

RESOURCE MANAGEMENT AND EFFECTIVE IMPLEMENTATION OF SOCCER PROJECTS IN KAJIADO COUNTY, KENYA

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ABSTRACT

Purpose of the Study: The study aimed to examine how resource management influences the effective implementation of soccer projects in Kajiado County, Kenya. It specifically assessed the role of time management, financial management, technology resource management and project teams in determining project success within the county.

Methodology: The study used a descriptive design, sampled 215 team leaders through simple random sampling, collected data using a structured five-point Likert questionnaire and analysed the quantitative results using SPSS Version 25 with multiple regression.

Findings: The study found that time management, financial management, technology resource management and project team management all significantly improved soccer project implementation, with financial management showing the strongest influence.

Conclusion: The study concludes that resource management is a central determinant of successful soccer project implementation in Kajiado County.

Recommendations: The study recommends that implementing agencies should strengthen time management through realistic scheduling and close monitoring; should enhance financial management by enforcing transparent budgeting, regular audits and prudent resource utilization; should invest in relevant technologies supported by adequate technical capacity; and should prioritize structured project team development with clear roles and progressive skills enhancement to improve implementation effectiveness.

Keywords: *Resource management, implementation, soccer projects, Kajiado County, Kenya*

INTRODUCTION

Resource management is a tool that enables project managers in the utilization and optimization of available resources in the implementation of the project. Effective resource management is fundamental to successful project implementation because it ensures that time, finances, personnel, and technology are optimally utilized to achieve planned outcomes (Duval & Rigozzi, 2023). In soccer development, these resources enable the construction of stadiums, establishment of academies, and organization of tournaments. When resource allocation is poorly structured, projects experience delays, overruns, and in some cases, complete failure. Proper management strengthens the economic relevance of soccer, which functions as both a sport and an employment-generating industry. It also supports talent development, coaching structures, and the creation of professional pathways. As observed by Peachey, Cohen, Shin and Fusaro (2018), soccer projects thrive when grounded in strong planning frameworks, efficient financial systems, and well-trained personnel capable of driving sustained performance.

Globally, successful soccer systems demonstrate the value of disciplined resource governance. La Masia, the Barcelona academy, illustrates how structured financial investment, qualified project teams, and modern training facilities can consistently produce elite players (Monraia, 2023). FIFA's Football for Hope initiative also shows how coordinated funding and collaborative stakeholder management can enhance community impact, having invested over one million USD across twenty centers for education, health, and sports development (Duval & Rigozzi, 2023). In England, the Premier League uses rigorous budgeting and auditing mechanisms to strengthen academy performance, evidenced by the 1.6-billion-pound allocation to the Elite Player Performance Project and thousands of developmental matches delivered annually (Baboota & Kaur, 2019). These examples demonstrate that global football success is rooted in structured planning, strong governance, and reliable financial oversight.

International experiences further show that policy environments shape how resources are accessed and deployed in sports initiatives. New Zealand's sporting decline has been linked to restrictive legal frameworks—specifically the Resource Management Act and Local Government Acts—which limited investments in stadium upgrades and modernized training facilities (Vealey & Chase, 2016). In contrast, Australia's “Sporting Schools” programme emphasizes structured needs assessments and systematic budget allocation to guide school-based sports projects (Kang, 2022).

France's National Sports Federation highlights the value of technological resource governance through policies regulating the use of tools such as VAR and injury surveillance systems, all aimed at enhancing talent development and competition integrity (Rohde & Breuer, 2016). Collectively, these cases show that policy alignment and resource governance determine the success or failure of national sports development efforts.

Regionally, African sports development mirrors these global patterns. CAF's annual continental competitions operate under strict project scheduling and financial rules, underscoring the importance of timelines and legal frameworks in resource coordination (Arimoro & Elgijja, 2018). Continental programmes such as Sports for Development Africa have established 130 sports grounds and trained 650 instructors across thirteen countries, demonstrating the value of qualified personnel and structured facility development (Land & Aitchison, 2017). In contrast, South Africa's Gauteng region reflects the consequences of inadequate budget allocation, where underinvestment in sports facilities has weakened participation and project implementation (Phaswana, 2022). Tanzania's Umoja Youth Programme and the YES initiative further illustrate the importance of partnerships and skilled coaches in shaping successful sports projects (Kearney & Hayes, 2018). These regional cases highlight how financial resources, trained teams, and well-defined project structures determine performance outcomes.

The study is expected to be significant to various stakeholders. This study will guide various stakeholders in the Soccer industry on how resource Management affect the Effective implementation of projects. One of the key institutions is the Football Kenya Federation which shall be able to know the importance of resource management and Effective Implementation of Soccer projects in Kajiado County, Kenya. The findings of this study shall also guide the Ministry of Sports in establishing policies and regulations in the establishment of sports teams in Kajiado County and also other regions. The organizers of the Kenya Primary School games will be able to gain more information on strategies in implementation of Soccer projects in Kajiado County. To academicians and researchers, the study will provide a base for further studies as well as add to the body of knowledge on Resource management and implementation of sports projects in Kajiado County, Kenya. The study will also provide a base upon which further studies can be conducted on resource Management and the implementation of sports projects in the whole of Kenya.

STATEMENT OF THE PROBLEM

According to the Delloitte Football Money league (2023), the top 20 soccer clubs generated 9.2 billion pounds in 2021/2022 which was an increase by 13% from 8.2 billion pounds' collection in 2020/2021. One of the key reasons noted is the hiring of qualified personnel who ensure proper Resource management for the 20 clubs. The FKF Financial statement ended 31st December 2019 showed that they spent Kshs 656,635,001 for 2019 all for running the Football projects and activities in Kenya (FKF, 2019). However, one of the reasons submitted in the Court of Arbitration for sports for disbandment of FKF in 2021 and replacing it with a caretaker committee was due to an alleged fraud of Kshs 245 million for Harambee Stars preparation for 2019 Africa cup of Nations in Egypt. This clearly shows how the Soccer industry requires proper resource management to enable successful implementation of their projects (Court of Arbitration for Sports, 2023).

