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## EFFECTS OF RISK AVOIDANCE STRATEGIES ON TRIPLE BOTTOM LINE OF FOOTBALL EVENTS IN NAIROBI COUNTY, KENYA

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### ABSTRACT

Football organizations have been facing various challenges in Kenya ranging from management problems and event security threats which have been addressed in various continents. However limited has been done to address these challenges in Kenya. Triple bottom line (TBL) measures are critical to any organization and paramount for successful planning and organizing of sports events in today's world. The link between risk avoidance strategies and TBL measures of football events seems to be unclear in Kenya. Furthermore, literature related to risk avoidance strategies that need to be put in place to ensure TBL of football events in Kenya are limited. The main objective of this study was to determine the effects of risk avoidance strategies on Triple Bottom Line of football events in Nairobi County, Kenya. The hypothesis of the study was that Risk Avoidance Strategies do not significantly affect TBL of football events in Nairobi, Kenya. The target population was 882 football stakeholders that comprised Federation of Kenya Football (FKF) organizers, Kenya Premier League (KPL) organizers, officiators, footballers and cheer leaders/fans out of which 268 formed the sample size. Instruments for collecting data included self-administered questionnaires, interview schedules and observation check list. Ten (10) managers of sports management bodies and administrative bodies were interviewed. The study employed both descriptive and explanatory research designs. Simple random sampling and stratified sampling techniques were used to select respondents to participate in the study. Data was analyzed using both descriptive statistics (frequencies, mean and standard deviation) and inferential statistics (linear multiple regression). Hypothesis was tested using T-test. Instruments subjected to Cronbach's Alpha were all reliable at a level of 0.7. The findings of this study based on the Risk Avoidance hypothesis revealed that risk avoidance strategies ( $p < 0.57$ ) had a significant effect on TBL and it was accepted.  $R^2$  value was 0.471 which means the independent variables explained 47% variation in the dependent variable. The study concludes that risk avoidance strategies do not significantly affect TBL of football events. The study, therefore, recommends that football organizations should not invest in risk avoidance measures such as paying officiators and referees promptly as well as marking football pitch with barriers as effective ways of avoiding risks. The findings from this study may benefit the Ministry of Sports, Culture and Arts, Football organizing bodies such as Federation of Kenya Football, Kenya Premier League and other football stakeholders in formulation of policies aimed at managing and minimizing risks of football events. In addition sports management bodies need to sensitize football stakeholders on various risks that arise in football events. The findings from this study may benefit the Ministry of Sports, Culture and Arts, Football organizing bodies such as Federation of Kenya Football, Kenya Premier League and other football stakeholders in formulation of policies aimed at managing and minimizing risks of football events.

Key words: Risk Avoidance Strategies, Triple Bottom Line.

## INTRODUCTION

Risk avoidance involves changing the project plan to eliminate the risk or the condition that causes the risk in order to protect the set objectives from its impact. This may be either by eliminating the source of risk within a project or by avoiding the project (Merna, 2004). If the risk has significant impact on the project, the best solution is to avoid it by changing the scope of the project or, worst scenario, cancel it. Accordingly, Kerzner (2001) defines risk control as an art or practice of dealing with risks which could affect the best practices in an organization and hinder its potential towards achieving their set objectives.

Triple Bottom Line (TBL) brings out the idea that the operation and performance of a given organization or company be measured based on the overall impact it has towards the environment, social capital and economic prosperity (Green Paper 2001). Triple Bottom Line was used for the first time in 1994 by John Elkington in an article in California Management Review and was expanded and explained thoroughly in 1998 in a book entitled *Cannibals with Forks: the Triple Bottom Line of 21st Century Business* (Gnap, 2012). Elkington argued that organizations should be formulating three different (and quite discrete) bottom lines; first, is the traditional measure of corporate profit; which explains the profit and loss account, second being the one for the organization's 'people account', which is a measure in some shape or form of how socially responsible an organization has been throughout its operations. The third one is the bottom line of the company's 'planet' account, which means measuring how it has impacted the environment (Hindle, 2008).

The Triple Bottom Line strategies could be applied to achieve effective risk management for sustainable football events in Kenya (Gonzalez and Vicente, 2015). According to Savitz (2006), the Triple Bottom Line captures the essence of sustainability by measuring the impact of an organization's activities on the world, including both its profitability and shareholder values and its social, human and environmental capital.

