions.
- ❖ The reliance on self-reported data may introduce bias or inaccuracies in the findings.

## 1.8. Operational definitions of key terms

**Crowd Control:** Includes all measures taken once crowds are beginning to or have gotten out of control: arrests, fights, ejections, etc. These crowds need to be restrained from unlawful and unsafe behaviors (Berlonghi, 1990).

**Game Management:** The policies and procedures utilized by facilities to properly conduct a Sporting event. (H.P.T Ammon et al., 1993).

**Negligence:** Negligence can be defined as carelessly performing a duty or carelessly failing to perform a duty that results in injury to a participant or damage to property (K. M. Seidler & Howie, 1999).

**Tort:** A civil rather than a criminal wrong. Some examples of torts are negligence, Defamation, civil battery, malicious interference with a contractual right, and false Imprisonment (Carpenter, 1995) .

## **1.9. Organization of the Study**

This thesis paper has five chapters; the first chapter includes the background of the study, statement of the problem, research question, objectives, and the significance of the study, limitation of the study, delimitation, operational definitions, and organization of the study. The second chapter; contains the related literature review, whereas chapter three includes Research design and methodology, sources of data and sampling procedure, methods and instruments of data collection, data analysis. Chapter four is about data analysis, interpretation and discussion. The last chapter five was containing, summary of findings, conclusions and recommendation.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

This chapter examines the previous study in the area by researchers in the field of HRM practices concerning different aspects. In this regard, literature related to the concept of HR and HRM, relations of sport and HRM, Human resource planning, recruitment and selection, training and development, PA, compensation, and reward were discussed here.

#### **2.1. Concept of facilities management**

According to (Simpeh & Shakantu, 2019) FM balances strategic, technical, and operational activities; therefore, one must be aware of the operational activities of an organization and have a solid grasp of both management and facilities knowledge in order to achieve a conducive facility/place (e.g., workplace).

According to (Amaratunga & Baldry, 2003)., all levels of FM need integration. The criteria that the FM organization must meet in order to be completely integrated with the rest of the organization should be specified in a framework for measuring performance that reflects best practices. The measuring framework should reflect the position of the organization's core and thereby advance organization-wide integration.

Facility management is process of planning, administering, coordinating, and evaluating the day to day operations of a facility (Parks et al., 2007). These duties encompass a wide array of responsibilities, including marketing the facility, promoting facility events, facility maintenance, and hiring and firing facility personal. Most sport facilities are managed by a personal manager or personal director. Directors are ultimately responsible for facility planning and administration. Often the director is appointed or hired by the city, so many of his or her duties were political in nature. An additional duty was negotiating major contract pertaining to the facility, sometimes including events being scheduled in the facility.

Some studies have related the level of population physical activity with the sports facility location, indicating that places closer to the physical and sports facilities have a more active population (Zasimova, 2022) . The sports facilities development and optimization of their use have been one of the main objectives of sports organizations in order to reach the goals

concerning the sport, in particular the one-off increasing the access contemplating the practices diversity.

Sport facility operations seek to maintain and care for public, private, and non-profit facilities used for sport, recreation, and leisure to ensure safe and secure production and distribution of products and services to users and ensure their satisfaction and utility (E. Schwarz et al., 2015). The operations are either under the government or the sports authorities which have no interference from the government and have more resources to enhance the management activities (Megheirkouni, 2017a).

The manager responsible for the operations has a duty to oversee other members of the management team including marketing, facility planning, customer service, maintenance services, operations, and sales (L. A. Schwarz et al., 2015).

The dimension of technology as applied in sports facilities management is used in enhancing value of facilities and acts as a surface for smooth operations or processes that account for a smooth interaction of people and place.

The facility management (FM) as an industry has emerged as one of the fastest growing sectors over the years. However, the scope and identity of FM are still unclear as evidenced by the definitions and issues that attempt to describe its scope. In fact, FM is the multi-disciplinary kind of work that covers a wide range of various activities, responsibilities, and knowledge. What is more interesting, every aspect of an organization seems to be drawn into FM. If the building is said to be one of the important things in real estate, facilities management is part of the management of the building that needs to be emphasized by the management body. One of the facilities management objectives is to reduce maintenance costs while maintaining quality or the quality of facilities provided (Alegre et al., 2016).

Management of sports infrastructure refers to management of sports facilities which are areas with sports functionality where people gather for physical exercise, participate in athletic competitions, or watching sporting events (Hinch et al., 2018).

In other words, sports facilities involve individual buildings or groups of structures designed for exercising, sports training and practice, and competition in various sports. There are a number of sports facilities that are deemed to be involved including stadium, arena, gymnasium, rinks,

outdoor fields, pools and supporting facilities. This research specifically addresses stadia management whereas stadia are the plurality word that refers to more than one stadium. According to Webster's dictionary stadia is defined as "a large usually unroofed building with tiers of seats for spectators at sports events". Stadium is literally described as home of sports (Megheirkouni, 2017) which basically means the built environment including sports facilities. The emergence of contemporary form of sports facilities is conditioned by their purpose and increased interest of the public, while architectural forms drop regional attributes and types, gaining universal shape. Sports facilities become a reflection of unique culture and technology of construction, and they are often observed separately from the building type of their environment by creating unique units, Olympic villages, sports-entertainment complexes etc. (Farmer et al., 1996). Sports facilities built today are mostly of closed type, while open type of construction is still used only in case on hippodromes, ski jump ramps and stadiums (but even more and more of them are constructed as semi-closed or closed).

Stadiums gather the highest numbers of sports audience, which is why these facilities get proportionally more attention in media and public.

## **2.2. Concept of Facility Management for Physical Activity and Sport**

Further, management in all business and organizational activities is also the act of getting people together to accomplish desired goals and objectives efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human, financial, technological, and natural resources (Sawyer, 2006).

Finally, management in sport management is an investment. The sport manager has resources to invest money, time, talent, and human resources. The function of sport management is to get the best return by getting things done efficiently. The sport manager management style is a personal and situational matter and evolves over time. Skilled sport managers know how to flex their style, coach, and motivate a diverse body of employees (Sawyer, 2006).

### **2.3. Leadership Theory for Sport Managers**

The most appropriate leadership theory for sport managers to become acquainted with is situational leadership. The theory that best lends itself to sport managers is the Path-Goal Theory of Leadership (Humphrey, 2013). However, sport managers need to pay close attention to their leadership styles as well as their decision-making methods. Sport managers who are as concerned about people as they are about results were the most successful in the long run.

### **2.4. Facilities management**

Facilities management according to the (Centre for Facilities Management, 2010) is the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs. It may also be defined as the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contribute to achieving its strategic objectives in changing conditions (Keith et al., 2009) .

As buildings become more complex and house more technology, user expectations rise and the Pressure on them to perform increases. Increasing legislation to ensure health, safety and welfare as well as to protect the environment has added new responsibilities on companies to manage the workplace. Center for Facilities Management (CFM, 2010) emphasize the need to focus resources on meeting user needs to support the key role of people in organizations and strives to continuously improve quality, reduce risks and ensure value for money. CFM (2010) scope of the discipline covers all aspects of property, space, environmental control, health and safety, and support services, and requires that appropriate control points are established in the organization. The facility plan will set out these policies and identifies corporate guideline and standards. The plan will describe the organization, structure, procedures, and responsibilities of all stakeholders. Facilities management lay out an organization response to vital issues such as space allocation and charging, environmental control and protection, direct and contract employment. Facilities management is relevant to all sectors in developed and developed and developing countries.

In the International Facilities Management Association (IFMA, 2009) report, facilities management is described as the integration process which involves the practice of coordinating maintaining and developing all physical, human and material resources of an organization in order to foster improvement in its efficiency and effectiveness towards the achievement of

organizational goals and objectives, essentially, it is apparent that the main objectives of facilities management is to ensure that all the equipment and facilities contained in the built environment for effective running of an organization are in their best condition always making it function in such a way that breakdown and/or delay in operation is eliminated as far as possible. Facility management must be seen as a transversal concept regarding the level of knowledge of a company and be in tune with them, allowing an integration of different services in all of the structure, a link between three business levels and consequently improve the communication bottom up and bottom down (Wiggins et al., 2010). It is necessary to define a long-term strategy of financial management in tune with organization, namely, regarding the elaboration of guidelines to goods, processes or services, in parallel with making contracts of level of services and monitoring of the performance indicators.

## **2.5. Sport Facility Operations Management**

In order to effectively understand sport facility operations management, it is important to understand the two root concepts facility management and operations management. Facility management is an all-encompassing term referring to the maintenance and care of commercial and non-profit buildings, including but not limited to sport facilities, including heating, ventilation, and air conditioning (HVAC); electrical; plumbing; sound and lighting systems; cleaning, grounds keeping, and housekeeping; security; and general operations. The goal of facility management is to organize and supervise the safe and secure maintenance and operation of the facility in a financially and environmentally sound manner (Hall et al., 2010).

## **2.6. Concept of Risk management**

While there are many physiological and psychological benefits from participating in sport and recreational activities, risks are always associated with such activities. In the health/fitness context, physical injuries are most commonly occurring risks that could result in medical emergencies (Eickhoff-Shemek et al., 2009). Risks can also result in damaging financial assets of sport industries, where negligence claims and other lawsuits can be brought by the injured participants due to the internal liability of sport organizations. In this respect, risk management has been defined as controlling a personal injury from sudden, unforeseen, unusual accidents, intentional torts, and financial assets of sport organization (C. J. Ammon et al., 1993). Also, there are several other definitions of risk management. (Wong & Masteralexis, 1998) Defined risk

management as a management strategy to maintain greater control over the legal uncertainty that may cause destruction on a sport business. According to (Carroll et al., 2009), risk management is termed as a course of action designed to reduce the risk) and loss to sport participants, spectators, employees, management and (probability or likelihood organization. Lastly, (Clarke & Clarke, 1998). Explained risk management as a term that experts agreed on for implementing all the possible strategies one can consider for dealing with such risks. Risk management, however, is not a panacea, but it serves as a method to minimize the both inherent and negligence driven risks within activities and services provided by an organization without changing the fundamental nature of the activity itself (Sidhu et al., 2010) .

Living in a society with persistent litigation, a significant number of sport industries over the last 30 years have fallen victim of lawsuits. A society in the 21st century will not tolerate even a minor negligent act by a sport organization and that sport managers were personally accountable for the entire organization's wrongdoings. Indeed, the fact that injury occurs does not mean one is liable; it is the law that expects sport managers to take every preventative measure to avoid legal lawsuits. Accordingly, risk management should be considered as any other organizational missions, such as budgeting, scheduling, insurance coverage, contracts and other important duties (Appenzeller-Herzog & Hall, 2012). The National Center for Injury Prevention and Control has reported in 2003 that seven million Americans received medical care from sport and recreation related accidents each year (Moulson & Herbert, 2003) . Due to the rising occurrences of sport related injuries and legal lawsuits, risk management in sport professions is becoming an inevitable component of an organizations mission. Therefore, a development of a sound risk management practices is imperative in today's sport industry to protect participants from sustaining injuries and possibly filing legal lawsuits.

