

The Causes of Sport Crises

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Submitted: Jul 28, 2013; **Accepted:** Aug 31, 2013; **Published:** Sep 4, 2013

Abstract: The present research aimed at determining causes of crisis in sport and ways for preventing them in the fields such as hardware (facilities), software (management), live ware (psychological and social factors) and mass media from the viewpoints of spectators, athletes, coaches, referees and sport correspondents and also to introduce a crisis- management strategic model. The statistical population of the research was 41380 people ; samples were randomly chosen from the population as follows :spectators 300 out of 40000,athletes 250 out of 1000,coaches 70 out of 80, referees 40 out of 50 and correspondent155 out of 250 . Statistical method used in the study was ANOVA, descriptive statistical techniques and Schaffeh tests for analyzing collected data. The finding of the study show that there are significant between the testes 'views on crisis –creating factors ($P<0.05$). According to subjects' viewpoints the following factors were known as major crisis causes: The first and the most important one was software (management), the second factor was hardware and live ware jointly and the third factor was mass media. In order to manage them effectively, we must have a strategic view and divide the processes into three phases: pre-competition, during competition and post-competition ones.

Key words: Crisis management • Hardware • Software • Lives ware • Mass media • Crisis- management strategic model

INTRODUCTION

The incorporation of the working class into mainstream respectable society has been offered by Figuration sociologists as a significant reason why soccer spectators behaved in a more civilized way between the wars [1-3]. The idea is posited that the working class between the wars wished to convey to higher class members of society (and presumably show each other) that they could collectively interact at a large social gathering without disorder being created. Maguire points out that the FA actually believed that soccer was especially capable of achieving civilized and orderly behavior among the working classes, particularly in difficult social climates. During the General Strike of 1926 for instance, the “FA committee argued that the playing of soccer would prove helpful in the present unsettled condition of industrial affairs of the country” [4].

Every year throughout the world in stadiums, arenas and other sports related areas, crowd rushes, fires, bombs, crowd crushes, heat exhaustion, stage collapsing,

overcrowding and rioting result in thousands of deaths.

Why do crowds need to be managed? The best reasons are the following: Firstly, big gatherings of people raise the odds of dangerous happenings. Secondly, individuals within a crowd always take for granted that others have the responsibility. Thirdly, big crowds or gatherings of people make changes in action slower and more complicated. Fourthly, big crowds or gatherings of people make communications slower and more complicated. And most importantly, big crowds of people raise the possible number of victims [4].

Some of major crisis features are serious ambiguity about the situation, the threat for the organization's survival, decreasing opportunity, a risk for established goals, stress because of unexpected situations, damage, media attacks, rumors, frightening, live threatening and financial losses [5, 6]. By sport crisis, we mean arousing unexpected hazardous situations in sport complexes caused by factors including spectators' onrush on football fields, throwing explosives and embroilments of the two team players or fans.

Regarding the great benefits of sports especially in social, economic and cultural areas, sport crises can exert negative influence on them. Sport management must therefore have a comprehensive special plan for dealing with crises.

The study attempted to find answer for the questions; which factors cause sport crisis? And what are the ways to prevent its occurrence according to sport customers' points of view?

Frosdic divided crisis factors into three categories: inappropriate structure of sport complexes, overlooking the values and the trends of spectators [7].

There are studies on sport incidents including Taylor, Tennenbaum, Matthew, Stacey Hall and Spiro, according to them, following factors are the most important crisis causes in sport events: lack of sufficient planning for spectators' comfort; insufficient knowledge about crisis management; lack of special training for police force; some socio-economic problems of spectators; simple facility management issues including locked doors, improper reentering of a facility; and most likely poor designing, poor construction and poor signage. Other incidents involved rowdy crowds and rioting [8-12].

In the aftermath of 9/11 most leagues, teams and venues conducted threat assessments and updated security practices [13]. The National Football League developed a "best practices guide" of recommended security to the Federal Aviation Administration to restrict airspace above all NFL stadiums [14].

The followings are the 11 worst sport facility related deaths concerning crowd mismanagement throughout the world in the past half century [15].