### 1.2 Statement of the Problem

Football remains the most popular spectator sport in the world. About 250 million licensed players in 204 countries are registered with Federation of International Football Associations (FIFA, 2001). The sport has risks of physical injury, hooliganism, corruption deals and inadequate physical resources (Ekblom, 1986; Reilly, 2000). Adang and Brown (2008) cite football hooliganism in Europe as a dangerous risk situation that may lead to use of firearm and pepper sprays in controlling it. Pick pocketing and theft, drug dealing, distribution of fake tickets and sale of fake merchandise are also cited as major economic risks at Olympic and World Cup football events (Jennings and Lodge, 2009).

Consequently, Football organizations around the world have employed various strategies to minimize such negative incidents. Some of the strategies are training of officiators, crowd management and taking security and safety measures during football events. However, despite such measures, these incidents still occur frequently. For example, violence in Kenya during football events has resulted in perceived poor officiating, poor coaching and lack of control of fans (Disanto, 2013; Oloo, 2013; Wandera, 2013).

Based on the above issues, it could be an indicator that strategies such as Fairness of Referees, management of crowd and motivation strategies, if enforced by football organizers could ensure effective Triple Bottom Line of football events in Kenya, hence the need to address and possibly seek solutions to alleviate the problems. Therefore, this study seeks to examine the effects of risk management strategies on Triple Bottom Line of football events in Nairobi County, Kenya.

### 1.3 Purpose of the Study

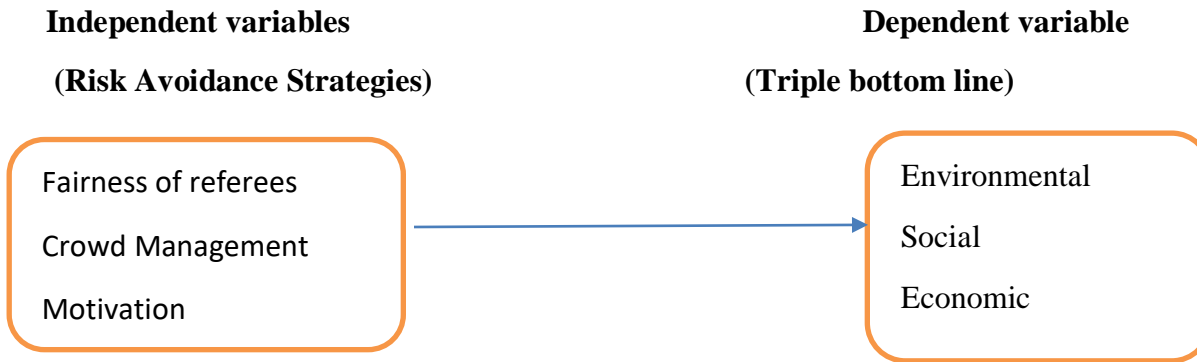
To examine the Effects of Risk Avoidance Strategies on Triple Bottom Line of football events in Nairobi County, Kenya.

### Objectives of the Study

To examine the extent to which risk avoidance strategies affect Triple Bottom Line of football events in Nairobi County, Kenya.

## 2.6 Conceptual Framework

The conceptual framework depicted in (figure 2.1) models the relationship between risk avoidance strategies and Triple Bottom Line. The independent variables in the study were risk avoidance strategies defined by fairness of referees, crowd management and motivation.



Source: (Modified from (O'Brien, 2007; Gonzalez and Vicente, 2015))

## LITERATURE REVIEW

### Risk Avoidance Strategies

Risk is an integral part of any business, including football. According to Nieman *et al.*, (2003) risk avoidance means not investing in a new venture or in an existing venture. Accordingly, football organizers must be ready for risks when organizing football events. Risk avoidance strategies include fairness of referees, crowd management and motivation. Proactive Triple Bottom Line initiatives are an opportunity for organizations to differentiate themselves as leaders in the industry, the environment and the society and ensuring long-term business success (Deloitte, 2007).

According to Gray and Larson (2006) and Event Management Body of Knowledge-EMBOK-(2000), risk can be avoided by changing the plan to eliminate the risk or conditions that create the risk. However, risks that prove to be only treatable or containable to an acceptable level should be terminated (HM Treasury document, 2004). This option should be considered when it becomes clear that the projected cost/benefit relationship is in jeopardy.

Refereeing Strategies, if well employed, are crucial in averting risks that could be fatal if not finely executed. Football referees are common figures in the game of football and they occupy a sensitive and important position for the smooth functioning of football events. It is therefore very important for them to be fair when officiating football events to avoid chaos that may arise (Groot, 2005; Baldwin, 2008) thus their poor officiating can cause financial and psychological damage to various clubs, their proprietors, fans and individual players.

