EVALUATION OF THE FACTORS AFFECTING GOAL SETTING PRACTICE IN PRIVATE SECTOR IN TANZANIA: THE CASE OF ENVIROCARE HEAD OFFICE

By

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A Dissertation Submitted in Partial Fulfillment of the Requirements for the Master of Science in Human Resource Management of Mzumbe University

2013
CERTIFICATION

The undersigned certify that she has read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled Evaluation of the factors affecting goal setting practice in private sector in Tanzania. The case of Envirocare Head Office. In partial fulfilment of the requirements for award of the degree in Master of Science in Human Resource Management of Mzumbe University

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I, Carolyn Nicholas Mwanri, declare that this is my own original work and that it has not been presented and will not be presented to any other University or any other degree award.

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Last but not least my sincere thanks to my husband Allan Fredrick Daftari, my daughter Destiny and son Leroy for their guidance, moral support, encouragement and believing in me.
DEDICATION

I dedicate this work to my late Father who passed away in 1993, Nicholaus Mwanri.
I love u so much. May your soul Rest in Peace.
ABSTRACT
The objective of this study was to evaluate the factor affecting Goal Setting practice on private organizations, the case of Envirocare head office. Although the main components of goal setting have been well studied, many of the goals setting studies are based on an implicit assumption that goals have been set properly and that the goal setter intends to and wants to achieve the goal and leaves other goal setting successful factor such as resources availability and accountability. The evaluation of importance of stakeholder participation on goal setting and key determinant for organization to achieve its goals are among of the factors that were addressed in the study. After goal setting, managers need to determine whether or not goals have been attained. Evaluation measurements reveal to both personal and organizational performance was in the form of interviews.

Advocates of goal setting have had a substantial impact on different stakeholder including internal and external stakeholder. In this study, it discovered that, the beneficial effects of goal setting have been overstated and that systematic harm caused by goal setting has been largely ignored. I identify specific side effects associated with goal setting, including a narrow focus that neglects non-goal areas, a rise in unethical behaviour, distorted risk preferences, corrosion of organizational culture, and reduced intrinsic motivation.

Therefore, the study identify that for goals to be successful, they should be specific and challenging. Specific, challenging goals motivate performance far better than “do your best” exhortations. Findings show that, specific goals provide clear, unambiguous, and objective means for evaluating employee performance. Specific goals focus people’s attention; lacking a specific goal, employee attention may be dispersed across too many possible objectives. Rather than dispensing goal setting as a benign, over the counter treatment for motivation, managers need to conceptualize goal setting as a prescription-strength medication that requires careful dosing, consideration of harmful side effects, and close supervision. In turn, because challenging goals, or “stretch” goals, create a discrepancy between one’s current and expected output, they motivate greater effort and persistence.
ABBREVIATION

GS- Goal Setting

HRD- Human Resource Department

HR- Human Resource

NGO – Non Government Organization

SPSS – Statically Package for Social Science

SMART- Specific, Measurable, Attainable, Time Frame
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CHAPTER ONE
INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction
The unstable changing business environment in which organizations operate today needs strategic human resource managers to be aware of the fact that they have the responsibility of leading the way in their organizations (Armstrong, 2009). Hence, adding substantial value to the organization depends on the quality of people available (Armstrong, 2009). However, setting objectives and goal setting is no longer a straightforward process. A number of variables have to be taken into account such as training programmes, performance feedback, resources availability, technical and conceptual skills and prioritization of goals. Corporate goal are therefore important for all organization since goals have the ability to function as a self regulatory mechanism that acquires an employee a certain amount of guidance, Shalley, 1995. Without clearly-defined goals and objectives, organizations will have problem on coordinating activities and forecasting future technical and conceptual skills needed for organization achievement. (Dubois, 2004).

Corporate goals provide the organization with a foundation that determines the course of action that aids in implementing organization changes Marie, 2006). For each organization goal a set objectives is specified. Without clearly-defined goals and objectives, an organization encounters challenges in coordinating activities and forecasting future events. Organizational goals inform employees where the organization is going and how it plans to get there. Evaluation and control allows an organization to compare its actual performance to its goals and then make any necessary adjustments, Konig, C. J; 2006).

Goal setting have different advantage to the organization, first increase the likelihood of organization effectiveness. (Tamera et al 2006). The absence of goals results to a lower organization performance. The second advantage is that establishing specific goals lead to better performance than establishing easy and vague goals. Goal setting increase organisation effectiveness by providing Focus. It also provides focus for management when deciding on major projects and how to best divide tasks among
employees. In addition goal setting improves group cohesion. Many business goals cannot be reached unless employees of all levels work together as a whole to reach the goals, Budworth; 2006).

Goal setting process begins by generating a list of potential goals. The processes do also involve establishing a deadline for achieving the goal. Determining the amount of time needed to reach the goal and setting a deadline help to create a realistic sense of urgency and provide the motivation necessary to attain the goal. In addition, some goals may not be achievable until other goals have been reached (e.g., training for a specific skill before achieving a promotion. Identification on how to overcome obstacles is among of goal setting process. Once you have identified and listed the obstacles that may prevent from achieving the goals, create a plan to address those obstacles. For instance, if the obstacle comes from a lack of knowledge or skill, this obstacle can be overcome in many ways, such as training, conferences, reading, or coaching.