- 340 soccer fans died at Lenin Stadium in Moscow, U.S.S.R on October 20, 1982, when exiting soccer fans collided with returning soccer fans after a late goal was scored. The fans were crowded into one particular section of the stadium by police.
- 300 soccer fans were killed and 500 injured during a riot that followed an unpopular ruling by a referee in a Peru vs. Argentina soccer match in Lima, Peru on May 24, 1964.
- Several bleachers at a bullring collapsed and left 222 spectators dead in Sincelejo, Columbia on January 20, 1980.
- 20 soccer fans were killed during a stampede at a soccer game which became Africa's worst sports-related disaster in Accra, Ghana on May 9, 2001.

- 96 fans were killed at Hillsborough stadium during a soccer match between Liverpool and Nottingham Forest in Sheffield, England on April 15, 1989. Most of the victims were Liverpool fans which were crushed when a barrier wall collapsed on an overcrowded area behind one of the goals. It is marked as Britain's worst soccer disaster.
- 84 fans were killed and 147 injured when soccer fans stampeded before a 1998 World Cup qualifying match between Guatemala and Costa Rica which was held at the Mateo Flores National Stadium in Guatemala City, Guatemala on October 16, 1996.
- A racing car in the Grand Prix careered into a grandstand and killed 82 spectators in Le Mans, France on June 11, 1955.
- 80 soccer fans who were seeking cover during a hail storm at Nepal's national stadium were crushed to death in a stampede because the stadium doors had been locked in Katmandu, Nepal on March 12, 1988.
- 66 fans were killed in a crush at Glasgow Rangers home stadium in Glasgow, Scotland on January 2, 1971, after soccer fans tried leaving and chaotically encountered fans trying to reenter the stadium after hearing that a late goal had been scored.
- 56 fans burned to death and over 200 fans were injured after a fire burned through the main grandstand at Bradford's soccer stadium in Bradford, England on May 11, 1985.
- British Liverpool club fans attacked their rivals, Italian followers of the Juventus team, at Heysel Stadium just before the European Champion's Cup final on May 29, 1985 in Brussels, Belgium. A concrete wall had collapsed and 39 fans were crushed to death and over 400 people were injured.

Methodology

Participants: In the research, spectators 300 out of 40000 (Mean 23 years); athletes 250 out of 1000 (Mean 23 years); coaches 70 out of 80 (Mean 47 years); referees 44 out of 50 (Mean 37 years); and sport correspondents 155 out of 250 (Mean 33 years) were selected as samples according to random stratified sampling design from the population universe. (All of samples selected of men).

Procedure: The tool for gathering data was researcher-made questionnaire. Five- Point Likert Scale was used for evaluating the answers.

Subjects were asked 12 questions in field of Hardware (facilities), 9 question in field of Soft ware(management), 14 question in field of Live ware (psychological and social factors) and 7 question in field of Mass media.

Validity of questionnaires were obtained through a survey of physical education specialists and reliability of the questionnaire was%95 through Cronbach's Alpha test.

Questionnaires were given to subject's three o'clock before the training or competition began.

Data Analysis: Statistical method used in the study was ANOVA, descriptive statistical techniques and Schaffe tests were used for analyzing collected data. Klmogorov-Smirnov's has been used to test the normality of data. All the statistical tests have been performed by SPSS 16 with the significant level set to $P < 0.05$.

RESULTS AND DISCUSSION

One hypothesis of research was that there is not any significant difference between view points' of subjects on crisis causes. The findings of the study showed that there *is* significant difference between respondents' views.

The results showed that an important element in subjects' viewpoint was that they considered significant the lack of management skills and proper planning both before and during athletic events. They also mentioned management training as a useful tool for preventing crisis

in sport areas. Other important factors involved are inappropriateness in sport complexes; inattention to the spectators' feelings, values and needs; stressful and agitated atmosphere created by the media.

Furthermore, by analyzing the answers of the subject it was found out that the factors influencing sport crises include the supposed injustice resulting from referees' judgment; coaches' aggressiveness and their inability to control their behaviors; economic problems of some spectators, most importantly their unemployment; personal frustrations of some subjects and their manifestation in the form of aggressiveness; observing violent behaviors in society and/or in media by the spectators; the way the police act toward the spectators; changing of sports in to commerce; and the degree of considering logical demands on comfort facilities of the spectators.