According to Mensah and Owusu (2020), indicated that 60% of Sports infrastructure projects in Ghana failed due to poor financial management practices, the same was reflected in the research done by Kinyariro (2019) which showed that 86.5% of football clubs in the Kenya premier League are affected by financial management practices. However, the study didn't focus on Effective Implementation of Soccer projects in Kajiado County, Kenya.

According to Mwangi (2017), the researcher noted that 50% of the team coaches in the Kenya Premier League were not available when needed, they were not adequately trained and the team managers were not able to carry out managerial roles. This is one of the key indications of poor performance because of lack of key Personnel to manage the resources and the sports professionals they have in the club. This was supported by Muthoni & Odhiambo (2023), whose research indicated that lack of well-trained project teams, including coaches and managerial staff, has led to sub optimal performance in talent development and project sustainability. However, the study was not able to cover all football operations in Kajiado County but only clubs in the Kenya Premier League.

The Auditor General Report on Sports Kenya (2022), indicated that funds spent on implementation of sports projects but the projects are still incomplete examples including Kamariny Stadium having spent 28% of the contract sum the project had stalled since 2017, Karatu stadium having paid 51% of the contract sum the project was incomplete and contractor abandoned site. The

Auditor General report (2019), indicated that Ngong stadium in Kajiado County started in 2015 and up to date the project is incomplete despite consuming Kshs 37,287,474 from the Kajiado County Government. The Kipchoge Keino stadium project was launched in 2012 by the Cabinet Secretary for sports but was yet to be completed by December 2022 according to the report by the Kenya National Assembly (2022) on the inquiry into the status of stadiums in Kenya. The reports from the Auditor General and Parliament clearly show the levels of investment in sports projects in Kenya but there is mismanagement of the resources hence the failure to implement the projects to full use. The Country has also lost several opportunities for hosting the Africa cup of Nation because of not adhering to CAF Project Schedule ensuring stadiums are ready to host the tournaments. Kenya had won the bid in 2014 to host African Nation Championship (CHAN) for 2018 but this was later not to happen since the country did not adhere to the timelines set out to complete the stadiums, which clearly resulted in the hosting rights transferred to another country (Olilo, 2020).

Despite the level of financial investment in the sports industry in Kenya, there is clear indication of mismanagement of resources as brought out by the Auditor Generals reports on implementation of Sports projects. The various Research carried out on resource management focused on the operation and management of National Soccer leagues and sports projects by Mwangi (2017); Kinyariro (2019); Muthoni and Odhiambo (2023); Mensah and Owusu (2020), there remains a scarcity of research specifically in examining Resource management and Effective Implementation of Soccer projects at grassroot levels. The researcher therefore sought to find out how Resource management influences the Effective Implementation of Soccer projects with a focus on Kajiado County, Kenya.

STUDY OBJECTIVES

1. To establish the influence of time management on effective implementation of soccer projects in Kajiado County, Kenya.
2. To determine how financial management affects the effective implementation of soccer projects in Kajiado County, Kenya.
3. To establish the role of technology resource management on effective implementation of soccer projects in Kajiado County, Kenya.
4. To determine the influence of project teams on effective implementation of soccer projects in Kajiado County, Kenya.

LITERATURE REVIEW

The literature review is divided into the theoretical review, conceptual framework and empirical literature.

Theoretical Review

A theory is a set of interrelated concepts that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining and predicting the phenomena (Randolph, 2019). A theoretical framework is a group of tested and published theories that explain and support your research questions and research exercise that you are carrying out. The theoretical foundation for this study is informed by the following theories: systems theory, agency theory, resource-based view theory and Ericsons Notion of deliberate practice.

Systems Theory

Systems Theory, developed by Ludwig von Bertalanffy in the 1940s, conceptualizes organizations and projects as interconnected entities whose components operate interdependently within a broader environment (Gharajedaghi, 2021). The theory argues that no project element can be understood in isolation because every component influences and is influenced by others through continuous feedback loops (Maani & Cavana, 2019). Applied to this study, Systems Theory explains how time management affects the implementation of soccer projects in Kajiado County by emphasizing that poor scheduling disrupts sequential activities such as construction phases, equipment procurement, and team coordination. Delays in one subsystem generate cascading effects across the entire project structure, reducing efficiency and threatening overall project success. Through continuous monitoring and adaptive adjustments, Systems Theory therefore provides a foundation for understanding how timely coordination supports the effective implementation of soccer projects.

Agency Theory

Agency Theory, formalized by Jensen and Meckling (1976), explains relationships in which principals delegate authority to agents who make decisions on their behalf, often under conditions of information asymmetry and divergent interests (Parent & Ruetsch, 2020). Within sports governance, this framework is evident where FIFA delegates regulatory authority to FKF, and where club members entrust elected officials with managerial duties (Vitolla & Rubino, 2020; Du

Plessis & Koen, 2024). For this study, the theory clarifies how financial management practices influence project implementation in Kajiado County by highlighting the risks of misaligned incentives between funders and project managers. Transparent budgeting, strict oversight, and regular audits help principals reduce misallocation of funds and ensure agents act in the project's best interest (Kinyariro, 2019; Akibaya, 2023). Agency Theory therefore supports the need for strong governance mechanisms to enhance the financial integrity of sports projects.