Groot (2005) observes that there are numerous occasions during a match that the referee or his assistants can decide to favor one team over the other. The favors include awarding offside whether a goal is scored or not, awarding a penalty or not and giving a yellow or red card without valid reason (Sutter and Kocher, 2004; Gobbard, et al., 2007). Thus there is a need for referees to follow correct processes in making just decisions when officiating football events (Niehoff and Moorman, 1993). In Kenya, as seen above, there is a risk of hooliganism when refereeing is perceived to be poor (Wandera, 2013).

Effective use of verbal and non-verbal communication by referees and assistant referees could avoid risky decisions that could trigger hooliganism during and after football events (Baer, 1990; Steel, 1993; Evans, 1994; Bar-Eli *et al.*, 1995); Australian Coaching Council, 1996; Dickson, 2000; Folger and Cropanzzo, 2001). A referee who maintains a calm manner when communicating a decision in complex game situations conveys a sense of control and maturity (Anshel, 1989).

Crowd management strategies are vital in minimizing risks that can be caused in large gatherings similar to those witnessed in football events. A crowd is a large group of people that may be defined through a common purpose or set of emotions such as at sports events and political rallies (Powell, 1994). Crowds are defined by their shared emotional experiences like those witnessed during sports events, especially football (Price, 2003). According to Reicher (1984), crowds give rise to a sense of power which allows members to express their identity even in the face of external opposition.

Football violence can be traced back to the 14th century in England when King Edward 11 reportedly banned football activities because he believed the disorder surrounding matches might lead to social unrest (Kwalimwa, 2014). A major cause of crowd violence is fans' rivalry which leads to crowd disaster in a football stadium, resulting in deaths, injuries or damages (Carter *et al.*, 1989). For instance, in 1985 there was fans' rivalry witnessed between Liverpool of England and Juventus of Italy at Heysel Stadium in Brussels, Belgium. This led to a disaster in which 39 people died and 600 were injured (Powell, 1994).

The concept of crowds and their individual and group behaviors are examined with the various psychological aspects of the individual being discussed, as well as the overall psychological dimensions of the crowd (Kingshott, 1993). Disanto (2013) observes that failure by the police to create a buffer zone between fans of competing teams could lead to possible hooliganism and physical confrontation between fans of the competing teams. According to Fried (2005) managers should be concerned with alcohol related indiscipline problems among fans, which could pose risk to sustainability of football events. The National Collegiate Athletic Association-NCAA-(2008) proposes that coaches, referees and assistant referees should be empowered to stop a game when the safety of participants and fans is compromised, through rowdy crowds.

Fining a stakeholder responsible for group/crowd indiscipline is a measure that could help ensure risk management strategies and sustainability for football events. Juma (2013) reports of a football event in Kenya involving Kenya National Team and Guinea Bissau National Team where FKF was fined one million shillings over crowd trouble when Kenyan players protested a goal scored by Guinea Bissau and a Kenyan goal keeper confronted the match referee.

Overcrowding in football events is also noted as being the cause of disaster in football stadiums (Dimmock and Grove, 2005). More than 93 people lost their lives and over 200 others injured at Hillsborough stadium at Sheffield, England, in 1989 (The Hillsborough Stadium Disaster, 1989). At some point, a larger group of fans struggling to enter the stadium caused police to open all gates in order to control crowd pressure. However, instead of controlling it, the sudden force caused by fans led them into enclosed terraces, creating critical overcrowding (The Hillsborough Stadium Disaster, 1989).

A similar scenario happened in 1985 where 30 people were injured while 10 others lost their lives in Mexico City (Bralley, 2007). In 1981 24 soccer fans were killed in Athens Stadium in Greece and in Bangladesh 100 people were seriously injured when fans rampaged at a tense Bangladesh League match (Ayari, 2011; Kwalimwa, 2014). In 1988 in Katmandu, Nepal, more than 100 people died and 700 were injured. In African continent, such cases were experienced in Egypt in 2012, where 74 people died and several were injured in Cameroon when fans rioted in June after a draw with Senegal (Hussein, 2012; Ayari, 2011). On 23<sup>rd</sup> October 2010 five Kenyan fans were trampled to death and many others injured in a stampede at Nyayo National Stadium, Nairobi. The stampede was due to overwhelming number of spectators entering the stadium. The stadium ended up being banned from hosting FIFA events until safety measures were in place. All these incidents greatly affect Triple Bottom Line of football events, hence the need for management strategies towards avoiding them.

In view of the large crowds that attend football events, the potential of crowd trouble is often high, especially looking at the large crowds that attend football events (Powell, 1994). Powell also noted that, in football arenas and other sports related areas, stampedes, fires, bombs, heat exhaustions, stage's collapsing, overcrowding and rioting are experienced thereby leading to thousands of deaths and injuries every year globally. FIFA (2008) observes that dangerous crowding can arise if fans force their way into a football stadium that is already full to the capacity or almost full by either jumping or breaking through the fence.