## **2.7. Theories of Risk Management**

There are several risk management theories that have been used over the years and the primary distinction between risk management theories is based on several steps or processes while some theories 'concepts are identical, and yet, only differ in the name of the process. Also, some risk management theories may be applicable to certain sport setting while some may not. Hence, the effectiveness of risk management theory is indeed contingent on a compatibility of the sport environment, and it would be difficult to judge the best model. In the following section (Styles, 2002) model were discussed in depth , Furthermore, D.I.M. process may be applicable to the risk

management strategies for sport clubs in Ethiopia. (Ammons et al., 2001) D.I.M. process may reduce a chance of litigation when it is used as an anticipatory technique rather than reactionary procedure (Styles, 2002). As the letters D, I, and M indicate, three step process that includes.

First Developing the risk management plan second Implementing the risk management plan and Third Managing the risk management plan (R. J. Ammon, 2001).

The first phase of the D.I.M. process developing the risk management plan is divided into the three separate stages' identifying the risks, classifying the risks, and selecting methods of treatment for the risks. First, in the identification stage, sport managers need to identify a potential risk that are likely to occur in the program. In order to effectively achieve risk identification, categorizing the risk such as public liability caused by negligence in program services, public liabilities without negligence, Business operations, and property exposures, should be considered (Van der Smitten, 1990).

Generally, there are four treatments that can be used by sport managers by; avoidance of the risk, transfer of the risk to another party, retention of the risk by the organization, and reduction or control of the risk. Risk should be only avoided when a danger caused by the activities are catastrophic with medium or high frequency (Ammons et al., 2001).

Transferring risk commonly occurs when risk is not substantial to eliminate the activity or when risk is perceived to be overwhelming for the organization to handle on its own (Ammons et al., 2001). Contracts are an important means of transferring risk, which may include waiver, indemnification clauses and independent contractor. When an individual signs a waiver, that person is voluntarily giving up the right to sue the service provider for any wrongdoings. However, a waiver does not protect the service provider from gross negligence. Indemnification clauses generally provide stipulation for leasing parties to be compensated by the service provider for any damages that may occur. Requiring indemnification clause when renting a facility can be commonly observed. Hiring an independent contractor also may be beneficial for the leasing organization since the independent contractors are responsible for their own negligence. Hence, the service provider would be immune from the independent contractor's negligence (Ammons et al., 2001).

Retention is the third component of treating risks. When an organization decides to keep the risk, they need to make the activities safe as possible and assume the responsibilities for potential injuries or financial damages that may occur as a result of these activities. Risks with low severity with low to medium frequency generally call for retention (Ammons et al., 2001) .

Reduction is the fourth method of treating risks. The primary goal of reduction is to simply reduce the risks that may cause injury or litigation. Indeed, certain injuries are the proximate cause of inherent nature of the activity, but frequency and severity of injuries can be minimized by several appropriate reduction techniques (Ammons et al., 2001).

Specifically, spraining an ankle is an inherent risk in the game of basketball, but such injury can be reduced by mandating the wearing of ankle braces. The second phase in the D.I.M. process is the implementation of risk management plan. Implementing risk management plan can be successfully accomplished through effective communication between all employees. In other words, each individual in the organization must understand the overall mission of the risk management as well as his or her roles when the plans are executed. In addition to the oral communication between employees, communication through a printed risk management guideline is recommended. Lastly, a sound training program is another way to establish an effective implementation of risk management plan. Such training program must address a communication of the responsibilities, development of professional judgment and decision making, and credential education/training (Ammons et al., 2001).

Managing risk management plan is the third and final phase of the D.I.M. process. In order to properly manage the plan, designating a risk manager and risk management committee would be the first step. The selected risk management personnel would be responsible for monitoring a risk management plan, implementing changes, assisting in fostering a genuine risk management attitude among other employees, conducting inspections, reviewing accidents, and supervising in-service training (Van der Smitten, 1990) .

Once a risk manager or risk management committee is formed, authority to lead needs to be provided, particularly in the policy statement of the organization, since it provides a foundation for the plan. Thus, the statement should outline and define the authority of the person responsible for administering the plan. The support from the management staff is also critical in implementing a risk management plan. Without verbal and financial support from the

management, a risk manager or risk management committee cannot sustain a sound risk management program.

The third and final step in managing the risk management plan is to provide employees with the opportunity for continual input into the plan. Since risks can constantly change depending on a various situation of the organization, the assessment of risk should also remain flexible.

Lastly, a successful risk management plan should be a collaborative effort; employees, supervisors, and managers of all levels need to interact with each other to contribute their own expertise into the risk management plan (Ammons et al., 2001). The continual success of the plan mandates that employees, supervisors, and managers at all levels have the ability to interact with each other.

## **2.8. Event and Game Operations**

All the legal and risk management knowledge is useless to a stadium or event manager if he or she cannot put it into action during the event and game operations of his or her respective stadium or facility. The event and game operations involve the different aspects of managing a stadium on a game day. Operating a stadium is much easier when no events are taking place in them because there are no people in the stadium. However, the operations become far more complex when people attending a game or event are present in the stadium. They become more complex because when people enter a stadium, the stadium manager is instantly responsible for the safety of those people.

### **2.8.1. Legal Aspects of Stadium Operation**

The safety of facility event attendees, patrons, spectators and event participants is of primary concern to the facility manager (Madden & Snyder, 1998). If a facility manager does not keep the facility safe, injuries to attendees, patrons, spectators, and event participants are bound to occur. Although there are many areas of law that are important to a facility manager, the greatest numbers of lawsuits brought against a provider (school, municipality, private enterprise, or non-profit association) are based in negligence liability (Tyteca et al., 2001).

While lawsuits cannot be prevented they can be minimized when employees understand negligence principles and practice good management (Kaiser, 1986).

Therefore, it is essential that a facility manager today understand the elements of negligence and the following briefly examine negligence liability and some law topics related to negligence.

### **2.8.2. Negligence**

Negligence can be defined as carelessly performing a duty or carelessly failing to perform a duty that results in injury to participant or damage to property (A. Seidler et al., 1999). In order to be found guilty of negligence, four elements need to exist: duty, breach, cause, and harm. There are several elements of negligence. Each of the four negligence elements must be present for a person to recover under a negligence claim. The four elements are; owed someone a duty, breaching that duty, the breach of that duty was the proximate cause of the person's injury, the person was actually injured (Van der Smitten, 1990).

An injury is defined as a legal wrong that causes damage to someone. An injury does not have to be physically visible. Injuries can include psychological injuries, emotional distress, pain and suffering, and future medical or financial requirements. Loss of consortium is another category of damages, which is available to the injured party, his/her spouse, and other close family members and is designed to compensate for lost love and affection (G. B. Fried, 1998).

### **2.8.3. Duty**

As stated previously, the first element of negligence is owing someone a duty. A duty is a legally sanctioned or societal imposed obligation, which if breached, creates a potential negligent atmosphere. If you owe a duty to an event participant, your actions must be conducted in a manner to avoid exposing the participant to potential hazards that are either known or likely to occur. Examples of the types of duties to be held accountable for include the duty to provide; Adequate instruction/supervision, Proper equipment and/or facilities, Reasonable selection or matching of participants(Dujardin et al., 2001). If these duties are not upheld in a manner that is adequate, proper, or reasonable, then duty would have been breached. Numerous duties are imposed on an event administrator; some of these duties are ; Inspect the facilities, Provide safe facilities, Supervise the event, Properly match opponents, Provide proper equipment ,and Provide emergency services in a rapid, effective manner (Appenzeller, 1998). (Clement et al., 1998) stated that duty makes a person responsible or obligated to behave in a certain way, or to owe a duty to conform to a standard of conduct established by law for the protection of others.

According to (G. Fried, 1999) a typical duty you were held accountable for is the duty to inspect and secure all playing or competition facilities that might be used during a practice or event.

#### **2.8.4. Crowd Management**

One of the most important jobs of a facility manager is crowd management. There are many aspects of crowd management. Crowd management consists of seating policies, signage, security, and accommodating persons with disabilities. This section examines the important aspects of crowd management and the techniques that are incorporated to minimize problems.

A history of events where crowd management disasters arose is also noted. These disasters illustrate the immense importance of crowd management at public events. Why is crowd management so important? One only needs to look at history to get a clear answer. There have been numerous disasters related to crowd management in the past. These disasters emphasized the importance of crowd management and the preparation that must be taken to host large spectator events. (Moore & Vrolijk, 1992) acknowledged that there have been five major disasters inside British soccer grounds. Twenty-five persons were killed in Ibrox Park, Glasgow in 1902. In 1946, 33 people died at a match in Burnden Park, Bolton. Disaster struck again at Ibrox Park, Glasgow 69 years after the first disaster. Sixty-six people died at Ibrox in 1971. Fifty-six people died in Valley Parade, Bradford in 1985. Most recently in 1989, 95 people died at Hillsborough, Sheffield. These disasters stemmed from an assortment of problems. Many simply were from overcrowding of a facility and the rush of spectators on gates. Instances where gates were not shut even after the stadium was full and could hold no more fans were the main reasons people died. In other instances, the gates were closed, but people jumped fences and climbed walls to get in and no one was present to stop them. Although no one was killed at Wesley Stadium at the first Football Association (F.A.) Cup Final in 1923, it is said that 250,000 people rushed into the stadium that was built to hold only 127,000. Although many crowd disasters in Europe have occurred at soccer matches, disaster is not unknown at American football games in the United States where several incidents have occurred. One of the most notable was the incident at the University of Wisconsin in 1992. Following Wisconsin's first victory over Michigan since 1981, over 12,000 elated fans surged down 72 rows of seats and crushed fans in the front rows. Although there were no deaths, hospitals reported treating 72 people for injuries (Walsh et al., 1993).

In the United States, crowd management became a serious topic after an incident in Cincinnati. Eleven fans were killed at a Who concert in 1979 at Cincinnati's Riverfront Coliseum. They had been trampled to death by the stampede of fans trying to get into the arena. This incident was the impetus that really caused facility managers to re-think crowd management. In fact, the IAAM (International Association of Assembly Managers) assembled a task force to analyze this disaster and make recommendations to limit the chances that a disaster like this would happen again (Wertheimer, 1999).

One way to alleviate the chance for disaster is to not sell festival seating. The exact seat listed on the ticket is the exact place where the holder of that ticket must sit. These two methods of seating reduce the chance for disaster because one knows the maximum number of people that can be seated at an event. Festival seating allows more people than seats to enter an arena. An effective crowd manager knows when to utilize these seating arrangements and what types of crowds prefer each. A facility manager needs to know the different reactions concertgoers have to different acts (Luxenberg, 1994). (Groot & Madden, 1998) found the extent to which security personnel are allowed to search individuals and what items they may take from individuals has been the subject of litigation for many years and recommended that when considering instituting guidelines for searching patrons, that the following be regarded:

The search process should prioritize minimal intrusion, often achievable without physical contact. Patrons should receive clear signage and notification concerning the search and their option to decline. They must understand that refusal could result in entry denial. Equal treatment is fundamental; all individuals should undergo identical search procedures. Adequate signage should reiterate patrons' right to refuse participation in this process.

They should be notified that they need not comply but may be prohibited from entering if the search is not conducted. A facility that chooses to conduct more invasive searching procedures than those from the preceding guidelines is at serious risk of violating the search and seizure rights of the fourth amendment (Groot & Madden, 1998).

One interesting aspect of crowd management is the effectiveness of mounted police. For a number of reasons, mounted police are one of the most effective tools when controlling outside crowds. Mounted police have an advantage due to their 360-degree observation range, height, and the ability to move between parked cars or up and down steep hills.