Resource-Based View (RBV) Theory

The Resource-Based View (RBV), developed by Wernerfelt (1984), posits that organizations gain sustained competitive advantage by strategically managing internal resources that are valuable, rare, inimitable, and non-substitutable (Mensah & Owusu, 2020; Barney & Hesterly, 2019). The theory assumes that firms possess differentiated resource endowments, and those with superior technological, human, and organizational capabilities achieve better performance outcomes (Freeman, Dmytryev & Phillips, 2021; Hitt, Ireland & Hoskisson, 2021). In this study, RBV explains the role of technology resource management in implementing soccer projects in Kajiado County by emphasizing the benefits of adopting advanced sports technologies, such as performance analytics and facility management systems. When aligned with project goals, these technologies enhance training efficiency, improve decision-making, and strengthen overall project execution. RBV therefore highlights how well-managed technological resources can elevate the success and competitiveness of local sports projects.

Ericsson's Notion of Deliberate Practice

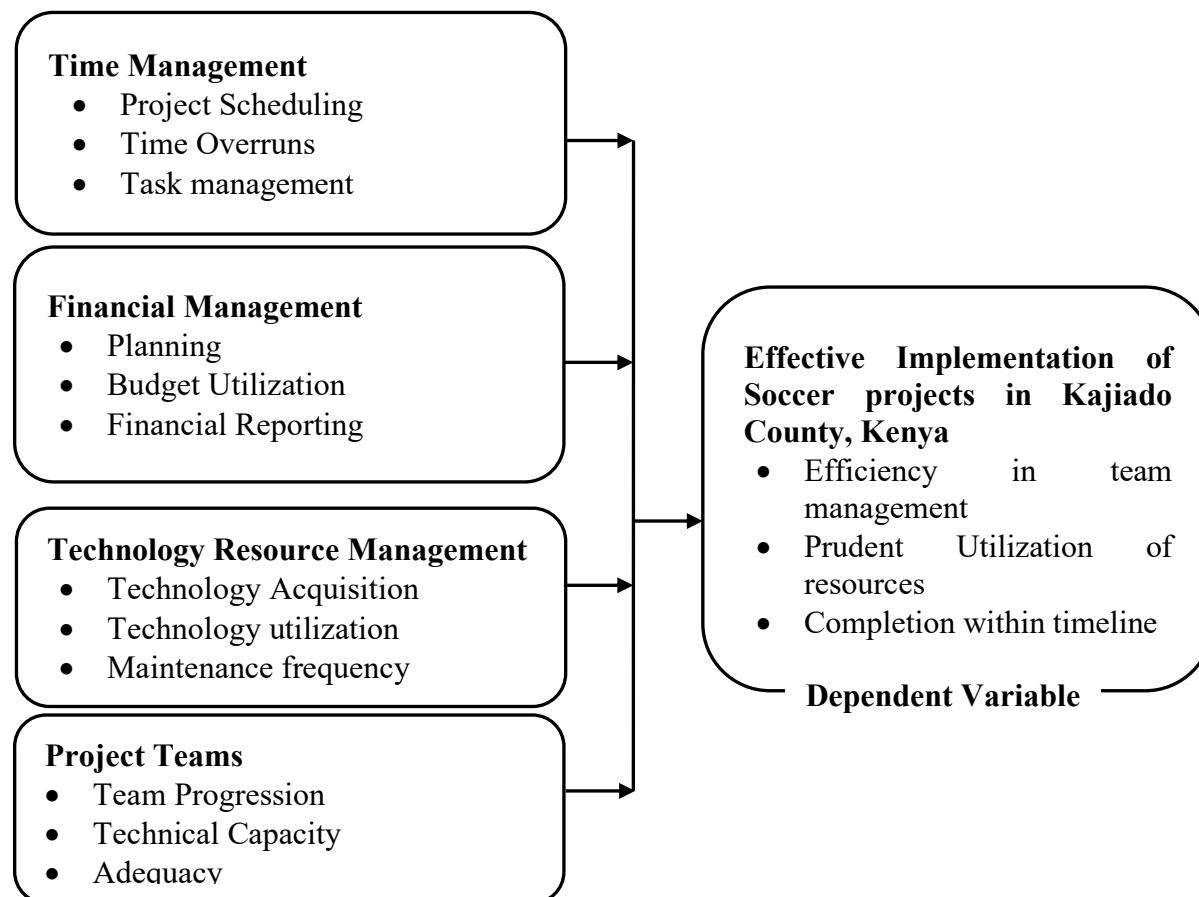
Ericsson's Notion of Deliberate Practice, introduced in 1993, asserts that expert performance results from structured, goal-oriented, and feedback-driven practice rather than innate talent alone (Ericsson, Krampe & Tesch-Römer, 1993). The theory emphasizes focused effort, continuous refinement of skills, and guidance from experts, which together facilitate progressive mastery (Turkelson, Yorke & Gilbert, 2020; Ericsson & Pool, 2019). Within this study, the theory explains how project teams influence the implementation of soccer projects in Kajiado County. Coaches, trainers, and technical personnel are central in enabling athletes to move from basic proficiency to advanced performance through systematic training routines (Macnamara, Moreau & Hambrick, 2020). Their expertise ensures that players receive targeted feedback and structured development

pathways. As Mahon (2023) notes, deliberate practice depends on expert-guided progression, making qualified project teams essential for effective sports project implementation.

Conceptual Framework

Figure 1 presents the conceptual framework

Figure 1: Conceptual Framework



Empirical Review

Empirical studies consistently affirm that time management is a critical determinant of soccer project performance, particularly in construction, league operations, and infrastructure development. Zhang and Li (2023) demonstrated that strategic time scheduling significantly reduces delays in stadium construction projects in China by improving coordination and sequencing of tasks. Related findings by Thompson and Wilson (2022) in Canada revealed that timely scheduling of league activities improves operational efficiency and participant satisfaction.