To avoid this risk, boundary walls, fences and gates should be of the appropriate height and strength to prevent fans from jumping and need to be monitored by either police men or CCTV cameras (FIFA, 2008).

The layout of football stadiums, design of circulation routes and design and location of facilities can have a fundamental influence on crowd behavior. In order to achieve sustainable football events, small entrances or a limited number of turnstiles may control crowd flow into cramped areas, but may result in dangerous build-ups on the other hand (Powell, 1994).

During football events, visitors familiar with a venue are likely to use known routes to favorite viewing points and may persist in doing so even if the routes are closed. Those who do not know a venue may block routes while deciding which way to go. In an emergency, people often leave by the way they know best even if it appears more dangerous (Powell, 1994). Crowd trouble can also be caused by injuries or violence in the football stadiums which may be as a result of steep slopes, locked gates, convergence of several routes into one and uneven or slippery flooring of steps (Taylor, 1989).

According to Young (2002), the primary crowd management objectives are the avoidance of critical crowd densities and the triggering of rapid group movement. Crowd management must take into account all the elements of a football event in order to ensure Triple-Bottom Line is observed. Such elements may include the stadium capacity, methods of entrance, communication, crowd control and queuing (Wann, 2006). Crowd management need to be encouraged in order to control violence during football events. For instance, during a field experiment into rioting and police intervention, Kreveld *et al.* (1991) found that accountability and group norms made important contributions to the overall understanding of crowd behavior. Accordingly, if nonviolent

Accordingly, if nonviolent norms are made salient, the chances of escalation of any conflict between police and crowd members can be reduced. It was therefore found that perceived accountability was proved to be related to a heightened public self-awareness, a less extremely positive evaluation of fellow crowd members and less intergroup differentiation.

Most major crowd disasters in football events can be prevented by simple crowd management strategies (Garland and Rome, 2000). Therefore football organizations should critically redefine the roles of all football stakeholders to ensure sustainable football events, improve the quality of the advance intelligence and the effectiveness of the planning process. Imposing of stricter rules and legal provisions that prevent trouble-makers from entering the stadium for a period of time is also a measure that can reduce crowd disaster (Garland and Rome, 2000).

According to Ashihundu (2014), club fans found guilty of causing a match to end before 90 minutes should be arrested and charged in a court of law. Units on safety and security in liaison with the higher security organs in the country should be set up. Stadiums which do not achieve the minimum safety standards for hosting a League match should be suspended. For example, Gor Mahia Football Club lost its sponsorship by Super Sport Limited which terminated live broadcast of matches involving the club due to safety concerns. Kenya Premier League officials' also suspended use of Thika, Bukhungu and Chemelil stadiums until those stadiums achieved the minimum safety standards (Nyende, 2011).

Motivation, as a risk avoidance strategy, has been a common topic in psychology and recreation for several decades and more recently an integral part of research related to sports as it influences persistence, learning, and performance (Beaudion, 2006; Duda, 1989). If football officiators and players are well motivated, they will help in ensuring sustainable football events through maintaining law and order. Poor turn up of team supporters not only kills the morale of the players but also translates to poor pay to the footballers. The increasing emphasis on rewards such as money, power (authority), and prestige are important resources of motivation. People are socialized to have these resources because they are motivators to Triple Bottom Line of football events (Weber, 1968).

The introduction of an emphasis on rewards set up the conditions for sport becoming more like work than play, hence boosting Triple Bottom Line (Alt, 1983; Adler and Adler, 1996; Andrews, 1996; Armstrong, 1996 and McDonald, 1996).

However, Onwumehilia (2014), points out that withholding of wages and bonuses is a possible cause of demotivation and violence by footballers towards football administrators. Poorly paid footballers also contribute to the poor performances of teams. This leads to fans directing their anger to the team management and boycotting further matches. Omollo (2015) cites a situation in Kenya where the Kenya's National Team players' allowances and air tickets were delayed when they were to travel to Cape Verde to play against her National Team. Avoiding such incidents would help motivate players and prevent risks during management for Triple Bottom Line of football events.

## 2.5 Theoretical framework

For the sociology of sport to advance, a theory of sport needs to be developed. The propositions are tied to more abstract propositions within exchange and conflict theory. These propositions form a foundation upon which a more comprehensive theory of sport can be built.