Crisis management should find answers to the following questions for the crisis recognition and control [16].

- What is a crisis (crisis nature recognition)?
- What situation makes it happen (crisis ground recognition)?
- Who effect on the crisis happening (human-based causes)?
- Where and in which situation the crisis may happen (recognition of crisis events time and place)?
- Which methods help in crisis control and management?

A- Descriptive Results:

Table 1: Mean of response of subjects on Causes of the crisis in fields such as Hard ware, Soft ware, live ware and Mass media

Samples	Statistical Indicators	Variables			
		Hard ware	Soft ware	Live ware	Media
Spectators	Mean	93/3	4-Jan	89/3	79/3
Athletes	Mean	99/3	4	4-Mar	92/3
Coaches	Mean	23/4	24/4	18/4	21/4
Referees	Mean	4-Oct	13/4	4-Sep	4-Nov
Sport Correspondents	Mean	99/3	4-Mar	4-May	4-Jan
	MEAN	048/4	078/4	048/4	4

Table 2: Priorities of Samples' viewpoints about causes of crisis

Samples	The first priority	The second priority	Third priority	Fourth priority
Spectators	Soft ware	Hard ware	Live ware	Media
Athletes	Live ware	Soft ware	Hard ware	Media
Coaches	Soft ware	Hard ware	Media	Live ware
Referees	Soft ware	Media	Hard ware	Live ware
Correspondents	Live ware	Soft ware	Media	Hard ware

B- Test hypotheses:

Table 3: The results of F- test about causes of crisis in field of Hard ware

	Sum of squares	(df)	Mean squares	F	sig
Between Groups	Sep-40	4	22/10	47/31	000/0*
Within Groups	5682 / 6	17503	32/0		
Total	5751/2	17507			

* P <05% (Significant difference at the 0.05 level)

Table 4: The results of the Schaffe tests to determine differences among subjects in Hard ware

Samples	Coaches	Correspondents	Athletes	Spectators	Referees
Coaches	-----	164/0	*000/0	*000/0	164/0
Correspondents	164/0	-----	249/0	*522/0	1
Athletes	*000/0	249/0	-----	543/0	249/0
Spectators	*000/0	*525/0	543/0	-----	*022/0
Referees	164/0	1	249/0	*022/0	-----

* P <05% (Significant difference at the 0.05 level)

Table 5: The results of F- test about causes of crisis in field of Soft ware

	Sum of squares	(df)	Mean squares	F	sig
Between Groups	48/30	4	/627	19-May	000/0*
Within Groups	Aug-03	13198	39/0		
Total	95/5250	13202			

* P<05% (Significant difference at the 0.05 level)

Table 6: The results of the Schaffe tests to determine differences among subjects in Soft ware

Samples	Coaches	Correspondents	Athletes	Spectators	Referees
Coaches	-----	393/0	*000/0	*000/0	411/0
Correspondents	393/0	-----	158/0	273/0	1
Athletes	*000/0	15/0	-----	999/0	153/0
Spectators	*000/0	273/0	999/0	-----	264/0
Referees	411/0	1	153/0	264/0	-----

* P <05% (Significant difference at the 0.05 level)

Table 7: The results of F- test about causes of crisis in field of Live ware

	Sum of squares	(df)	Mean squares	F	sig
Between Groups	176/50	4	54/12	38	000/0*
Within Groups	Aug-50	20561	33/0		
Total	Apr-25	20565			

* P <05% (Significant difference at the 0.05 level)

Table 8: The results of the Schaffe tests to determine differences among subjects in Live ware

Samples	Coaches	Correspondents	Athletes	Spectators	Referees
Coaches	-----	516/0	*003/0	*000/0	516/0
Correspondents	516/0	-----	765/0	*000/0	1
Athletes	*003/0	765/0	-----	*000/0	765/0
Spectators	*000/0	*000/0	*000/0	-----	*000/0
Referees	516/0	1	765/0	*000/0	-----

* P <05% (Significant difference at the 0.05 level)

Table 9: The results of F- test about causes of crisis in field of Media

	Sum of squares	(df)	Mean squares	F	sig
Between Groups	May-55	4	13-Aug	42	000/0*
Within Groups	Jul-43	10208	33/0		
Jun-33	10212				
Total					