In West Africa, Okafor and Akinola (2021) showed that effective scheduling mitigates cost overruns and delays in Nigerian stadium projects, while Nsubuga and Kato (2019) found that strategic timelines enhance project quality in Ugandan soccer infrastructure. Collectively, these studies confirm that poor time management produces ripple effects that undermine project completion, whereas well-structured schedules facilitate orderly implementation and stronger project outcomes.

Financial management also emerges as a powerful predictor of soccer project success across contexts. Smith and Johnson (2023) established that stringent budgeting, financial forecasting, and cost control mechanisms significantly reduce budget overruns in U.S. soccer facility projects, contributing to timely completion. Comparable evidence from India by Gupta and Patel (2020) showed that precise financial planning and resource allocation are essential for successful project delivery. Rahman and Ahmed (2021) further emphasized the positive relationship between budgeting practices and project outcomes in Bangladesh, while Mensah and Appiah (2020) in Ghana found that transparent budgeting and regular audits markedly improved project timeliness and effectiveness. Mwanzia and Mtui (2019) reinforced these findings in Tanzania, demonstrating that robust financial oversight reduces delays and strengthens the technical quality of soccer infrastructure. These cumulative insights highlight financial management as indispensable for sustainable project execution.

Studies focusing on technology resource management consistently show that the strategic integration of sports technologies enhances project efficiency, performance assessment, and operational management. Smith and Thompson (2021) found that advanced performance analytics and digital management tools improve athlete performance, reduce injuries, and increase fan engagement in U.S. sports teams. In the Indian context, Patel and Verma (2022) demonstrated that technologies such as Building Information Modelling (BIM) significantly reduce delays and cost overruns in sports infrastructure projects. Ogunleye and Adebayo (2021) reported positive effects of technology adoption on player development and organizational efficiency in Nigeria, although infrastructural limitations persisted. Complementary evidence from Ghana by Mensah and Adu (2020) revealed that digital coaching tools and management software enhance training quality and facility operations. Similarly, Nabunya and Kiggundu (2021) and Ochieng and Nyongesa (2022) confirmed that technology adoption strengthens project execution in Uganda and Kenya, despite challenges of expertise and cost.

Project team dynamics also play a fundamental role in shaping soccer project performance. Ahmad and Jafari (2023) demonstrated that cohesive teams with clear roles and effective communication achieve timely and budget-compliant facility development in Iran. Sharma and Singh (2022) observed that strong leadership, role clarity, and coordination enhanced problem-solving capacity and efficiency in Indian soccer development projects. Similar results in Pakistan by Khan and Ahmed (2021) linked expertise, leadership, and communication to improved infrastructure outcomes, while Nkurunziza and Twahirwa (2020) in Rwanda found that trust, shared responsibility, and team commitment contributed to timely completion of facility projects. Evidence from Kenya by Mwangi and Kimani (2019) further confirmed that well-managed project teams produce better coordination, fewer delays, and more successful soccer project execution. These studies collectively underscore the centrality of teamwork quality in project success.

Across all variables-time management, financial management, technology resource management, and project teams-the empirical evidence consistently supports the conclusion that effective resource management is the engine of successful soccer project implementation across diverse countries and contexts. Time scheduling ensures orderly execution of tasks, financial management provides safeguards against budgetary failures, technology enhances performance and operational efficiency, and skilled project teams drive coordination and problem-solving. The consistency of results across continents (Asia, Africa, North America, and Europe) suggests that regardless of context, resource management practices profoundly shape the quality, timeliness, and sustainability of soccer projects. This empirical foundation strongly supports the current study's focus on examining how these four resource management components influence soccer project implementation in Kajiado County, positioning the study within a robust global and regional evidence base.

RESEARCH METHODOLOGY

The study adopted a descriptive research design to observe and describe how resource management influences implementation of soccer projects without manipulating variables. The target population comprised 466 team leaders from 74 soccer projects in Kajiado County, covering Sub-County leagues, County League, Safaricom Chapa Dimba and Kenya Primary School soccer games, which also formed the sampling frame. Using Slovin's formula with a 5% margin of error, a sample of 215 respondents was selected through simple random sampling to minimise bias and

enhance representativeness. Data were collected using questionnaire with a five-point Likert scale and analysed using SPSS Version 25, employing descriptive statistics and inferential techniques, specifically correlation and multiple regression.

RESEARCH FINDINGS AND DISCUSSIONS

This chapter entails the response rate, descriptive statistics, correlation analysis, and multiple regression analysis. A topical presentation has been adopted to guide the discussion. Summarized analyzed data has been presented in form of tables.

Response rate

A total of 215 questionnaires were sent to the leaders of all the teams involved in 74 soccer projects in Kajiado County inclusive of FKF and Kenya Primary School Soccer games and 215 questionnaires were returned completely filled, which is good for generalizability of the research findings to a wider population. The good response rate was achieved by the researcher and his assistant patiently waiting for the respondents to fill all parts of the questionnaire plus going back to areas where the team leaders were not around so that they fully participate in the study.

Descriptive statistics

These are descriptive statistics based on the study's independent variables (time management, financial management, technology resource management, project teams) in as far as they are perceived to influence effective implementation of soccer projects in Kajiado County, Kenya (dependent variable). They are summarized responses measured by Likert scale of measurement (Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Time management descriptive statistics

These are responses on how time management dimensions such as project scheduling, time overruns, task management influence effective implementation of soccer projects in Kajiado County, Kenya.