### Tie to Exchange and Conflict Theory

The study adopted Tie to Exchange and Conflict Theory. According to this theory, there are a number of exchange relationships that are formed between stakeholders such as athletes, fans, coaches, and team owners (Snyder and Spreitzer, 1989). The theory focuses on intrinsic and extrinsic rewards that enhance achievement of satisfaction among stakeholders in sports, including football. Conflict in football could occur when the custom of mutual benefit (exchange relationship) is broken (Turner, 1991).

This is because sports has potential for conflict whenever needs of stakeholders are unmet. Extrinsic rewards include money, prestige and power, which are scarce resources. Once players become aware of scarce resources, then those who miss the rewards may not question the legitimacy of the organization or management plans.

## METHODOLOGY

### 3.1 Research Design

The study employed descriptive and explanatory research designs. This enabled the researcher to find out the extent to which risk avoidance strategies affect Triple Bottom Line of football events in Nairobi, Kenya. The research design also allowed the researcher to use inferential statistics to establish the significant relationships between the dependent and the independent variables in the presentation of the results of this study through description of data results. The study was undertaken in Nairobi County, which is the capital and largest city of Kenya. The study targeted 882 employees of FKF and KPL working at the headquarters in Nairobi County and ten managers as key informants of two sports management bodies and two administrative bodies.

The study employed stratified and simple random sampling. Stratified sampling was used to stratify the football organizers according to their specific roles. Simple random sampling was used where respondents were selected using randomizing computer software that gave all the respondents equal opportunity of answering questions because it was assumed they all had the capacity to respond well. Primary data was acquired by the researcher using questionnaires which were administered to the respondents in person while secondary data was collected through literature review and from other documents such as strategic plans and journals. The researcher also used interview schedule and observation check list. Interview respondents were selected based on those who were willing to be interviewed. The researcher also asked for referrals on which people to interview. Based on observation, the researcher availed herself in the stadium during the match to oversee what the organizations were doing to manage risks to be able to establish if really their techniques were helping in Triple Bottom Line of football events and at this stage the researcher engaged players in informal discussions.

### 3.6 Reliability and Validity of Instruments

Reliability was measured using the Cronbach's Alpha at a level of 0.7%. Content validity was used to help the researcher know what exactly is done at the stadium by football management in terms of ensuring sustainable football events. The content validity was achieved by ensuring relevance of the research results with theoretical approaches and literature reviews (DuPlooy, 2002). To ensure content validity, the researcher reviewed the literature in order to identify the items required to measure the concepts, for example, fairness of referees, crowd management and motivation. The questionnaires were given to the supervisor to proof read and determine whether they make sense (Saunders *et al.*, 2007).

### 3.7 Data Analysis

Data was analyzed using both descriptive statistics and inferential statistics. Descriptive analysis included computation of mean and frequency, and in form of tables. Inferential was in form simple multiple regressions which was used to test the statistical significance of the relationship involving the dependent and independent variables.

## RESULTS

### 4.0 Overview

This chapter presents and discusses results on the effects of risk avoidance strategies on Triple Bottom Line of football events in Kenya. This includes response rate, descriptive statistics, reliability test, factor analysis and inferential statistics.

### 4.1 Response Rate

The study targeted 268 respondents but 250 managed to fill the questionnaires leaving 18 questionnaires un-responded to hence only 250 which were all valid were used for the study. Therefore the response rate yielded 93% which was fairly good. The good response rate attained could have been attributed to the fact that all the respondents were literate and understood the questions.

### Risk Avoidance strategies

The results of respondents were collected on their level of agreement with risk avoidance indicators. Table 4.3 below gives a summary of how risk avoidance strategies were ranked by respondents. The study found that (120)48% of respondents strongly agreed that the organizations ensure referees are fair in officiating football events, (105)42% agreed (14)5.6% slightly agreed while (11)4.4% strongly disagreed with a mean of 4.29 and standard deviation of 0.922. In response to whether they ensure referees are motivated by prompt payment, (137)54.8% strongly agreed, (66)26.4% agreed, (40)16% slightly agreed while (7)2.8% strongly disagreed and the mean of 4.8 and standard deviation of 0.9 were obtained. In relation to whether they hire foreign referees, only (32)12.8% strongly agreed, (17)6.8% agreed, (55)22% slightly agreed, (70)28% disagreed while majority of them, equivalent to (76)30.4% strongly disagreed. The mean and standard deviation were 2.4 and 1.3 consecutively. (53)21.2% strongly agreed that they ensure the number of spectators entering the stadium fits exactly the capacity required, (71)28.4% agreed, (83)33.2% slightly agreed, (22)8.8% disagreed while (21)8.4% strongly disagreed. The mean was 3.4 and standard deviation was 1.1. In responding to the statement that football pitch is marked by respective barriers for good contact spectators, (74)29.6% strongly agreed, (104)41.6% agreed, (22)8.8% slightly agreed, (17)6.8% disagreed, (33)13.2% strongly disagreed while the mean was 3.7 and standard deviation was 1.3. Based on paying football officiators promptly, (75)30% strongly agreed, (78)31.2% agreed, (48)19.2% slightly agreed, (5)2% disagreed and (44)17.6% strongly disagreed. The mean obtained was 3.4 while the standard deviation was 1.4. A summary of the responses on risk avoidance strategies are as shown on table 4.3 below:

**Table 4. 1: Measures of risk Avoidance strategies**

Description	Strongly Agree		Agree		Slightly Agree		Disagree		Strongly Disagree		Statistics	
	F	%	f	%	f	%	f	%	f	%	M	SD
Referees are fair in officiating events	120	48	105	42	14	5.6	00	00	11	4.4	4.29	0.922
Motivated referees by promptly payment	137	54.8	66	26.4	40	16	00	00	7	2.8	4.80	0.933
Hiring foreign referees to ensure sustainability	32	12.8	17	6.8	55	22	70	28	76	30.4	2.44	1.329
Spectators entering the stadium fit capacity required	53	21.2	71	28.4	83	33.2	22	8.8	21	8.4	3.43	1.165
Football pitch marked by barriers	74	29.6	104	41.6	22	8.8	17	6.8	33	13.2	3.68	1.321
Prompt payment of officiators	75	30	78	31.2	48	19.2	5	2	44	17.6	3.54	1.397

Source: Data analysis (2017)

### 4.3.3 Triple bottom line constructs

The results about triple bottom line indicated that (119)47.6% of respondents strongly agreed that they consider having dust bins strategically located in different places to counter unnecessary littering in the stadiums. (52)20.8% agreed (52)20.8% slightly agreed, (15)6.0% disagreed while (12)4.8% strongly disagreed, and a mean of 4.0 and standard deviation of 1.2 was also obtained from the results. In response to whether they create footpaths to ensure people don't step on grass, (104)41.6% strongly agreed, (71)28.4% agreed, (29)11.6% slightly agreed, (32)12.8% disagreed while (14)5.6% strongly disagreed, with a mean of 3.9 and standard deviation of 1.2. In relation to whether they create awareness on the impact pollution of the environment, (100)40.0% strongly agreed, (50)20.0% agreed, (40)16% slightly agreed, (15)6.0% disagreed while (45)18% strongly disagreed, with a mean of 3.6 and 1.5 as standard deviation. (120)48% strongly agreed that they attract greater revenue from sale of admission tickets (84)33.6% strongly agreed, (24)9.6% agreed, (12)4.8% slightly agreed, (10)4% disagreed while 4.0% strongly disagreed. A mean of 4.1 and standard deviation of 1.1 were recorded. In responding to the statement that they encourage authorities to invest in football by offering financial aid, (119)47.6% strongly agreed, (92)36.8% agreed, (28)11.2% slightly agreed, (6)2.4% disagreed while (5)2.0% strongly disagreed. The mean and standard deviation values regarding this were 4.2 and 0.9 consecutively.

Based on ensuring accountability for use of funds for development of football events, (119)47.6% strongly agreed, (92)36.8% agreed, (28)11.2% slightly agreed, (6)2.4% disagreed while (5)2.0% strongly disagreed. Statistical mean value was 4.9 and a standard deviation of 0.8.while none of the respondents strongly disagree. Based on whether they encourage and develop talents from grass root level, (190)76.0% strongly agreed, (36)14.4% agreed, (13)5.2% slightly agreed (11)4.4% disagreed while none of the respondents strongly disagreed. The mean and standard deviation values recorded were 4.6 and 0.8 consecutively. (163)65.2% of respondents strongly agreed that they encourage development of manpower for future football events, (46)18.4% agreed, (8)3.2% slightly agreed, (9)3.6% disagreed while (24)9.6% strongly disagreed. The mean was 4.3 and the standard deviation was 1.3. In responding to the statement that they reinforce implementation of health policies for sustainability of football events, (144)57.6% strongly agreed, (93) 37.2% agreed, (11)4.4% slightly agreed, (2)8.0% disagreed while none strongly disagreed, with a mean of 4.5 and standard deviation of 0.6. A summary of the responses on Triple bottom line are as shown on table 4.5 below:



**Table 4. 2: Measures of Triple Bottom Line**

Description	Strongly Agree		Agree		Slightly Agree		Disagree		Strongly Disagree		Statistics	
	F	%	F	%	f	%	F	%	f	%	M	SD
Dust bins located strategically	119	47.6	52	20.8	52	20.8	15	6.0	12	4.8	4.00	1.167
Footpaths to avoid stepping on grass	104	41.6	71	28.4	29	11.6	32	12.8	14	5.6	3.88	1.240
Awareness on pollution impact	100	40	50	20.0	40	16.0	15	6.0	45	18.0	3.58	1.501
Revenue from admission ticket	120	48	84	33.6	24	9.6	12	4.8	10	4.0	4.17	1.051
Encourage locals through financial aid	119	47.6	92	36.8	28	11.2	6	2.4	5	2.0	4.26	0.895
Accountability for use of funds	190	76.0	36	14.4	13	5.2	11	4.4	-	-	4.62	0.778
Develop talent from grass root level	163	65.2	46	18.4	8	3.2	9	3.6	24	9.6	4.26	1.277
Develop manpower for future events	144	57.6	93	37.2	11	4.4	2	8.0	-	-	4.52	0.622
Implement health policies for TBL of football	140	56.0	83	33.2	22	8.8	5	2.0	-	-	4.43	0.737

Source: Data analysis (2017)

#### 4.5.2 Factor Analysis for Risk Avoidance

Table 4.10 below shows the risk avoidance strategies that were captured through statements on a 5-point likert scale. The KMO measure of sampling accuracy indicates a  $KMO=0.561$  which is above the minimum 0.5. This implies the sample size was adequate for the variables entered into analysis. Bartlett's Test of Sphericity that was used to test the adequacy of the correlation matrix yielding a value of 395.898 and an associated level of significance smaller than 0.001, therefore the findings implied that factor analysis was appropriate for the study and that there was relationship among the variables.

**Table 4. 3: KMO and Bartlett's Test for Risk Avoidance**

Statistics	
Kaiser-Meyer-Olkin Measure of sampling Adequacy	0.561
Bartlers Test of Sphericity Approx Chi-square	395.898
Df	15
Sig	<0.001

Although six factors were computed for risk avoidance, not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with eigenvalues values of 1 or greater, the first 3 factors were retained for rotation. These 3 factors accounted for 39.85%, 19.38% and 17.92% of the total variance respectively. This is 77.15% of the total variance attributed to the three factors. The remaining factors account

for 22.85% of the variance as shown in table 4.11 below. Thus, a model with three factors may be adequate to represent the data.

Table 4. 4: Total Variance Explained for risk avoidance

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Payment A	2.391	39.846	39.846	1.792	29.863	29.863
Refereeing	1.163	19.375	59.221	1.629	27.149	57.012
Capacity A	1.075	17.915	77.136	1.207	20.124	77.136

Extraction Method: Principal Component Analysis.

a. 3 components extracted

**Source:** Data analysis (2017)

Table 4.12 below shows the rotated component matrix that presents three factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three principal components namely; Payment aspects, Refereeing aspects and Capacity aspects. The interactions converged in 3 iterations. The components were rotated using Varimax Criterion to reduce the Multi-Collinearity and hence account for 100% of the variance.

**Table 4. 5: Rotated Component Matrix of Risk Avoidance**

	Payment aspects	Refereeing aspects	Capacity aspects
Payment of officiators	.914		
Barriers	.904		
Fair referees		.882	
Motivating referees		.790	
Hiring foreign referees			.822
Spectator capacity			.713

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 3 iterations.

**Source:** Data analysis (2017)

Interview results for risk avoidance showed that there were enough entry points to the stadiums and queuing was done at the entrance points. However, despite these measures being put in place there was still overcrowding, an indication that the risk avoidance strategies put in place were not enough for sustainable football events. Discussion with the fans around based on crowd issues at the entrance revealed that overcrowding is still rampant despite the crowd management measures and that there was still a lot to be done to counter such a problem.

#### 4.7 Factor Analysis for Triple Bottom Line

Triple Bottom Line was captured through statements posed that were related to Triple Bottom Line on a 5-point likert scale. The KMO measure of sampling accuracy indicates a KMO=0.614 which is above the minimum 0.5. This implies the sample size was adequate for the variables entered into analysis. Bartlett's Test of Sphericity that was used to test the adequacy of the correlation matrix yielded a value of 591.444 and an associated level of significance smaller than 0.001, therefore the findings implied that the factor analysis was appropriate for the study and that there was relationship among the variables. These is shown in table 4.16 below

**Table 4. 6: KMO and Bartlett's Test for Triple bottom Line**

Statistics	
Kaiser-Meyer-Olkin Measure of sampling Adequacy	0.614
Bartlers Test of Sphericity Approx Chi-square	591.444
Df	36
Sig	<0.001

Although nine factors were computed for Triple-Bottom Line, not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with eigen values of 1 or greater, the first 3 factors were retained for rotation. These 3 factors accounted for 31.03%, 17.39% and 12.86% of the total variance respectively. This is 61.28% of the total variance attributed to the three factors. The remaining factors account for 38.72% of the variance. Thus, a model with three factors may be adequate to represent the data. The information is as shown in table 4.17 below.