Mounted police are useful in evacuating a crowd and can move information to escort a paramedic team into an area. Using horses in crowd management or emergency response situations outweighs other security options such as foot, bicycle, car or motorcycle patrols. It has been estimated that a person on horseback equals 10 to 15 people on foot. Due to height, sheer force and movement ability, horse-and-rider teams can gently, but effectively, move people from a potentially harmful situation. In addition, mounted patrols command respect due to appearance and the general public's fascination with horses (Clidas & Studies, 1996).

Finally, the accommodation of persons with disabilities should be a concern of all crowd managers. The Americans with Disabilities Act requires that stadiums and arenas be accessible to people with disabilities so that, their families, and friends can enjoy equal access to entertainment, recreation and leisure. One percent of the seats in an arena need to be in wheelchair seating locations. Each wheelchair location must have a companion seat for an able-bodied guest accompanying the disabled person (Salmon, 1998).

Among the mandates of The Americans with Disabilities Act is a requirement that physical barriers in existing public accommodations must be removed, if possible. If these architectural changes are financially or structurally impossible, alternative methods of providing service must be provided. Crowd management is the most important aspect of a facility manager's job. By controlling the crowd, a facility manager greatly increases the chance that a fan attending an event will have a pleasurable experience and will want to return. By controlling the crowd a facility manager greatly reduces the chance of litigation against the venue (Swinburn et al., 1999).

#### **2.8.5. Medical or Emergency Plans**

It is quite ironic to think that a facility manager uses a risk management plan to prevent injuries and crisis, yet also needs to plan for injuries and crisis as well. No activity or event is 100 percent risk-free. Therefore, all programs must have appropriate crisis management plans (Connaughton et al., 2001). Having an established crisis management plan that is known and regularly practiced by all employees will greatly assist them in the event of an actual crisis. (Qiao et al., 2001) listed examples of emergencies and situations that should be planned for in an emergency action plan or crisis management plan.

The event may face various potential risks and emergencies, including personal injuries to participants, spectators, staff, and visitors, fire hazards, bomb threats, civil disturbances, medical emergencies requiring immediate care for the injured, evacuation procedures, weather-related incidents such as tornadoes, hurricanes, and lightning storms, hazardous material spills, and the need to take action and communicate effectively with participants, family members of victims, lawyers, and the media during crises or emergencies.

The Emergency Action Plan is the basic outline of what to do during various types of emergencies. It should list step-by-step instructions for each type of emergency. The purpose of an emergency action plan is to clearly establish authority and responsibility for administrative actions when it becomes necessary to interrupt events, evacuate patrons, or cancel event activities because of disasters, emergencies, inclement weather, or for other reasons. One person must be assigned the responsibility for administering the emergency action plan (Berlonghi, 1996). (B. P. Maloy & Higgins, 2000) advised that one critical part of the emergency action plan is to contract or employ emergency medical services. The medical services personnel should be trained, certified, and experienced as emergency medical technicians (EMT). (K. E. Maloy, 2000) suggested that the emergency medical service should offer.

A person employed or contracted that can recognize emergency medical problems and summon the proper assistance. Immediate response to the injured or sick with basic EMT competence. Available radio or phone communication to provide any advanced emergency medical care through the community's EMS system. Available on-site EMS equipment including oxygen, backboard, and neck collars. Available, clean, comfortable first aid area away from the concourse. Provide, in advance; maps to responding emergency vehicles displaying the correct pick-up points for each facility. Backup care and transportation in case of multiple emergencies. Documentation of all incidents containing attention given, and refusals of care. According to (Appenzeller, 1985), event managers need to coordinate on-site facilities with the closest permanent medical facilities. They need to develop response codes and assess the emergency medical care needs of patrons.

### **2.8.6. Parking and Traffic**

Attending big-time sporting events often is accompanied with the frustration of traffic jams and overcrowded parking lots. Snarled traffic can mean lost revenue in tickets and concession sales (Abdallah et al., 1998). However, with some planning and foresight, some of the parking and traffic problems can be alleviated or at least diminished. (Berlonghi, 1990) stated that any condition or circumstance such as closed streets, other events, and accidents that can create traffic congestion must be anticipated. It is imperative that appropriate traffic authorities (city, county, state, police, highway patrol, and bridge and tunnel authorities) be informed in writing of the type, date, location, and projected attendance of an event. Major intersections near the venue may need some type of police or traffic monitoring presence. Event parking is a risk management concern for three reasons. First, parking is the place where first impressions are made. Confusion in the parking lot may cause accidents and injuries and may set a disorderly tone for the rest of the event. Second, accidents and crimes can occur in parking lots before, during and after an event. Finally, parking can produce profit and should be well planned. No matter how much revenue you expect to generate from parking, no corners should be cut in providing safe and secure parking areas (Berlonghi, 1990).

Parking provides a unique blend of circumstances that at times are under your control and other times open to influence from people both within and external to your event. For example, baseball fans park and watch a game while football fans make a day of the game including tailgate parties. Game time affects the parking lot as day games for football produce crowds for most of the day while afternoon baseball games have a more condensed time window (Outside the arena, parking is the name of the game, 1997).

An event manager has a duty to protect individuals in authorized event parking lots from all known or reasonably foreseeable risks. You also owe a duty to inform spectators about risks associated in adjoining lots or facilities if the area is a high crime area (G. Fried, 1999).

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1. Study area.

The study was conducted in Jimma stadium in Jimma town, which is located in the Southwestern part of Ethiopia between Latitude 6° and 9° north and Longitude 34° and 38° east, and between altitude ranges of 880 to 3340 meters above sea level. Areas was comprising of selected stadium, which were well known and frequently used for sport activities of Jimma, and significantly known to have the same cultural and social background and similar sport culture. Whereas the study only focused on some selected existed stadiums of Jimma city.

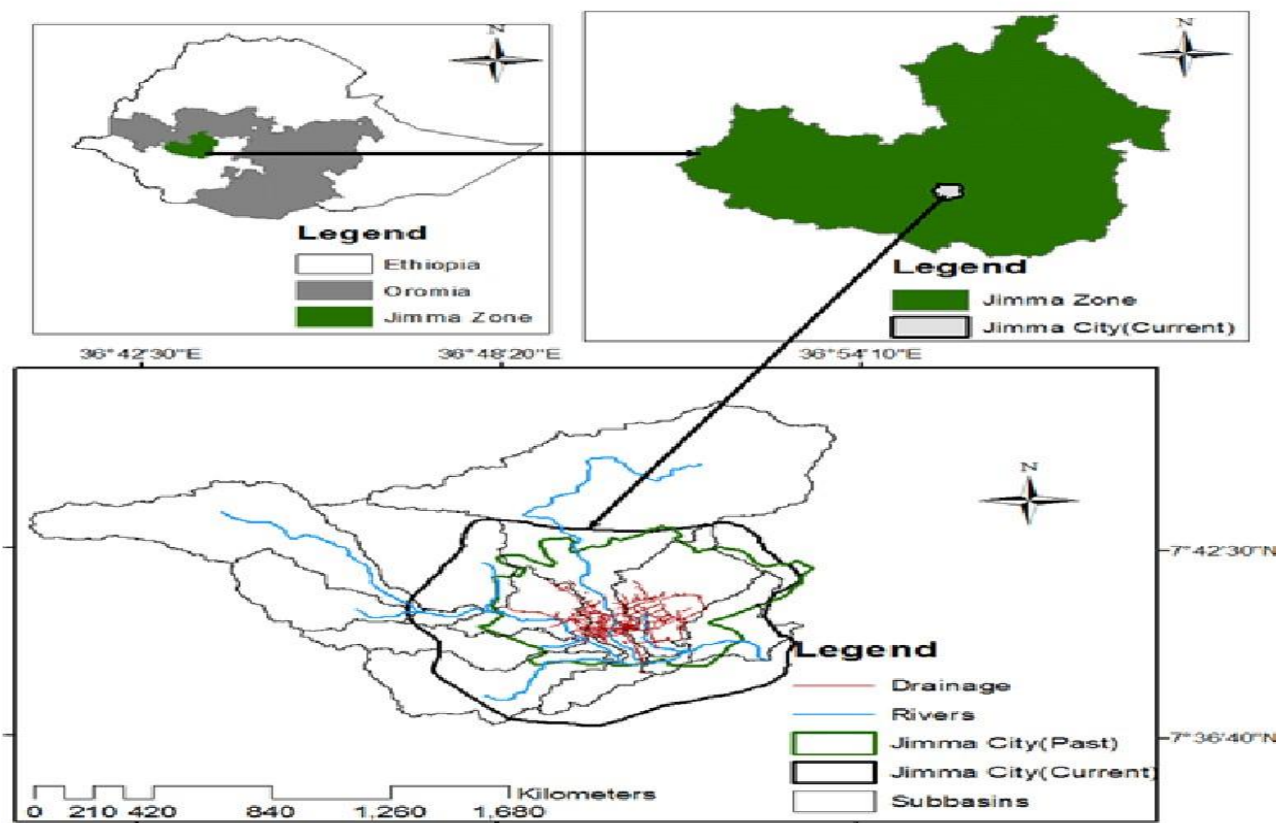


Figure 3. 1 Map of study area(Source Dibaba, 2018)

### **3.2. Research Design**

With the intention of assess the football sport facility management in the Jimma city stadium; a mixed research approach with cross-sectional design was adopted. A cross-sectional design is a type of observational study that involves analyzing data collected from a population, or a representative subset, at a specific point in time. They are often descriptive, aiming to describe the prevalence or characteristics of a particular phenomenon within a population at a specific time. So this design is appropriate to conduct to snapshot of football sport facility management in the Jimma city stadium.

### **3.3. Source of Data**

In the proposed study the primary data sources are used those are questionnaires, interviews, and observation to collect data from participants of the study formally that is deemed highly reliable as it is typically objective and collected directly from the original source. The primary data was gathered from diverse respondents, including the Head of Jimma youth and sport office, Jimma city administration, sport office members, football coaches, football players, stadium guards, stadium maintenance and safety personnel, sport administration, technical, football manager and football spectator.

### **3.4. Data Collection Instrument**

To obtain dependable data from study participants, the sample population was sampled using questionnaires and interviews as data collection tool.

#### **3.4.1. Questionnaire**

It is the most common data gathering method, and also helps to collect a great deal of information within the time limit and helps to reach a large group of research subjects. In this study, the questionnaire containing open-ended and close-ended types of questions was prepared. These questionnaires are used for sport administration and managers, football coaches and football players.

### **3.4.2. Interview**

In this study, structured interviews comprised a set of key questions that, while open-ended, frequently lead to alternative inquiries based on the direction of the conversation. The structured interviewing method was employed. During these interviews, participants are anticipated to respond with precise answers, indicating instances when additional explanations may be required. Consequently, active participation in the interviews is expected from the stadium board and football coaches. The researcher used structured interview for football spectator, Jimma city administration, safety personnel and maintenance and technical staff.

### **3.4.3. Observation**

In this study, observation was used as a method to gather relevant information. In addition to the aforementioned instruments, observation was employed to study the existing conditions, using appropriately designed checklists. These observations focus on the football sport facility management, particularly observing both the inside and outside areas of the stadium to gather pertinent information through appropriately designed checklists.