Table 1: Time management descriptive statistics

Question Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std Deviation
Time Management tools in place are effectively used to ensure timely completion of Soccer projects	4	25	58	102	26	3.56	0.92
Time management strategies in place are regularly reviewed and updated to improve efficiency in implementing projects	6	18	49	98	44	3.72	0.96
Project Schedules in place are strictly adhered to	8	41	52	86	28	3.37	1.01
Delays in project tasks are managed effectively	12	32	67	76	28	3.31	1.03
Project team monitors timely implementation of the project	9	35	48	89	34	3.48	1.02
The project team in Kajiado County is proactive in addressing potential delays before they happen	15	31	53	84	32	3.41	1.08
Tasks in Kajiado County Soccer projects are consistently completed within their allocated time	18	42	47	78	30	3.25	1.12
Task Meetings in Kajiado County Soccer projects start and end on time	11	29	61	84	30	3.43	1.01
Grand mean						3.44	

From table 1 few observations can be made. First, time management tools as resource infrastructure (Mean: 3.56). The moderate effectiveness of time management tools indicates that Kajiado County has established basic temporal resource infrastructure. However, the 3.56 mean suggests underutilization of available time management resources. This represents a 28.8% gap from optimal utilization (assuming 5.0 as optimal), indicating significant potential for resource optimization. The infrastructure exists but requires enhanced deployment strategies to fully leverage time as a project success factor.

Secondly, strategic time resource planning (Mean: 3.72). The highest-performing dimension demonstrates that Kajiado County soccer projects recognize time as a renewable resource requiring continuous strategic refinement. The regular review and updating of time management strategies (3.72) indicates sophisticated understanding of time as a dynamic resource that must evolve with project demands. This represents the county's strongest time resource management capability and

should serve as a foundation for expanding temporal resource optimization across other project dimensions.

Thirdly, is time resource allocation challenges (Mean: 3.25). The lowest score in task completion within allocated timeframes reveals critical resource allocation inefficiencies. This 3.25 mean indicates that approximately 35% of time resources are either misallocated, insufficient, or ineffectively utilized. From a resource management perspective, this suggests that while time is budgeted for projects, the distribution and utilization mechanisms require fundamental restructuring to optimize resource deployment. Further, the high variability (standard deviations 0.92-1.12) indicates inconsistent time resource management capabilities across teams, suggesting need for systematic capacity building investments to standardize temporal resource utilization effectiveness.

More so, Poor time resource management (evidenced by 3.25 mean in task completion) creates cascading economic inefficiencies. Delayed project completion extends resource commitment periods, increases overhead costs, and reduces return on investment for soccer development initiatives in Kajiado County. In summary, time management emerges as a fundamental resource that directly impacts the success and sustainability of soccer projects in Kajiado County. The survey data reveals that time, when properly managed, functions as both an enabler and a constraint in project implementation, requiring strategic allocation and systematic optimization to maximize project outcomes.

Financial management descriptive statistics

These are responses on how financial management dimensions such as planning, budget utilization, financial reporting influence effective implementation of soccer projects in Kajiado County, Kenya. The responses show that financial planning priority (3.11), that is, recognition of financial planning importance in project initiation, risk management (2.96) reveals moderate awareness of financial risk mitigation; Financial Reporting (2.58) shows poor accuracy and timeliness of financial reports; transparency (2.60) shows limited transparency in financial management processes and resource Allocation (2.68) indicates inadequate allocation of financial resources. In summary, the financial management survey reveals significant systemic challenges that fundamentally constrain the effective implementation of soccer projects in Kajiado County.

With an overall mean of 2.77, financial management practices fall substantially below acceptable standards, creating cascading effects that undermine project sustainability and community development objectives.

Table 2: Financial management descriptive statistics

Question Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std Deviation
Financial Resources are adequately allocated to Soccer projects activities in Kajiado County	47	52	68	42	6	2.68	1.12
There is transparency in the Financial management of Soccer projects in Kajiado County	42	59	78	34	2	2.60	1.01
Financial planning is a priority during the initiation of Effective Soccer projects in Kajiado County	25	21	89	65	15	3.11	1.05
Financial Risks are adequately managed and mitigated in Soccer projects in Kajiado County	18	41	97	54	5	2.96	0.94
Budgeting processes for Effective Soccer projects in Kajiado County are thorough and detailed	32	48	89	42	4	2.77	0.98
Budget Performance in Kajiado County Soccer projects is regularly monitored and evaluated	38	52	76	45	4	2.72	1.02
Financial Reports for Soccer projects in Kajiado County are prepared accurately and on time	48	54	68	41	4	2.58	1.08
Financial Audits are conducted regularly to ensure accountability in Kajiado County Soccer projects	39	48	79	45	4	2.71	1.03
Grand mean						2.77	

Technology resource management descriptive statistics

These are responses on how technology resource management dimensions such as technology acquisition, technology utilization, maintenance frequency influence effective implementation of soccer projects in Kajiado County, Kenya.

Table 3: Technology resource management descriptive statistics

Question Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std Deviation
Project Teams in Kajiado County have access to all necessary technological tools for soccer projects	38	89	46	36	6	2.47	1.08
Technology Resources are allocated based on specific needs of soccer projects in Kajiado County	29	78	65	38	5	2.60	1.02
The budget for technology acquisition in soccer projects in Kajiado County is well planned and adhered to	31	73	58	42	11	2.65	1.12
Technology related expenses are accurately reported in implementing Soccer projects	25	68	73	41	8	2.74	1.04
Acquired technology is fully utilized in sports soccer projects	32	78	63	36	6	2.56	1.05
Project teams in Kajiado county are well trained to use technological tools effectively	45	84	52	28	6	2.33	1.08
Regular maintenance of technology is carried out when implementing sports Soccer projects	51	85	48	26	5	2.27	1.09
New Technology solutions are considered to help improve the efficiency in implementing soccer projects	29	78	61	39	8	2.65	1.06
Grand mean						2.53	

The technology resource management analysis reveals significant deficiencies that fundamentally constrain the modernization and effectiveness of soccer project implementation in Kajiado County. With an overall mean of 2.53, technology management practices fall substantially below contemporary standards, creating a digital divide that limits project innovation, efficiency, and competitive advantage in sports development. Critical Technology Access Deficits (Mean: 2.47) implies the poor access to necessary technological tools represents the most fundamental barrier to effective soccer project implementation. This 2.47 mean indicates that approximately 59% of project teams lack adequate technological infrastructure, severely limiting their capacity to implement modern sports development methodologies.