**Table 4. 7: Total Variance Explained for Triple Bottom Line**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Environmental Awareness	2.793	31.029	31.029	2.462	27.357	27.357
Monetary A	1.565	17.386	48.415	1.608	17.870	45.227
Human A	1.157	12.861	61.276	1.444	16.049	61.276

Extraction Method: Principal Component Analysis.

a. 3 components extracted

**Source:** Data Analysis (2017)

Table 4.18 below shows the rotated component matrix that presents three factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three principal components namely: Environmental awareness factor, monetary factors and human factors. The interactions converged in 3 iterations. The components were rotated using Varimax Criterion to reduce the multi-collinearity and hence account for 100% of the variance.

**Table 4. 8: Component Matrix for Triple Bottom Line**

	Environmental awareness factors	Monetary aspects	Human aspects
Creating footpaths	.883		
Creating awareness	.803		
Having dust bins in place	.743		
Investing in football by offering financial aid		.813	
Attracting greater revenue from the sale of tickets		.633	
Accountability on the use of funds		.625	
Development of manpower			.735
Development of talents			.641

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Interview results for Triple Bottom Line revealed that football organizers received funds from gate collections, lottery staging such as betting, from FIFA, and some percentage of funds from the government, among others. The organizers reported that accountability of funds was enhanced through periodically assessing the income expenditure statements. Interview results also revealed that football organizations contributed to Triple Bottom Line by developing man power, which entailed opening football academies especially for children less than 18 years old and encouraging courteous behavior among fans.

### 5.2.2 Risk avoidance strategies on Triple Bottom Line of football events

The researcher conducted a factor analysis on the data and the variables in the study were reduced to three components namely; payment aspects, refereeing aspects and capacity aspects. Upon subjection to regression analysis, risk avoidance strategies were found to have a slightly positive correlation with Triple Bottom Line of football events. This was at the level of  $t=1.914$  with a P-value of 0.057. This was interpreted to mean that risk avoidance strategies do not significantly affect Triple Bottom Line of football events.

In this study, issues to do with capacity such as not ensuring the number of spectators entering the stadium fits exactly the required limit was a factor of no concern. This however meant that there was a high rate of hooliganism and chaos in football stadiums, a factor that was not being looked into to ensure sustainable football events. As a result, there was trouble in managing crowd because may be football organizing bodies were not taking any initiative to bring together competing teams and their fans. The findings of this study is supported from literature where Disanto (2013) observes that hooliganism and physical confrontation between fans of competing teams is brought up as a result of failure by the police to create buffer zone between fans of competing teams.

It was also noted from the research findings that refereeing and capacity aspects are other areas that could have been an issue in ensuring football Triple Bottom Line. Poor motivation of referees and an act of referees not being fair in ensuring football Triple Bottom Line makes risk avoidance measures undertaken by football organization bodies' not reliable measures. This can be proved from the literature, where Disanto (2013), Oloo (2013), and Wandera (2013) assert that violence in Kenya has resulted in loss of jobs by local coaches and referees in favor of foreigners. Furthermore, Omollo (2015) cites a situation in Kenya where the Kenya's National Team players' allowances and air tickets were delayed when they were to travel to Cape Verde to play against her National Team. Avoiding incidences similar to these would help motivate players and prevent risks during management of Triple Bottom Line of football events. However, based on the findings, this is an indication that these measures were not helping in sustaining football events.

Due to this, the null hypotheses that *risk avoidance strategies does not significantly affect triple-bottom line of football events was accepted* thus the researcher found risk avoidance strategies put in place not very favorable in ensuring Triple Bottom Line of football events.

### 5.3 Conclusion

Risk avoidance strategies do not affect Triple Bottom Line of football events. This conclusion was drawn from a negative correlation between risk avoidance strategies and Triple Bottom Line of football events. The strategies put in place by the organization do not affect sustainability of football events. There was hooliganism that arose as a result of crowd trouble and poor motivation for players and football officiators.

### Recommendations

- Efforts should be made by football organizers to ensure football officiators are well motivated and trained on how to effectively sustain football events.
- Organizers should reward football officiators who perform their duties well as a way of motivating them.
- Football organizers should implement strict measures such as suspending referees who don't follow rules about officiating football events, taking videos of what referees are doing on the pitch for review, in order for them to ensure sustainable football events.

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