## **3.5. Pilot study**

A pilot test was done before the distribution of the questionnaire and the interview to gather the data. So, it can help to find out where people have difficulties answering certain questions. whether people find questions ambiguous or vague, whether people could follow the instructions for how to answer different types of questions, whether the pre-defined responses cover all desired answers, and how long it takes to complete it (reasonable)?. Using the purposive sampling method, the researcher used 5% of 60 total samples, which means  $60 \times 5 \div 100 = 3$ , respondents, which means one player, one zone sports offices, one technical staff. They were chosen from among those who were not included in the sample group for the project's main data gathering. Following the piloting, the real questions were revised and adjusted based on the comments of the pilot respondents.

### 3.6. Variables of the study

#### 3.6.1. Dependent Variable:

Management aspect of Jimma City stadium was the dependent variable of the study.

#### 3.6.2. Independent variables

Stakeholder Involvement, general perception of football sports facility management, and Challenges of Football Sports Facility Management, strategy for improvement were the independent variable of the study.

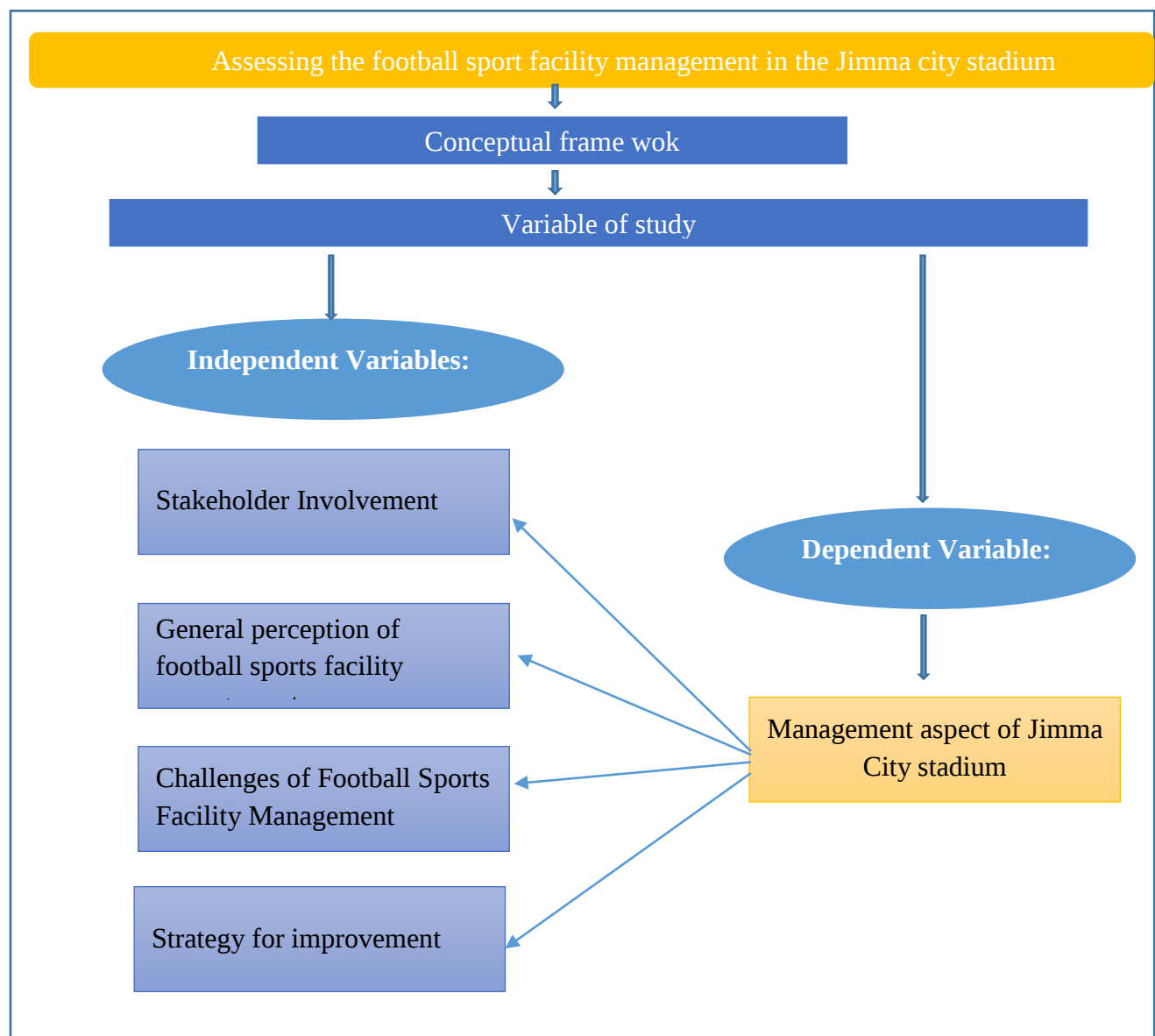


Figure 3. 2 conceptual framework

### 3.7. Sample Size and Sampling Techniques

In this study, the researchers were employed the purposive sampling technique for all respondents, as they were directly concerned with the issues under discussion, and their numbers limited, allowing for the inclusion of all relevant individuals. The participants in this study encompassed various stakeholders, including the Sport administration Football coaching staff, Football players, Football spectator, Jimma city administration, and Safety personnel and maintenance. From those all population the researcher purposively selected 60 respondents as sample sizes that are listed in the following table.

### 3.8. Population of Study

The population of the study would refer to the total number of individuals or entities that are the focus of the research or investigation related to sport facility management in Jimma city. In this context, the population of the study could include various stakeholders such as: Head of Jimma youth and sport office, Jimma city administration, sport office members, football coaches, football players, stadium guards, stadium maintenance and safety personnel, sport administration, technical, football manager and football spectator.

**Table 3. 1** population of study

| No    | Population                        | Sex  |        |       | Remark |
|-------|-----------------------------------|------|--------|-------|--------|
|       |                                   | Male | Female | Total |        |
| 1     | Sport administration and managers | 8    | 4      | 12    |        |
| 2     | Football coaches                  | 2    | -      | 2     |        |
| 3     | Football players                  | 19   | 6      | 25    |        |
| 4     | Football spectator                | 8    | 5      | 13    |        |
| 5     | Jimma city administration         | 2    | -      | 2     |        |
| 6     | Safety personnel and maintenance  | 3    | 1      | 4     |        |
| 7     | Technical staff                   | 2    | -      | 2     |        |
| Total |                                   | 44   | 16     | 60    |        |

### **3.9. Reliability and validity of data collection instrument**

The data collection instrument the researcher used are standardized question so in order to check the reliability of the question the researcher took response of 5% respondent response in to IBM SPSS v.26 and checked by Cronbach's Alpha value that can fit the standard.

### **3.10. Method of Data analysis**

The data analysis process involved both quantitative and qualitative techniques. For quantitative analysis, descriptive statistics such as frequency, percentage, mean, and standard deviation were calculated to find out the central tendency of the responses by using SPSS V.26. Qualitative data was analyzed using thematic analysis. This involves coding the responses into categories and subcategories based on the content. The frequency and distribution of the codes were examined to identify common themes and patterns in the data. Patterns and connections between the quantitative and qualitative results were explored to draw meaningful recommendations and conclusions.

### **3.11. Ethical Considerations**

In this study, respondents of the questionnaires and interviews was informed about the purpose of the study and asked to provide their agreement to participate. All research respondents also notified that the data gathered from them was held confidential, and their identities was not revealed.

## **CHAPTER 4**

### **4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION**

#### **4.1. Introduction**

This chapter presents analysis of the data, its interpretation, and the results of the study. It mainly classified into four sub sections: preliminary analysis, descriptive statistical analysis, leaner regression analysis and discussion of the results. Each section developed logically and lead consequently to the findings of the study.

#### **4.2. Preliminary analysis**

This part is mainly concerned with preparing the data for analysis. It specifically includes an examination of the data, response rate, reliability test, and description of respondents'' demographic information. The study deals with the analysis of the data gathered through the questionnaires, interviews, and observations from different sources. The researcher distributed survey questionnaires to a sample of 60 participants, which included sports administrators, coaches, players, spectators, Jimma city administration, safety personnel and maintenance. Finally, 39 questionnaire and 21 interview response were used for the study. Based on this calculation, the response rate was 100%. Then the data was coded and entered into data management software (SPSS) for analysis. Before analysis, the data was also inspected to check normality, missing values, outliers, and out-of-range values. Finally, the cleaned data was analyzed descriptively to address basic research questions.

#### 4.3. Reliability of the Questionnaires

**Table 4. 1** Reliability of the Questionnaires

| Item of questionnaires                                                                     | No of items | Cronbach's Alpha |
|--------------------------------------------------------------------------------------------|-------------|------------------|
| 1. General perception of football sports facility management Jimma City stadium spectators | 7           | .721             |
| 2. Challenges of Football Sports Facility Management Jimma City stadium                    | 7           | .759             |
| 3. The impact of stakeholder's involvement in management aspect of Jimma City stadium      | 5           | .870             |
| 4. Strategies for improving sports facility management in Jimma City Stadium               | 7           | .730             |

The table shows that the Cronbach's alpha coefficients are higher than the generally recognized minimum point of 0.7. However, this value indicating strong internal consistency and reliability for every construct. This suggests that the items measure the desired underlying constructs consistently and are highly interrelated.

#### 4.4. Demographic characteristics of Sport administrators.

**Table 4. 2** Demographic characteristics of Sport administrators.

| <b>Sport administrators</b> | <b>Categories</b>         | <b>Frequency</b> | <b>Percent (%)</b> |
|-----------------------------|---------------------------|------------------|--------------------|
| <b>1. Gender</b>            | Male                      | 15               | 75.0               |
|                             | Female                    | 5                | 25.0               |
| <b>2. age</b>               | below 30                  | 12               | 60.0               |
|                             | 30-39                     | 6                | 30.0               |
|                             | 40-50                     | 2                | 10.0               |
| <b>3. Education level</b>   | Diploma                   | 3                | 15.0               |
|                             | BSc/BA Degree             | 12               | 60.0               |
|                             | MA and above              | 5                | 25.0               |
| <b>4. Field of study</b>    | Management & related      | 3                | 15.0               |
|                             | Leadership                | 4                | 20.0               |
|                             | Sport management /science | 7                | 35.0               |
|                             | Other                     | 6                | 30.0               |
| <b>5. Experience</b>        | 0-5                       | 12               | 60.0               |
|                             | 6-10                      | 6                | 30.0               |
|                             | 11-15                     | 2                | 10.0               |
| <b>6. Position</b>          | Expert                    | 12               | 60.0               |
|                             | Team leader               | 4                | 20.0               |
|                             | Office leader             | 4                | 20.0               |

The table outlines characteristics of sports administrators across various categories. The majority of sport administrators are male, comprising 75% of the sample, while females make up the remaining 25%. Most sport administrators are relatively young, with 60% being under the age of 30. Administrators aged 30-39 represent 30%, and those aged 40-50 make up 10%. A significant majority of sport administrators hold a BSc/BA degree (60%), with 25% having an MA or higher, and 15% holding a diploma. The largest group of sport administrators studied sport

management or science (35%). Other fields of study represent 30%, leadership 20%, and management and related fields 15%. Most sport administrators have relatively limited experience, with 60% having 0-5 years of experience. Those with 6-10 years make up 30%, and a small percentage (10%) have 11-15 years of experience. The majority of sport administrators hold the position of expert (60%), while team leaders and office leaders each account for 20% of the sample.

The data indicates that sport administrators are predominantly young males with a BSc/BA degree. Most have a background in sport management or science and limited professional experience. The majority hold expert positions, with fewer in leadership roles. This profile suggests a relatively youthful and academically qualified workforce in sport administration, with a significant representation of specific fields of study.