* P <05% (Significant difference at the 0.05 level)

Table 10: The results of the Schaffe tests to determine differences among subjects in Media

Sample	Coaches	Correspondent	Athletes	Spectators	Referees
Coaches	-----	724/0	*000/0	*000/0	724/0
Correspondent	724/0	-----	*039/0	*000/0	1
Athletes	*000/0	*039/0	-----	*032/0	*039/0
Spectators	*000/0	*000/0	*032/0	-----	*000/0
Referees	724/0	1	*039/0	*000/0	-----

* P <0.05% (Significant difference at the 0.05 level)

The Results of the Research Can Be Classified into Four Distinctive Groups as Follows:

Managerial (Software) Factors Threatening the Stadium Safety

- The absent of monitoring and control measures for dangerous tools which spectators may bring into the sport complex,
- The lack of design and map for enter/exit routes in highly-crowded games,
- The lack of necessary provisions to transfer athletes and administrative staff into a safe place,
- The lack of control and supervision on water, waste water, power and other like systems.
- The lack of proper training about the crisis challenges for administrative staff.
- The absent of coordination with traffic police to control the spectators route traffic flow.
- The lack of proper facilities (dining places, comfort facilities, etc).

Structural (Hardware) Factors Threatening Stadium Safety

- Carelessness about the construction of standard enter/exit routes.
- The lack of designing and providing emergency exit routes for athletes, coaches and referees,

- The lack of designing and installation of fire fighting system,
- No consultation with sport specialists about the locations of sport constructions,
- Insecurity of halls roof and walls,
- Weakness in air conditioning, heating and cooling systems and
- The lack of hygienic services.

Social and Psychological (Live ware) Factors Threatening the Stadium Safety

- Perception of injustice due to the referee judgment.
- Coaches' aggression and lack of control on their behaviors.
- The lack of disciplinary punishments.
- Spectators' unemployment and economic problems.
- Spectators and athletes' low educational status.
- Athletes' irritation and excitation.
- Commercialization of sport events.

Media Factors Threatening the Stadium Safety

- False propaganda and intensification of sport fever in the society.
- The influence of some TV sport shows and intensification of marginal matters about events.
- Aggrandizement of some young athletes with mental immaturity.

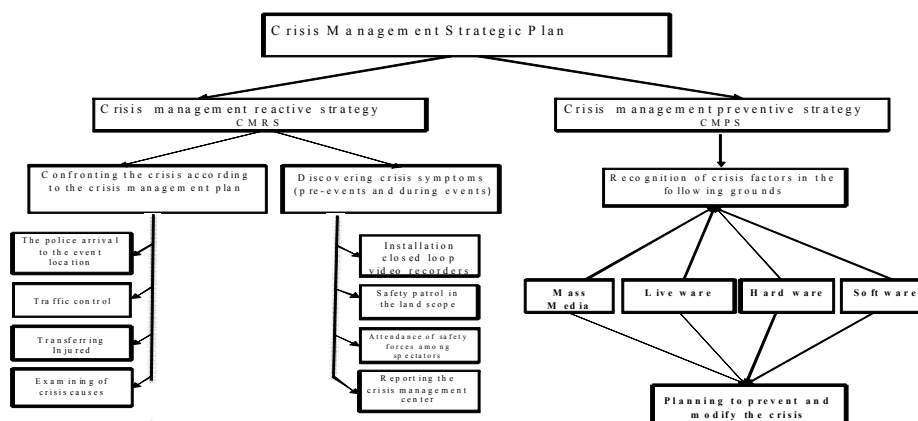


Fig. 1: Crisis management strategic plan

- Players' interviews without an appropriate coordination with their club authorities and/or their control.

In any research regarding to subversive effects of sport crises, it may be necessary to consider the causes and preventive methods with a strategic stand point. Consequently, a crisis-management strategic model is presented here (Figure 1). It is divided into main branches of preventive and reactive management– the former having educational and cognitive aspect and the latter dealing with the time of the crisis occurrence and after it. The study designed a comprehensive model that can be of great help in sport crises.

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