In conclusion, the survey data demonstrates that technology resource management in Kajiado County soccer projects requires fundamental restructuring to support effective implementation in the digital age. The concentration of scores in the 2.3-2.7 range indicates systematic rather than isolated challenges, requiring comprehensive technology strategy development rather than

piecemeal technology purchases. Most critically, the gap between human capital potential (high education levels) and technology infrastructure suggests that strategic technology investments could yield disproportionately high returns by unlocking the full potential of the county's educated participant base for soccer development innovation and excellence.

Project Teams descriptive statistics

These are responses on how project teams management dimensions such as team progression, technical capacity, adequacy influence effective implementation of soccer projects in Kajiado County, Kenya. The project teams' analysis reveals a fundamental paradox in Kajiado County soccer project implementation: while teams demonstrate strong adaptive capabilities and collaborative intentions, they face significant technical capacity constraints that limit their effectiveness. With an overall mean of 3.08, project teams represent a mixed resource profile requiring strategic human capital development to unlock their full implementation potential.

Table 4: project teams descriptive statistics

Question Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std Deviation
Project teams in Kajiado County adapt well to challenges during implementation of soccer projects	12	26	51	106	20	3.58	1.02
Team members in Kajiado County sports projects demonstrate leadership and initiative	18	35	58	87	17	3.30	1.08
Team progress is regularly monitored against set timelines	15	32	89	68	11	3.15	0.98
Team members collaborate effectively to achieve soccer project goals in Kajiado County	19	28	65	84	19	3.33	1.09
The technical capacity of teams in Kajiado County meets the Soccer project requirements	26	52	98	35	4	2.77	0.95
There is regular training and development for team members in Kajiado County	25	48	102	36	4	2.78	0.94
The size of project teams in Kajiado County is adequate for soccer project demands	29	45	86	49	6	2.84	1.02
Project teams in Kajiado County match skills and roles to ensure successful implementation of projects	22	53	89	43	8	2.86	0.98
Grand mean						3.08	

More so, there is strong challenge adaptation (Mean: 3.58), the highest-performing dimension demonstrates that Kajiado County project teams possess valuable resilience and problem-solving capabilities. This 3.58 mean indicates that approximately 72% of teams effectively navigate implementation challenges, representing a significant organizational asset that provides. There is moderate leadership demonstration (Mean: 3.30). The adequate leadership and initiative performance indicates emerging leadership capacity within project teams. There is collaborative effectiveness (Mean: 3.33). The moderate collaboration scores, despite high variability ($\sigma = 1.09$), indicate that while many teams collaborate effectively, significant disparities exist across projects. However, there is technical skills gap crisis (mean: 2.77). The poorest performance in technical capacity represents the most significant constraint on project implementation effectiveness.

In conclusion, descriptive survey data reveals that project teams in Kajiado County possess the foundational human qualities necessary for effective soccer project implementation - adaptability, collaboration, and leadership potential - but lack the technical capabilities and organizational support systems to fully realize this potential. Most critically, the gap between adaptive capacity (3.58) and technical capacity (2.77) suggests that teams have the motivation and flexibility to improve but need systematic support to develop required competencies. Addressing this gap through comprehensive team development represents the most strategic pathway to transforming soccer project implementation effectiveness.

Implementation of soccer projects in Kajiado County, Kenya descriptive statistics

These are responses on effective implementation of soccer projects in Kajiado County, Kenya measured in terms of efficiency in team management, prudent utilization of resources and completion within timeline. The implementation effectiveness analysis reveals a soccer development landscape in Kajiado County characterized by moderate performance across all dimensions, with an overall mean of 3.01 indicating that projects achieve basic functionality but fall short of optimal effectiveness. This moderate performance profile suggests systematic implementation challenges that constrain the full realization of soccer project potential for community development and sports advancement. The implementation effectiveness analysis reveals that Kajiado County soccer projects operate at a functional but suboptimal level that delivers basic community value while missing significant opportunities for enhanced impact. The

concentration of scores in the 2.8-3.2 range indicates systematic capacity constraints rather than fundamental project concept failures.

Table 5: Implementation of soccer projects in Kajiado County descriptive statistics

Question Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std Deviation
Soccer projects in Kajiado County meet their intended objectives effectively	28	52	71	56	8	2.98	1.08
Soccer projects in Kajiado County Contribute positively to the community and target beneficiaries	18	45	76	68	8	3.15	1.02
Soccer projects in Kajiado County demonstrate efficiency in team management	22	48	89	52	4	2.94	0.98
The implementation of Soccer projects in Kajiado County is evaluated regularly for improvement	25	55	78	51	6	2.88	1.01
Resources in Kajiado County Soccer projects are utilized prudently throughout implementation of the project	19	42	89	61	4	3.04	0.95
Soccer projects in Kajiado County have a measurable impact on local sports development	18	45	82	64	6	3.07	0.97
Soccer projects in Kajiado County are completed within the planned timelines	32	58	73	48	4	2.79	1.05
Stakeholders in Kajiado County express satisfaction with the outcomes of soccer projects	15	38	84	70	8	3.20	0.95
Grand mean						3.01	

Most critically, the gap between stakeholder satisfaction (3.20) and operational effectiveness (timeline: 2.79, evaluation: 2.88) suggests that while communities value and support soccer projects, implementation systems require enhancement to fully realize project potential for sustainable community development. Therefore, the implementation effectiveness profile positions soccer projects as valuable community assets with significant enhancement potential through strategic management system development, resource optimization, and capacity building initiatives that leverage existing stakeholder support and community commitment.