#### 4.5. Demographic characteristics of football Player

**Table 4. 3** Demographic characteristics of football

| Football player                        | Categories                 | Frequency | Percent (%) |
|----------------------------------------|----------------------------|-----------|-------------|
| <b>1. Gender</b>                       | Male                       | 19        | 76.0        |
|                                        | Female                     | 6         | 24.0        |
| <b>2. Age</b>                          | 15-20                      | 3         | 12.0        |
|                                        | 21-25                      | 20        | 80.0        |
|                                        | 26-30                      | 2         | 8.0         |
| <b>3. Education level</b>              | Primary school             | 2         | 8.0         |
|                                        | high school                | 16        | 64.0        |
|                                        | University/college student | 7         | 28.0        |
| <b>4. Duration in the club/project</b> | 0-5                        | 10        | 40.0        |
|                                        | 6-10                       | 12        | 48.0        |
|                                        | 11-15                      | 3         | 12.0        |

The table presents data on football players across several categories. Male players comprise the majority at 76.0%, while females account for 24.0%. Most players fall within the 21-25 age range (80.0%), with smaller percentages in the 15-20 age group (12.0%) and the 26-30 age group (8.0%). In terms of education level, high school graduates constitute the largest proportion at 64.0%, followed by university or college students at 28.0% and primary school graduates at 8.0%. Regarding duration in the club or project, 48.0% of players have been involved for 6-10 years, 40.0% for 0-5 years, and 12.0% for 11-15 years. This summary provides a snapshot of the demographics and tenure of football players within the given context.

#### 4.6. General Perception of Football Sports Facility Management

**Table 4. 4** General Perception of Sports Facility Management

| No | Variable                                                                                                                             | Categories   | Frequency | Percent (%) | Mean | S.D   |
|----|--------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|-------------|------|-------|
| 1. | The effectiveness of sports facility management practice in Jimma                                                                    | Strongly dis | 5         | 12.8        | 2.36 | .903  |
|    |                                                                                                                                      | Disagree     | 20        | 51.3        |      |       |
|    |                                                                                                                                      | Neutral      | 10        | 25.6        |      |       |
|    |                                                                                                                                      | Agree        | 3         | 7.7         |      |       |
|    |                                                                                                                                      | Strongly ag  | 1         | 2.6         |      |       |
| 2. | The sports facilities in Jimma city are well-maintained and adequately equipped                                                      | Strongly dis | 30        | 76.9        | 1.51 | 1.121 |
|    |                                                                                                                                      | Disagree     | 4         | 10.3        |      |       |
|    |                                                                                                                                      | Neutral      | 1         | 2.6         |      |       |
|    |                                                                                                                                      | Agree        | 2         | 5.1         |      |       |
|    |                                                                                                                                      | Strongly ag  | 2         | 5.1         |      |       |
| 3. | The management of sports facilities in Jimma city effectively meets the needs of various sports communities                          | Strongly dis | 29        | 74.4        | 1.33 | .621  |
|    |                                                                                                                                      | Disagree     | 7         | 17.9        |      |       |
|    |                                                                                                                                      | Neutral      | 3         | 7.7         |      |       |
| 4. | The maintenance staff at the football sport facility promptly addresses any issues or repairs needed within the facility.            | Strongly dis | 11        | 28.2        | 2.18 | 1.144 |
|    |                                                                                                                                      | Disagree     | 19        | 48.7        |      |       |
|    |                                                                                                                                      | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                                                                      | Agree        | 5         | 12.8        |      |       |
|    |                                                                                                                                      | Strongly ag  | 2         | 5.1         |      |       |
| 5. | The football sport facility management prioritizes sustainability and environmentally friendly practices in its maintenance efforts. | Strongly dis | 5         | 12.8        | 3.26 | 1.251 |
|    |                                                                                                                                      | Disagree     | 6         | 15.4        |      |       |
|    |                                                                                                                                      | Neutral      | 7         | 17.9        |      |       |
|    |                                                                                                                                      | Agree        | 16        | 41.0        |      |       |
| 6. | The maintenance staff at the football sport facility are knowledgeable and skilled in handling equipment and repairs.                | Strongly ag  | 5         | 12.8        | 2.85 | 1.226 |
|    |                                                                                                                                      | Strongly dis | 5         | 12.8        |      |       |
|    |                                                                                                                                      | Disagree     | 15        | 38.5        |      |       |
|    |                                                                                                                                      | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                                                                      | Agree        | 15        | 38.5        |      |       |
| 7. | The grounds and playing surfaces at the football sport facility are well-maintained and safe for use.                                | Strongly ag  | 2         | 5.1         | 1.13 | .339  |
|    |                                                                                                                                      | Strongly dis | 34        | 87.2        |      |       |
|    |                                                                                                                                      | Disagree     | 5         | 12.8        |      |       |

*N=39 strongly dis= strongly disagree=1, strongly ag=strongly agree 5 S.D =standard deviation*

The provided table offers valuable insights into the perceptions surrounding sports facility management in Jimma city. Regarding the effectiveness of sports facility management, a notable majority of respondents, 51.3% and 12.8% strongly disagreed, leading to a mean score of 2.36, indicating ineffectiveness in sports facility management practices in Jimma. Moreover, the frequency distribution illustrates significant dissatisfaction, with 76.9% strongly disagreeing and 10.3% disagreeing, resulting in a mean score of 1.51, suggesting that sports facilities in Jimma city are not well-maintained and adequately equipped. When it comes to meeting the needs of sports communities, a predominant 74.4% strongly disagreed and 17.9% disagreed, reflected in a mean score of 1.33, indicating a substantial gap between management practices and community requirements. In terms of the promptness of maintenance staff in addressing issues, there's a moderate level of satisfaction, with 28.2% strongly disagreeing and 48.7% disagreeing, leading to a mean score of 2.18, suggesting that maintenance staff at the football sport facility do not promptly address any issues or repairs needed within the facility. However, a notable proportion (41.0%) agrees, with a mean score of 3.26, indicating a consensus on perceiving sustainability as a priority in maintenance efforts, despite some dissenting opinions. The data also reveals mixed perceptions regarding the knowledge and skills of maintenance staff, with 12.8% strongly disagreeing and 38.5% disagreeing, while an equal percentage (38.5%) agrees, resulting in a mean score of 2.85, suggesting a division in opinions regarding the proficiency of maintenance staff in handling equipment and repairs, with potential opportunities for further training and development. Finally, a strong consensus emerges regarding the condition of grounds and playing surfaces, with 87.2% strongly disagreeing and 12.8% disagreeing, resulting in a mean score of 1.13, indicating widespread dissatisfaction with the maintenance and safety of these areas. In summary, the data underscores various shortcomings in sports facility management in Jimma city, including poor management effectiveness, inadequate maintenance and equipment, a significant gap between management practices and community requirements, and widespread dissatisfaction with the maintenance and safety of grounds and playing surfaces.

#### 4.7. Challenges of Football Sports Facility Management

**Table 4. 5** challenges of Football Sports Facility Management

| No | Variable                                                                                    | Categories        | Frequency | Percent (%) | Mean | S.D   |
|----|---------------------------------------------------------------------------------------------|-------------------|-----------|-------------|------|-------|
| 1. | There is lack of funding for football sports facility maintenance.                          | Neutral           | 1         | 2.6         | 4.85 | .432  |
|    |                                                                                             | Agree             | 4         | 10.3        |      |       |
|    |                                                                                             | Strongly agree    | 34        | 87.2        |      |       |
| 2. | There is inadequate infrastructure for football facilities                                  | Strongly dis      | 7         | 17.9        | 3.6  | 1.368 |
|    |                                                                                             | Disagree          | 3         | 7.7         |      |       |
|    |                                                                                             | Neutral           | 5         | 12.8        |      |       |
|    |                                                                                             | Agree             | 8         | 20.5        |      |       |
|    |                                                                                             | Strongly agree    | 16        | 41.0        |      |       |
| 3. | There is poor coordination among stakeholders in football sports facility management.       | Strongly dis      | 2         | 5.1         | 3.82 | 1.097 |
|    |                                                                                             | Disagree          | 4         | 10.3        |      |       |
|    |                                                                                             | Neutral           | 3         | 7.7         |      |       |
|    |                                                                                             | Agree             | 20        | 51.3        |      |       |
|    |                                                                                             | Strongly agree    | 10        | 25.6        |      |       |
| 4. | There is insufficient training and development opportunities for facility management staff. | Disagree          | 2         | 5.1         | 4.64 | .778  |
|    |                                                                                             | Neutral           | 1         | 2.6         |      |       |
|    |                                                                                             | Agree             | 6         | 15.4        |      |       |
|    |                                                                                             | Strongly agree    | 30        | 76.9        |      |       |
| 5. | There is limited community engagement and support for football facility initiatives         | Disagree          | 3         | 7.7         | 4.51 | .914  |
|    |                                                                                             | Neutral           | 2         | 5.1         |      |       |
|    |                                                                                             | Agree             | 6         | 15.4        |      |       |
|    |                                                                                             | Strongly agree    | 28        | 71.8        |      |       |
| 6. | There is high operational costs for maintaining football facilities                         | Strongly disagree | 3         | 7.7         | 4.44 | 1.188 |
|    |                                                                                             | Neutral           | 4         | 10.3        |      |       |
|    |                                                                                             | Agree             | 2         | 5.1         |      |       |
|    |                                                                                             | Strongly agree    | 30        | 76.9        |      |       |
| 7. | There are a lots of challenges in ensuring safety and security at football facilities       | Strongly dis      | 1         | 2.6         | 4.03 | .932  |
|    |                                                                                             | Disagree          | 2         | 5.1         |      |       |
|    |                                                                                             | Neutral           | 4         | 10.3        |      |       |
|    |                                                                                             | Agree             | 20        | 51.3        |      |       |
|    |                                                                                             | Strongly agree    | 12        | 30.8        |      |       |

*N=39 strongly dis= strongly disagree=1, strongly ag=strongly agree 5 S.D =standard deviation*

The Likert scale data offers a thorough exploration of the hurdles and viewpoints regarding football sports facility management in Jimma city. A notable 87.2% of respondents strongly agree, with a mean score of 4.85, indicating a widespread perception of financial constraints impeding effective maintenance practices. Similarly, a significant majority (41.0%) strongly agree, with a mean score of 3.6, signaling insufficient infrastructure and facilities. Coordination

challenges among stakeholders are evident, with 51.3% agreeing and 25.6% strongly agreeing, resulting in a mean score of 3.82.

The data strongly suggests concerns about training inadequacies, with 76.9% strongly agreeing and only 5.1% disagreeing, leading to a mean score of 4.64. This indicates near-consensus among respondents on the necessity for improved training opportunities for facility management staff. A substantial 71.8% strongly agree, with a high mean score of 4.5, indicating a perception of limited community engagement and support.

The frequency distribution reveals widespread concern about high operational costs, with 76.9% strongly agreeing, mirrored by a high mean score of 4.44. Moreover, while responses vary, there's a prevailing perception of safety and security challenges, with 30.8% strongly agreeing and 51.3% agreeing, supported by a mean score of 4.03.

In summary, the Likert scale data provides a comprehensive overview of the challenges and perceptions surrounding football sports facility management in Jimma city, emphasizing the need to address funding constraints, infrastructure deficiencies, coordination issues, training needs, community engagement, operational costs, and safety concerns to enhance overall effectiveness and sustainability.

#### 4.8. Stakeholder Involvement

**Table 4. 6** Stakeholder Involvement

| No | Variable                                                                                                         | Categories   | Frequency | Percent (%) | Mean | S.D   |
|----|------------------------------------------------------------------------------------------------------------------|--------------|-----------|-------------|------|-------|
| 1. | Actively participating in volunteer programs for facility maintenance                                            | Strongly dis | 3         | 7.7         | 4.10 | 1.394 |
|    |                                                                                                                  | Disagree     | 5         | 12.8        |      |       |
|    |                                                                                                                  | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                                                  | Agree        | 4         | 10.3        |      |       |
|    |                                                                                                                  | Strongly ag  | 25        | 64.1        |      |       |
| 2. | Advocate for increase funding and resources for football facility improvement                                    | Neutral      | 3         | 7.7         | 4.77 | .583  |
|    |                                                                                                                  | Agree        | 3         | 7.7         |      |       |
|    |                                                                                                                  | Strongly ag  | 33        | 84.6        |      |       |
| 3. | Collaborate with local authorities and sports organizations to organize community events at football facilities. | Disagree     | 2         | 5.1         | 4.18 | .756  |
|    |                                                                                                                  | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                                                  | Agree        | 22        | 56.4        |      |       |
|    |                                                                                                                  | Strongly ag  | 13        | 33.3        |      |       |
| 4. | Provide feedback and suggestions for enhancing the user experience at football facilities                        | Strongly dis | 5         | 12.8        | 2.41 | 1.044 |
|    |                                                                                                                  | Disagree     | 21        | 53.8        |      |       |
|    |                                                                                                                  | Neutral      | 8         | 20.5        |      |       |
|    |                                                                                                                  | Agree        | 2         | 5.1         |      |       |
|    |                                                                                                                  | Strongly ag  | 3         | 7.7         |      |       |
| 5. | Support initiatives that promote inclusivity and accessibility in football sports.                               | Strongly dis | 4         | 10.3        | 2.69 | 1.104 |
|    |                                                                                                                  | Disagree     | 16        | 41.0        |      |       |
|    |                                                                                                                  | Neutral      | 10        | 25.6        |      |       |
|    |                                                                                                                  | Agree        | 6         | 15.4        |      |       |
|    |                                                                                                                  | Strongly ag  | 3         | 7.7         |      |       |

*N=39 strongly dis= strongly disagree=1, strongly ag=strongly agree 5 S.D =standard deviation*

The Likert scale data offers insights into the willingness and attitudes of respondents towards stakeholder involvement actions aimed at enhancing football sports facility management in Jimma city. There's a notable willingness among respondents to actively participate in volunteer programs, with 64.1% strongly agreeing, supported by a high mean score of 4.10, indicating a strong endorsement of volunteer involvement in facility maintenance.

Similarly, respondents express strong support for advocating for increased funding and resources, with 84.6% strongly agreeing, reflected in the high mean score of 4.77, underscoring the high level of endorsement for this action. Moreover, the data indicates a significant

willingness to collaborate, with 56.4% agreeing and 33.3% strongly agreeing, leading to a mean score of 4.18, to collaborate with local authorities and sports organizations.

However, while responses vary, the majority (53.8%) disagree, with a mean score of 2.41, suggesting a moderate level of disagreement regarding providing feedback for enhancing the user experience. Additionally, there are mixed attitudes towards supporting initiatives for inclusivity and accessibility, with 41% disagreeing, resulting in a mean score of 2.69, indicating a moderate level of disagreement. This highlights a diverse range of perspectives on the importance of inclusivity and accessibility initiatives.

In summary, the Likert scale data illustrates a generally positive attitude towards actions such as volunteer participation, advocacy for resources, and collaboration with stakeholders in improving football sports facility management in Jimma city. However, there are variations in attitudes towards providing feedback and supporting inclusivity initiatives, suggesting the need for tailored approaches to address diverse perspectives and preferences.

#### 4.9. Management aspect

**Table 4. 7** Management aspect

| No | Variable                                                                                  | Categories   | Frequency | Percent (%) | Mean | S.D   |
|----|-------------------------------------------------------------------------------------------|--------------|-----------|-------------|------|-------|
| 1. | The effectiveness of planning, design and management of building facility in the city     | Strongly dis | 24        | 61.5        | 1.92 | 1.345 |
|    |                                                                                           | Disagree     | 4         | 10.3        |      |       |
|    |                                                                                           | Neutral      | 3         | 7.7         |      |       |
|    |                                                                                           | Agree        | 6         | 15.4        |      |       |
|    |                                                                                           | Strongly ag  | 2         | 5.1         |      |       |
| 2. | Existence of good management system in organization on sport facility                     | Strongly dis | 25        | 64.1        | 1.87 | 1.341 |
|    |                                                                                           | Disagree     | 4         | 10.3        |      |       |
|    |                                                                                           | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                           | Agree        | 6         | 15.4        |      |       |
|    |                                                                                           | Strongly ag  | 2         | 5.1         |      |       |
| 3. | Effectiveness of organization on policy making                                            | Strongly dis | 4         | 10.3        | 2.44 | 1.095 |
|    |                                                                                           | Disagree     | 25        | 64.1        |      |       |
|    |                                                                                           | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                           | Agree        | 5         | 12.8        |      |       |
|    |                                                                                           | Strongly ag  | 3         | 7.7         |      |       |
| 4. | The effectiveness of organization on record keeping for security and storage of equipment | Strongly dis | 8         | 20.5        | 2.03 | .668  |
|    |                                                                                           | Disagree     | 22        | 56.4        |      |       |
|    |                                                                                           | Neutral      | 9         | 23.1        |      |       |
| 5. | An organization plan does the facility take into account current and future needs         | Strongly dis | 4         | 10.3        | 2.85 | .812  |
|    |                                                                                           | Disagree     | 4         | 10.3        |      |       |
|    |                                                                                           | Neutral      | 25        | 64.1        |      |       |
|    |                                                                                           | Agree        | 6         | 15.4        |      |       |
| 6. | Having effective formation of realistic goal on facility management plan                  | Strongly dis | 6         | 15.4        | 1.95 | .510  |
|    |                                                                                           | Disagree     | 29        | 74.4        |      |       |
|    |                                                                                           | Neutral      | 4         | 10.3        |      |       |
| 7. | Effectiveness of organization on risk minimization plan                                   | Strongly dis | 5         | 12.8        | 2.03 | .537  |
|    |                                                                                           | Disagree     | 28        | 71.8        |      |       |
|    |                                                                                           | Neutral      | 6         | 15.4        |      |       |

*N=39 strongly dis= strongly disagree=1, strongly ag=strongly agree 5 S.D =standard deviation*

The Likert scale data provides valuable insights into perceptions management aspect. Regarding the effectiveness of planning, design, and management of building facilities in the city. A predominant dissatisfaction is evident, with 61.5% strongly disagreeing, resulting in a mean score of 1.92, indicating a consensus towards ineffectiveness in these aspects. Similarly, there's

prevalent dissatisfaction, with 64.1% strongly disagreeing, reinforced by a mean score of 1.87, suggesting a widespread perception of inadequacy in organizational management systems.

Moreover, the data reveals mixed perceptions on the effectiveness of organizational policy-making, with 64.1% disagreeing and 12.8% agreeing, leading to a mean score of 2.44, indicating varying views. Dissatisfaction is also reflected in record-keeping practices, with 20.5% strongly disagreeing and 56.4% disagreeing, resulting in a mean score of 2.03, and suggesting perceived deficiencies.

Furthermore, the data suggests a predominant neutrality regarding whether organization plans adequately address current and future needs, with 64.1% expressing neutrality, and a mean score of 2.85, indicating a lack of clarity. Dissatisfaction is again apparent in the formation of realistic goals, with 74.4% disagreeing, reflected in a mean score of 1.95. Additionally, dissatisfaction is indicated in risk minimization planning, with 12.8% strongly disagreeing and 71.8% disagreeing, resulting in a mean score of 2.03, suggesting perceived deficiencies.

In summary, the Likert scale data highlights areas for improvement in various aspects of organizational planning, design, and management within the context of building facilities in the city. It emphasizes the need for enhanced management systems, policy-making processes, record-keeping practices, goal formation, and risk minimization planning to address the prevailing dissatisfaction and improve effectiveness.

#### 4.10. Strategies for Improvement

**Table 4. 8** Strategies for Improvement

| No | Variable                                                                                  | Categories   | Frequency | Percent (%) | Mean | S.D   |
|----|-------------------------------------------------------------------------------------------|--------------|-----------|-------------|------|-------|
| 1. | Importance of increasing funding for football sports facility maintenance                 | Disagree     | 2         | 5.1         | 4.59 | .818  |
|    |                                                                                           | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                           | Agree        | 6         | 15.4        |      |       |
|    |                                                                                           | Strongly ag  | 29        | 74.4        |      |       |
| 2. | Investing in upgrading and expanding football facility infrastructure                     | Disagree     | 3         | 7.7         | 4.33 | .956  |
|    |                                                                                           | Neutral      | 4         | 10.3        |      |       |
|    |                                                                                           | Agree        | 9         | 23.1        |      |       |
|    |                                                                                           | Strongly ag  | 23        | 59.0        |      |       |
| 3. | Enhancing coordination among stakeholders involved in football sports facility management | Strongly dis | 1         | 2.6         | 4.44 | 1.071 |
|    |                                                                                           | Disagree     | 2         | 5.1         |      |       |
|    |                                                                                           | Neutral      | 5         | 12.8        |      |       |
|    |                                                                                           | Agree        | 2         | 5.1         |      |       |
| 4. | Provide more training and development opportunities for facility management staff         | Strongly ag  | 29        | 74.4        | 4.90 | .307  |
|    |                                                                                           | Agree        | 4         | 10.3        |      |       |
| 5. | Fostering community engagement and support for football facility initiatives              | Disagree     | 2         | 5.1         | 4.67 | .806  |
|    |                                                                                           | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                           | Agree        | 3         | 7.7         |      |       |
|    |                                                                                           | Strongly ag  | 32        | 82.1        |      |       |
| 6. | Implementing cost-effective measures to reduce operational expenses                       | Neutral      | 8         | 20.5        | 4.49 | .823  |
|    |                                                                                           | Agree        | 4         | 10.3        |      |       |
|    |                                                                                           | Strongly ag  | 27        | 69.2        |      |       |
| 7. | Enhancing safety and security measures at football facilities                             | Strongly dis | 4         | 10.3        | 3.74 | 1.229 |
|    |                                                                                           | Disagree     | 3         | 7.7         |      |       |
|    |                                                                                           | Neutral      | 2         | 5.1         |      |       |
|    |                                                                                           | Agree        | 20        | 51.3        |      |       |
|    |                                                                                           | Strongly ag  | 10        | 25.6        |      |       |

*N=39 strongly dis= strongly disagree=1, strongly ag=strongly agree 5 S.D =standard deviation*

The Likert scale data offers valuable insights into the perceptions and priorities surrounding football sports facility management in Jimma city. A strong consensus is evident among respondents, with a significant majority (74.4%) strongly agreeing, supported by a high mean score of 4.59, emphasizing the importance of increasing funding for maintenance. Similarly, there's notable alignment in perceptions regarding infrastructure investment, with 59.0% strongly

agreeing and 23.1% agreeing, leading to a high mean score of 4.33, indicating a collective recognition of the need to upgrade and expand football facility infrastructure.