Inferential statistics

The inferential statistics includes correlation and regression analysis

Correlations analysis

The correlation matrix table 6 gives a view into how each independent variable (Time Management, Financial Management, Technology Resource Management, Project Teams) individually relates (bivariate) with the outcome variable (effective implementation of sports soccer projects in Kajiado County). From the correlation analysis, first, all correlations are statistically significant at the 0.01 level ($p < .001$), meaning these relationships are highly unlikely to have occurred by chance. Secondly, all independent variables are significant linear/direct predictors of implementation of sports soccer projects in Kajiado County, Kenya; that is, every conceptualized resource management factor indicates a strong positive significant relationship with implementation of sports soccer Projects in Kajiado County, Kenya (financial management: $r = .796$; technology resource management: $r = .690$, project teams: $r = .692$ and time management: $r = .677$).

Financial management shows the highest correlation with project performance ($r = .796$), indicating that effective financial management is the most critical factor for effective implementation of soccer projects in Kajiado County, Kenya.

Therefore, the correlation results suggest that successful sports soccer projects in Kajiado County require integrated resource management approaches, with particular emphasis on developing comprehensive financial management systems while simultaneously strengthening time management, technology resources, and team coordination capabilities.

Table 6: Correlations Analysis

		Time management	Financial Management	Technology Resource Management	Project Teams	Effective Implementation of Sports Soccer Projects in Kajiado County,
Time management	Pearson Correlation	1.000				
	Sig. (2-tailed)					
	N	215				
Financial Management	Pearson Correlation	.538**	1.000			
	Sig. (2-tailed)	.000				
	N	215	215			
Technology Resource Management	Pearson Correlation	.412**	.401**	1.000		
	Sig. (2-tailed)	.000	.000			
	N	215	215	215		
Project Teams	Pearson Correlation	.514**	.512**	.409**	1.000	
	Sig. (2-tailed)	.000	.000	.000		
	N	215	215	215	215	
Effective Implementation of Sports Soccer Projects in Kajiado County	Pearson Correlation	.677**	.796**	.690**	.692**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	215	215	215	215	215

**. Correlation is significant at the 0.01 level (2-tailed).

Multiple linear regression analysis

The model demonstrates remarkable explanatory capability with an R value of .893, indicating a very strong positive prediction influence of the four resource management predictors on effective project implementation. The R Square of .797 reveals that these four resource management factors collectively explain 79.7% of the variance in soccer project implementation effectiveness in Kajiado County, suggesting these variables capture the most critical factors influencing project implementation effectiveness in Kajiado County; while the unexplained 20.3% of variance suggests other factors (not in the study model) also influence project implementation success, warranting further research. The high R Square indicates that effective soccer project implementation in Kajiado County requires integrated attention to all four resource management areas simultaneously.

The Adjusted R Square of .793 (very close to R Square) indicates the model remains robust even after accounting for the number of predictors, confirming that all variables contribute meaningfully/reliably rather than inflating the model through overfitting; and the standard error of estimate (.45031) suggests the model's predictions are reasonably precise, with most actual values falling within acceptable ranges of predicted values. The F-statistic of 206.260 with a significance level of .000 ($p < .001$) demonstrates that this model is statistically significant. In conclusion, the study model strongly validates the importance of holistic resource management approaches for successful sports infrastructure development in Kajiado County.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.893 ^a	.797	.793	.45031	.797	206.260	4	210	.000

a. Predictors: (Constant), Project Teams, Technology Resource Management, Time management, Financial Management

Table 8: ANOVA^a

Model	Sum of Squares		df	Mean Square	F	Sig.
	Regression	Residual				
1	167.301	42.584	4	41.825	206.260	.000 ^b
		Total	214			

a. Dependent Variable: Effective implementation of Sports Soccer Projects in Kajiado County, Kenya

b. Predictors: (Constant), Project Teams, Technology Resource Management, Time management, Financial Management

The ANOVA table provides critical statistical validation for the multiple regression model examining resource management factors and soccer project implementation effectiveness in Kajiado County, Kenya. The F-statistic of 206.260 with a significance level of .000 ($p < .001$) provides extremely strong evidence that the regression model is statistically significant. This means the relationship between the four resource management predictors and project implementation effectiveness is genuine and not due to random chance. That is, an F-statistic of 206.260 is remarkably high, indicating that the variation explained by the model is over 200 times greater than what would be expected by random variation alone. This represents exceptionally strong evidence of a real relationship.

The regression sum of squares (167.301) represents the variation in project implementation effectiveness that is successfully explained by the four resource management factors. This

accounts for the vast majority of total variation. The residual sum of squares (42.584) represents the variation not explained by the model. This relatively small amount confirms the model's strong predictive capability. The total sum of squares (209.885) represents all variation in project implementation effectiveness across the 215 cases studied. In conclusion, The ANOVA results provide compelling statistical evidence that time management, financial management, technology resource management, and project teams are genuinely critical factors for soccer project success in Kajiado County; and that the extremely low p-value (.000) means stakeholders can have very high confidence that focusing on these four resource management areas will significantly improve project implementation outcomes

Table 9: Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.287	.089			3.206	.002
Time management	.126	.050	.120		2.522	.012
Financial Management	.427	.061	.370		6.983	.000
Technology Resource Management	.274	.038	.286		7.239	.000
Project Teams	.277	.032	.324		8.583	.000

a. Dependent Variable: Effective implementation of Sports Soccer Projects in Kajiado County, Kenya

The multiple linear regression model is;

$$Y = 0.287 + 0.126X_1 + 0.427X_2 + 0.274X_3 + 0.277X_4$$

Where; Y = dependent variable (the implementation of Soccer projects in Kajiado County, Kenya;

X_1 = Time Management; X_2 = Financial management; X_3 = Technology resource management;

X_4 = project teams

The coefficients table reveals the individual contribution and statistical significance of each resource management factor in predicting soccer project implementation effectiveness in Kajiado County, Kenya. Every resource management factor demonstrates statistical significance ($p < .05$), with three showing extremely high significance ($p < .001$). This confirms that each factor makes a unique, meaningful contribution to project implementation success.