Furthermore, the data reveals significant consensus (74.4%) strongly agreeing, with a high mean score of 4.44, on the importance of enhancing coordination among stakeholders involved in facility management. Respondents overwhelmingly support the provision of more training opportunities for facility management staff, with 89.7% strongly agreeing, reflected in the high mean score of 4.90, highlighting the perceived importance of ongoing training and development in enhancing management skills.

Moreover, a large majority (82.1%) strongly agrees, with a high mean score of 4.67, on the importance of fostering community engagement and support for football facility initiatives. Additionally, the data indicates a significant consensus (69.2%) strongly agreeing, with a high mean score of 4.49, on the importance of implementing cost-effective measures to reduce operational expenses.

While responses vary, a notable proportion (51.3%) agrees, with the mean score of 3.74, on the importance of enhancing safety and security measures. In summary, the Likert scale data underscores shared priorities among respondents regarding football sports facility management in Jimma city, emphasizing the significance of adequate funding, infrastructure investment, stakeholder coordination, staff training, community engagement, cost-effective measures, and safety enhancements for effective and sustainable facility operations.

#### **4.11. Analysis of interview questions provided by managers, technical staff, football spectator, safety personnel and maintenance.**

- 1. Interview 1:** The respondent was asked what strategies do they employ to ensure smooth operations and effective management of the football facility on match days and majority of them replayed that: discussion with stake holders how things are goes parallel, maintenance checks, Ensure the football facility is well-prepared for match day, and coordinating with relevant stakeholders, Provide staff the roles and responsibilities during match days, ticketing, arranging security personnel, and emergency procedures.
- 2. Interview 2:** The also asked how they prioritize and address the needs of team and fans during home games and answered by saying we try to understand their respective needs,

preferences, and priorities to develop a comprehensive plan and prioritize the needs Prioritize the safety and security

For team's needs: by ensuring that the football facility provides optimal conditions for training, warm-up, and gameplay. By providing playing field, locker rooms, and medical facilities.

For fan's needs: by providing seating, concessions, pre-match events, halftime shows to create a vibrant atmosphere.

For both we provide: safety and security, crowd control strategies, emergency response plans, adequate medical personnel and available facilities, allocate resources, remain flexible and adaptable to changing needs and circumstances.

3. **Interview 3:** We asked them to describe a challenging situation they have encountered in managing the stadium and how they successfully resolved it. They said we faced security problems and emergency cases, and they solved the security problem by requesting additional police forces, and they calmed down the fighting between spectators. Again, in the emergency case, the case was so severe that the prepared emergency staff was quickly taken to the hospital, and they were filled better; unfortunately, there was a chance the player passed away while being taken to the hospital.
4. **Interview 4:** The respondents were asked how they foster a positive and cooperative relationship between the stadium staff, the team, and the local community and majority of them agreed on its importance and they said by establishing channels for open and transparent communication regular meetings, feedback sessions, and communication platforms can facilitate dialogue and collaboration between the stadium staff, the team, and the local community. Actively engage with the local community by organizing events, outreach programs, and community service initiative. Involve community members in stadium activities and decision-making processes to foster a sense of ownership and belonging. Encourage interaction and collaboration between the stadium staff and the team members. Joint training sessions, team-building activities, and social events can help build rapport and mutual respect.
5. **Interview 5:** For the question they asked what measures do they take to ensure the safety and security of players, staff, and spectators during events at the stadium; majority of them said

by employing trained security personnel, surveillance systems, covering entry points, seating areas, critical areas of the stadium, including , and perimeter fences, ticketing systems, turnstiles, and bag checks to prevent unauthorized access and ensure the safety of all attendees. Emergency response preparedness including medical emergencies, fires, severe weather, and security incidents and collaboration with authority's local law enforcement agencies, fire departments, and emergency medical services. Coordinate response efforts and share

6. **Interview 6:** For the question they are asked how they approach budgeting and financial management for stadium operations and maintenance; majority of them said by conducting a thorough assessment of the stadium's operational and maintenance needs. Identify key areas that require funding, such as facility maintenance, staffing, utilities, security, and equipment upgrades then determine the overall budget for stadium operations and maintenance, as well as specific allocations for different categories of expenses then allocate resources wisely to ensure that funds are utilized efficiently and effectively. Identify opportunities to reduce costs and optimize spending without compromising the quality of stadium operations or maintenance. Allocate sufficient funds for routine maintenance tasks, repairs, and upgrades to prevent costly breakdowns while exploring for revenue generation.

#### 4.12. Observation checklist analysis

**Table 4.9.** Observation analysis

| ITEMS                                                                                      | Poor | Fair | Good |
|--------------------------------------------------------------------------------------------|------|------|------|
| <b>1. Facility Maintenance</b>                                                             |      |      |      |
| 1.1. Field Condition (grass quality, presence of debris, levelness)                        | ✓    |      |      |
| 1.2. Goalposts and Nets (damage, stability)                                                |      | ✓    |      |
| 1.3. Spectator Seating (benches, stands)                                                   | ✓    |      |      |
| <b>2. Facility Operations</b>                                                              |      |      |      |
| 2.1. Staff Presence for managing the facility                                              | ✓    |      |      |
| 2.2. Frequency of Use (number of matches, practices, events)                               |      | ✓    |      |
| 2.3. Adherence to Maintenance Schedule (grass cutting, line painting)                      |      | ✓    |      |
| 2.4. Efficiency of Operations (timeliness in setting up for events, handling of equipment) |      | ✓    |      |
| <b>3. Crowd Management</b>                                                                 |      |      |      |
| 3.1. Capacity and utilization of the facility during events                                |      | ✓    |      |
| 3.2. Crowd Control Measures (security personnel, barriers)                                 |      |      | ✓    |
| <b>4. Equipment and Facilities</b>                                                         |      |      |      |
| 4.1. Availability of equipment (balls, goalposts, corner flags)                            |      |      | ✓    |
| 4.2. Accessibility of amenities (drinking water, medical supplies)                         |      | ✓    |      |
| 4.3. Presence of amenities for players and spectators (shelters, seating)                  | ✓    |      |      |

As the observation checklist reveals a comprehensive assessment of various facets crucial to facility management. Overall, the facility maintenance appears to be fair, with noticeable improvements needed in field condition and goalposts/net stability. Facility operations are commendable, with good staff presence and adherence to maintenance schedules. Crowd management and equipment/facilities availability are also rated good, indicating effective utilization and provision of necessary resources. Consider addressing the identified areas for improvement to enhance overall facility quality and user experience.

#### 4.13. Discussion

For the sec of rehearsing this study was aimed to assess the football sport facility management at the Jimma City Stadium. With specific objectives of identifying the general perception of football sports facility management among Jimma City Stadium spectators, investigating the challenges faced in managing the football sports facility at the stadium, examining the impact of

stakeholder involvement in the management aspect of the Jimma City Stadium, and suggesting strategies for improving sports facility management in the stadium.

From the analyzed data the key findings are categorized in to five these are; General Perception of Sports Facility Management; under this the survey results indicate concerning levels of disagreement regarding the effectiveness of sports facility management, particularly in areas such as maintenance, meeting community needs, and promptness in addressing issues. This can result in deteriorating infrastructure, decreased community engagement, diminished user experience, loss of revenue and sponsorship, health and safety risks, and reputation damage. This idea also highlighted in (Madden & Snyder, 1998) as “the safety of facility event attendees, patrons, spectators and event participants is of primary concern to the facility manager .If a facility manager does not keep the facility safe, injuries to attendees, patrons, spectators, and event participants are bound to occur.”

The second one is Challenges of Football Sports Facility Management and major founded challenges are high agreement rates on Limited resources, insufficient infrastructure, coordination challenges among stakeholders, and high operational costs underscore the significant hurdles faced by sports administrators in managing the stadium effectively, and challenges in maintaining and upgrading facilities to meet the evolving needs of the sports community. Lack of coordination and, resource and infrastructure may be due to negligence of administrators while they solve problem easily by finding for sponsors from government or NGOs this ultimately hinder the overall effectiveness and sustainability of sports facility management. As (A. Seidler et al., 1999) carelessly performing a duty or carelessly failing to perform a duty (negligence) that results in injury to participant or damage to property and overall management.

The other Strategies for Improvement majority of them gave their idea as increasing funding, infrastructure investment, providing more training opportunities for staff and enhancing stakeholder coordination implementing cost-effective measures, and enhancing safety and security measures are essential for overcoming these challenges. To effectively improve the challenges making stake holder accountable for their negligence activity is important action. This is also supported by (Dujardin et al., 2001) making accountable for the duty for provided stake

holder; were beneficial for Adequate instruction/supervision, proper equipment and/or facilities, Reasonable selection or matching of participants.

Again, strategies for effective management match days the key findings are to align goals, conduct maintenance checks, coordinate with relevant parties, and assign clear roles and responsibilities to staff, and manage ticketing, security, and emergency procedures efficiently. According to (Simpeh & Shakantu, 2019). FM balances strategic, technical, and operational activities; therefore, one must be aware of the operational activities of an organization and have a solid grasp of both management and facilities knowledge in order to achieve a conducive facility/place. Facility management is process of planning, administering, coordinating, and evaluating the day to day operations of a facility (Parks et al., 2007)

Prioritizing the needs of teams and fans during home games, resolving challenging situations promptly, fostering positive relationships with the community, ensuring safety and security during events, and implementing sound budgeting and financial management practices are essential for enhancing the overall sports facility management experience.

Lastly from analysis of Stakeholder Involvement we found involving community members in decision-making processes, enhancing safety measures, and fostering collaboration with local authorities, sports administrators can create a secure and inclusive space for players and spectators alike. This findings closer to finding of (Amaratunga & Baldry, 2003) all levels of facility managers need organization-wide integration.

The limitations of this study, it is important to note that focusing solely on one stadium may restrict the applicability of the findings to other sports facilities. The small sample size of participants could limit the depth of insights gained, while the reluctance of some respondents to provide candid feedback may have introduced bias.

To address these limitations, future research should consider diversifying case studies across multiple facilities, increasing sample sizes, encouraging participant engagement, exploring various stakeholder perspectives, and conducting longitudinal studies to assess the impact of management practices over time. These recommendations aim to enhance the understanding of sports facility management and contribute to the development of effective strategies and best practices in the field.

## CHAPTER 5

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1. Summary

This study was aimed to assess Football Sport Facility Management of Jimma City Stadium with the specific objectives of:

- ✓ Identifying general perception of football sports facility management Jimma City stadium spectators
- ✓ Finding-out Challenges of Football Sports Facility Management Jimma City stadium
- ✓ Investigating the impact of stakeholder's involvement in management aspect of Jimma City stadium
- ✓ Suggesting strategies for improving sports facility management in Jimma City Stadium

The study was conducted in Jimma stadium in Jimma town, Oromia Ethiopia by utilizing a mixed research approach with a triangulation research design.

The data were collected by using primary data sources such as questionnaires, interviews, and observations from a diverse set of participants including managers, officials, coaches, players, staff, and spectators. The study employed a purposive sampling technique with a sample size of 60 respondents. Data analysis involved both quantitative and qualitative techniques, IBM SPSS V.26 and thematic analysis are used for quantitative and qualitative data analysis respectively with key findings categorized into areas such as general perception of sports facility management, challenges faced, strategies for improvement, stakeholder involvement and management aspect.

The key findings are as the following from each category: demographic characteristics of respondent.

- ➡ Effectiveness of sports facility management: 51.3% of respondents strongly disagreed 12.8% of respondents disagreed with mean score 2.36 this indicates poor fm.

- Maintenance of sports facilities: 76.9% of respondents strongly disagreed mean score 1.51 indicates sports facilities are not maintained properly
- Meeting the needs of sports communities: 74.4% of respondents strongly disagreed, mean score: 1.33. This highlights the need of community is not satisfied
- Condition of grounds and playing surfaces: 87.2% of respondents strongly disagreed with mean score 1.13 implies the playing surface is not suitable for sport activity.
- Financial constraints: 87.2% of respondents strongly agree with mean score 4.85 this high mean indicates there is high financial problem.
- Insufficient infrastructure and facilities: 41.0% of respondents strongly agree with mean score 3.6 means there is inadequate infrastructure and facilities in stadium.
- Increasing funding for maintenance infrastructure investment, enhancing coordination among stakeholders, providing more training opportunities for staff, fostering community engagement and support, implementing cost-effective measures, enhancing safety and security measures, volunteer participation and effectiveness of planning, design the are the points almost all respondents are agree with the strategy to overcome raised challenges.
- Strategies for smooth operations and effective management on match days are maintenance checks and preparation of the football facility, providing staff with roles and responsibilities and managing ticketing, security personnel, and emergency procedures.
- Prioritizing and addressing needs of teams and fans during home games by understanding and prioritizing needs, preferences, and priorities, providing seating, concessions, and entertainment for fans and emphasizing safety, security, and flexibility to adapt to changing circumstances.
- Resolving challenging situations by addressing security problems by requesting additional police forces, handling emergency cases with quick response and medical attention.
- Fostering positive relationships by establishing open and transparent communication channels, engaging with the local community through events and outreach programs, involving community members in decision-making processes and encouraging interaction and collaboration between staff, team, and community

To sum up the above are the finding obtained from specially Likert scale questionnaire, interview and observation and more than 60 respondents are participated from Sport administration Football coaching staff, Football players, Football spectator, Jimma city administration, and Safety personnel and maintenance.

## **5.2. Conclusion**

The study conducted at Jimma City Stadium highlighted significant challenges in football sports facility management, including poor maintenance, inadequate infrastructure, financial constraints, and a lack of community satisfaction. Stakeholder involvement was identified as a key factor in addressing these challenges. The findings underscore the urgent need for strategic improvements to enhance the overall management and experience at the stadium. By implementing targeted strategies and fostering collaboration among stakeholders, the management of Jimma City Stadium can be transformed to meet the needs of the sports community and ensure a sustainable and successful future.

## **5.3. Recommendation**

Based on the findings of the study, the following recommendations are proposed to improve the sports facility management at Jimma City Stadium

- ❖ The stake holder of the project should increase funding for maintenance and infrastructure investment to address the poor condition of the facilities.
- ❖ The stake holder should enhance coordination among stakeholders to ensure effective management and address the identified challenges.
- ❖ The concerning body should provide more training opportunities for staff to improve their skills and enhance the overall management of the facility.
- ❖ The city administration and sport office should work together to foster community engagement and support to meet the needs of the sports community and enhance satisfaction.
- ❖ The city administration should work more on enhancing safety and security measures to create a safe environment for spectators and participants.
- ❖ The coach, player and technical staff should improve planning and design processes to ensure smooth operations and effective management during events.

❖ The federal sport federation give concentration for the Jimma city stadium facility and held maintenance that needs more budget than the capacity of Jimma zone and sponsors

By implementing these recommendations, it is expected that the overall management of the football sports facility at Jimma City Stadium were enhanced, leading to improved satisfaction among spectators, participants, and stakeholders.

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## APPENDIX A

JIMMA UNIVERSITY

SPORT ACADEMY

DEPARTMENT OF SPORT SCIENCENCE

### INTRODUCTION AND CONSENT

#### Dear Respondents!

This questionnaire is designed to collect data for the study aimed at assessing the football sport facility management of Jimma city stadium. Your responses are confidential and are not used for any other purpose rather than this study. Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the research paper.

I agree to participate ☐ I don't agree to participate. ☐

**Thank you in advance for your cooperation.**

#### General Direction

1. No need to write your name.
2. Try to answer every question according to the instruction provided.

#### Section I: General Background Information of Respondents

Indicate your response either by marking (x) inside the boxes or by writing short answers on the space provided.

1. City/Town \_\_\_\_\_
2. Sex: Male ☐ Female ☐
3. Age: Below 30 ☐ 30-39 ☐ 40-50 ☐ 51-60 ☐
4. Educational level: Diploma ☐ BA Degree ☐ MA and above ☐
5. Work experience (in years): 0-5 ☐ 6-10 ☐ 11-15 ☐ Above 15 ☐
6. Your field of study Management and related fields ☐ Leadership ☐ Sport ☐  
management/ sport science ☐ Others ☐
7. Position: Experts ☐ Team Leader ☐ Leader of the office ☐

## Section II

Rate your agreement by putting (✓) mark on your Choice. Questions are designed to measure your feeling on the study of sport facility management rating scale: strongly disagree, disagree, neutral, agree, and strongly agree.

| <b>Sport facility management</b>                                                                                                         | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| <b>1. General Perception of Sports Facility Management</b>                                                                               |          |          |          |          |          |
| 1.1 The practice of sports facility management in Jimma city is effective?                                                               |          |          |          |          |          |
| 1.2 The sports facilities in Jimma city are well-maintained and adequately equipped                                                      |          |          |          |          |          |
| 1.3 The management of sports facilities in Jimma city effectively meets the needs of various sports communities.                         |          |          |          |          |          |
| 1.4 The maintenance staff at the football sport facility promptly addresses any issues or repairs needed within the facility.            |          |          |          |          |          |
| 1.5 The football sport facility management prioritizes sustainability and environmentally friendly practices in its maintenance efforts. |          |          |          |          |          |
| 1.6 The maintenance staff at the football sport facility are knowledgeable and skilled in handling equipment and repairs.                |          |          |          |          |          |
| 1.7 The grounds and playing surfaces at the football sport facility are well-maintained and safe for use.                                |          |          |          |          |          |
| <b>2. Challenges of Football Sports Facility Management</b>                                                                              |          |          |          |          |          |
| 2.1 Lack of funding for football sports facility maintenance.                                                                            |          |          |          |          |          |
| 2.2 There is inadequate infrastructure for football facilities                                                                           |          |          |          |          |          |
| 2.3 There is poor coordination among stakeholders in football sports facility management.                                                |          |          |          |          |          |
| 2.4 There is insufficient training and development opportunities for facility management staff.                                          |          |          |          |          |          |
| 2.5. There is limited community engagement and support for football facility initiatives.                                                |          |          |          |          |          |
| 2.6 There is high operational costs for maintaining football facilities                                                                  |          |          |          |          |          |
| 2.7 There are a lot of challenges in ensuring safety and security at football facilities.                                                |          |          |          |          |          |
| <b>3. Strategies for Improvement</b>                                                                                                     |          |          |          |          |          |
| 3.1 Increase funding for football sports facility maintenance.                                                                           |          |          |          |          |          |
| 3.2 Invest in upgrading and expanding football facility infrastructure                                                                   |          |          |          |          |          |
| 3.3 Enhance coordination among stakeholders involved in football sports facility management                                              |          |          |          |          |          |
| 3.4 Provide more training and development opportunities for facility management staff.                                                   |          |          |          |          |          |
| 3.5 Foster community engagement and support for football facility initiatives.                                                           |          |          |          |          |          |
| 3.6 Implement cost-effective measures to reduce operational expenses.                                                                    |          |          |          |          |          |
| 3.7 Enhance safety and security measures at football facilities.                                                                         |          |          |          |          |          |
| <b>4. Stakeholder Involvement</b>                                                                                                        |          |          |          |          |          |
| 4.1 Actively participate in volunteer programs for facility maintenance.                                                                 |          |          |          |          |          |

|                                                                                                                      |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 4.2 Advocate for increased funding and resources for football facility improvement.                                  |  |  |  |  |  |
| 4.3 Collaborate with local authorities and sports organizations to organize community events at football facilities. |  |  |  |  |  |
| 4.4 Provide feedback and suggestions for enhancing the user experience at football facilities.                       |  |  |  |  |  |
| 4.5 Support initiatives that promote inclusivity and accessibility in football sports.                               |  |  |  |  |  |
| <b>5. Management aspect</b>                                                                                          |  |  |  |  |  |
| 5.1 The planning, design and management of building facility in the city is effective                                |  |  |  |  |  |
| 5.2 Is there good management system in your organization on sport facility                                           |  |  |  |  |  |
| 5.3 The effectiveness of your organization on policy making is good                                                  |  |  |  |  |  |
| 5.4 The effectiveness of your organization on record keeping for security and storage of equipment is good.          |  |  |  |  |  |
| 5.5 As your organization plan does the facility take into account current and future needs?                          |  |  |  |  |  |
| 5.6 Do you have effective formation of realistic goal on facility management plan                                    |  |  |  |  |  |
| 5.7 As your organization the risk minimization plan is effective                                                     |  |  |  |  |  |

**THANK YOU!**

## **APPENDIX B**

### **Interview questions.**

1. What strategies do you employ to ensure smooth operations and effective management of the football facility on match days?
2. How do you prioritize and address the needs of both the team and the fans during home games?
3. Can you describe a challenging situation you've encountered in managing the stadium, and how you successfully resolved it?
4. How do you foster a positive and cooperative relationship between the stadium staff, the team, and the local community?
5. What measures do you take to ensure the safety and security of players, staff, and spectators during events at the stadium?
6. How do you approach budgeting and financial management for stadium operations and maintenance?

**THANK YOU!**

## APPENDIX C

### Observation checklist

| ITEMS                                                                                      | Poor | Fair | Good |
|--------------------------------------------------------------------------------------------|------|------|------|
| <b>1. Facility Maintenance</b>                                                             |      |      |      |
| 1.1. Field Condition (grass quality, presence of debris, levelness)                        | ✓    |      |      |
| 1.2. Goalposts and Nets (damage, stability)                                                |      | ✓    |      |
| 1.3. Spectator Seating (benches, stands)                                                   | ✓    |      |      |
| <b>2. Facility Operations</b>                                                              |      |      |      |
| 2.1. Staff Presence for managing the facility                                              | ✓    |      |      |
| 2.2. Frequency of Use (number of matches, practices, events)                               |      | ✓    |      |
| 2.3. Adherence to Maintenance Schedule (grass cutting, line painting)                      |      | ✓    |      |
| 2.4. Efficiency of Operations (timeliness in setting up for events, handling of equipment) |      | ✓    |      |
| <b>3. Crowd Management</b>                                                                 |      |      |      |
| 3.1. Capacity and utilization of the facility during events                                |      | ✓    |      |
| 3.2. Crowd Control Measures (security personnel, barriers)                                 |      |      | ✓    |
| <b>4. Equipment and Facilities</b>                                                         |      |      |      |
| 4.1. Availability of equipment (balls, goalposts, corner flags)                            |      |      | ✓    |
| 4.2. Accessibility of amenities (drinking water, medical supplies)                         |      | ✓    |      |
| 4.3. Presence of amenities for players and spectators (shelters, seating)                  | ✓    |      |      |