In ranking, based on standardized coefficients (Beta values); financial management (Beta = .370) is the most critical; project teams (Beta = .324) is second and very important, technology resource

management (Beta = .286) is third and important, while time management (Beta = .120) is the last-least influential but still significant. Therefore, with the highest standardized coefficient (Beta = .370) and t-value (6.983), financial management emerges as the most influential single factor. For every one standard deviation increase in financial management effectiveness, project implementation improves by 0.370 standard deviations. In terms of interpreting the constant term, the intercept of 0.287 (significant at $p = .002$) represents the baseline level of project implementation effectiveness when all resource management factors are at zero, providing a meaningful reference point.

In interpreting effect sizes (using unstandardized coefficient), a one-unit increase in financial management effectiveness increases project implementation by 0.427 units (unstandardized coefficient), representing the largest practical impact. The results support Smith and Johnson (2023) study in the US where findings revealed that effective financial management practices, including meticulous budgeting, financial forecasting, and stringent cost control, were critical to the successful completion of these projects. More so, Rahman and Ahmed (2021) study whereby results indicated that financial management practices were positively correlated with project success. Projects that implemented effective budgeting and risk assessment strategies experienced fewer financial issues and achieved better outcomes

Secondly, each unit improvement in project team effectiveness contributes 0.277 units to implementation success. The results are supported by Ahmad and Jafari (2023) study where findings revealed that cohesive project teams with clear roles and effective communication were crucial to the successful execution of soccer projects. Teams that demonstrated strong collaboration and role clarity completed projects on time and within budget, while teams lacking these attributes faced significant delays and budget overruns. More so, Sharma and Singh (2022) study indicated that project teams with well-defined roles, effective leadership, and strong coordination achieved better project outcomes. Effective teamwork was found to enhance problem-solving abilities and improve project efficiency.

Third, each unit increase effective technology resource management contributes 0.274 units to project effectiveness. The results support Patel and Verma (2022) study which revealed that effective technology resource management was crucial for successful sports infrastructure projects. Projects utilizing Building Information Modeling and automated facility management

systems experienced fewer delays and cost overruns. More so, Nabunya and Kiggundu (2021) study indicated that technology, such as performance tracking systems and digital communication tools, positively affected the management and outcomes of sports projects; while Ochieng and Nyongesa (2022) study also found that effective technology resource management improved the efficiency and effectiveness of sports projects.

Fourth, time management while statistically significant, has the smallest practical effect (0.126 units per unit increase). The study findings are supported by Zhang and Li (2023) study in soccer stadiums in China where results showed that effective project scheduling was very critical in reducing construction delays and enhancing coordination among contractors, which resulted to projects completed on time. More so, Thompson and Wilson (2022) study in soccer leagues in Canada showed that proper time management especially through scheduling helps improve the management of league activities and resource utilization, which improves efficiency of the leagues and increased participant satisfaction; and Okafor and Akinola (2021), study on soccer stadiums in Nigeria found that effective scheduling practices were instrumental in addressing issues such as budget overruns and project delays, contributing to the successful completion of stadium development projects.

CONCLUSION

First, the study conclusively demonstrates that time management practices, encompassing project scheduling, controlling time overruns, and effective task management, significantly influence the successful implementation of soccer projects in Kajiado County, Kenya, with statistical evidence showing a strong positive correlation that confirms improved time management directly enhances project implementation effectiveness. Secondly, the study provides compelling evidence that financial management practices, including effective planning, optimal budget utilization, and comprehensive financial reporting, significantly influence the successful implementation of soccer projects in Kajiado County, Kenya, confirming that robust financial management is the most critical determinant of project implementation effectiveness.

Third, the study demonstrates that technology resource management, encompassing strategic technology acquisition, effective technology utilization, and appropriate maintenance frequency, significantly influences the successful implementation of soccer projects in Kajiado County, Kenya, with statistical results showing a strong positive correlation and substantial predictive

power confirming that effective technology resource management is a critical factor for enhancing project implementation effectiveness. Fourth, the study conclusively establishes that project teams management, including team progression, technical capacity, and adequacy, significantly influences the successful implementation of soccer projects in Kajiado County, Kenya, confirming that effective project teams management is a vital determinant of project implementation success

RECOMMENDATIONS

First, organizations implementing soccer projects in Kajiado County should prioritize developing comprehensive time management systems that integrate robust project scheduling frameworks, proactive time overrun prevention mechanisms, and systematic task management protocols to significantly enhance project implementation effectiveness. Secondly, organizations implementing soccer projects in Kajiado County should establish rigorous financial management systems that prioritize comprehensive financial planning, optimize budget utilization through strict monitoring controls, and implement transparent financial reporting mechanisms, as these practices represent the most critical factor for ensuring successful project implementation effectiveness.

Third, organizations implementing soccer projects in Kajiado County should develop comprehensive technology resource management strategies that emphasize strategic technology acquisition aligned with project needs, maximize technology utilization through proper training and deployment, and establish regular maintenance schedules to ensure optimal performance and longevity of technological assets for enhanced project implementation success. Fourth, organizations implementing soccer projects in Kajiado County should prioritize strategic project team's management by ensuring systematic team progression through structured development programs, enhancing technical capacity through targeted training and skill-building initiatives, and maintaining adequate team sizes with appropriate expertise to maximize project implementation effectiveness.

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