According to (Ryan Blair; 2012) the followings are the quality of good goal; first the goal must be specific. Great goals are well defined and focused. Focus creates a powerful force: goal power. The more focused the more efforts to achieve is likely to be generated. Also goal must be measurable, measurability become a daily reminder to keep management and employee focused on the targeted results they want to attain.

Another quality of a good goal is attainability. Far too often; small businesses set goals beyond reach. (Ryan Blair; 2012). Also relevance is among of quality of good goal. Achievable business goals are based on the current conditions and realities of the business climate. Time-Based is the last quality of good goal. Business goals and objectives just don’t get done when there's no time frame tied to the goal-setting process.

Based on provided bases for the study; this study evaluate factor affecting goal setting practice particularly on private sector. Researcher believes the study will
mobilize many organizations to put emphasis on the participation of employees during corporate goal setting process for accomplishing required results.

1.2 Problem statement
Goal setting determine what organisation has to achieve in its operations. There are different approaches for developing organization goal setting. Suitable goals are specific, measurable, attainable, realistic and timely (Cothran & Wysocki, 2012). Proper goals provide a clear focus to what the organisation intend to accomplish. Also, the goals allow proper use of resources required in completing organisation objectives (Shah, 2013).

The literature recommends the goal setting process which allows goals to meet the following criteria; the goals must be specific, measurable, attainable, realistic and timely, Locke, 2006).

There are many reasons that constitute to failure to achieving organisation goals; part of it being the goals that do not meet above five characteristics. Other reasons include poor employees’ involvement on setting goals and lack of skills to perform assigned duties (Latham, 2004). Despite positive benefits of goal setting in corporate performance; indicators shows that a number of corporate entities are underperforming. A good example of underperformance is drawn from the global financial crisis experience (Shah, 2013). This study evaluates factors affecting goal setting practice in the organisation. It also shows how goal setting process impacts its achievement.

1.3 Research objectives
The general objective of the study is to evaluate effectiveness of goal setting in an organization

1.3.1 Specific objectives
i. To determine the extent which the organization achieve its goals
ii. To determine the extent which goal setting allows stakeholder participation
iii. To determine the confidence of employee in goal setting process.
1.3.2 Research questions

i. To what extent organizations achieve its goals?

ii. To what extent goal setting allows stakeholder participation?

iii. What are the confidences of employee in goal setting process?

1.4 Significance of the study.

I. To Academicians

Absolutely, the study will help the academicians to grasp the knowledge on goal setting activity as a component of strategic human resources management and make a comparison to the existing related studies or literature to gain their existing consent the area of researching.

II. Policy Makers

Policy makers: The study is expected to provide an insight to the government policy makers to review and revise the current corporate goal setting practice so as to fit to the competency-based approach for the effective management of human resources hence attains required competencies for effective service delivery in an organization.

III. To the Body of Knowledge

The findings of the study will add to the bank of knowledge on the subject and help the scholars for the further understanding the interplay of the numerous problems affecting organization performance. In this regard, the study will set the stage of similar future researches on the other development oriented issues.

IV. To the researchers

The study had been framed on the belief that the work will be served as a source of references and recommendations, opinions and suggestions to the government, NGO’S, academicians, planners, policy makers, as well as interested parties and leader who may interested with the subject matter.

V. To the managers

This study is designed for human resource professionals, organizational development managers, and other leaders who want to learn more about the role played by goal
setting planning process. The findings will help managers to prepare the quantitative and qualitative human resources plans for the future including the number of people and skills that will be needed to deliver the organizational objectives.

More specifically the study is done to enable the researcher to fulfil the requirements for Masters in Business Administration in Corporate Management. Better still; the study will be used as an additional reference to researchers on goal setting planning and management at large. The study will mobilize many organizations to put emphasis on the participation of employees during corporate goal setting process.

1.5 Scope of the Study
The study will focus on evaluation of goal setting on achieving organization corporate goals and employee performance of Tanzania private organizations, a case of Vodacom to be conducted from February 2013. The study shall pay attention in answering the established research questions to meet the research objectives as well as the findings and evidences which are supposed to convince the private organization in Tanzania plan and effective corporate goal setting for the organization better performance.

1.6 Limitation and Delimitation of the Study
In conducting this study, the intensive evaluation, investigation, follow up, generation of potential data, and the later analysis stage is needed, that the researcher is expecting to face the following constraints;

i. Poor response from respondents
It is possible to get the questionnaires lost, while some respondents may not give exact answers during interviews others may not give back the filled in questionnaires on time. All these may reduce the validity and reliability of data.

ii. Confidentiality.
In Envirocare, organization corporate goals are treated confidential and even to normal staff have access on it as a results the study focus on evaluation of factor affecting goal setting in single Human resource department. It is easy to have access to open information only. Classified information is restricted and it is difficult to
have access to them. This may be an excuse to some respondent’s especially senior one who are not willing to cooperate. They may claim the information to be classified as either confidential or secret so to limit researcher insight on the issue under study.

iii. Time restriction.
The research project is undertaken as partial fulfilment of masters’ degree program requirement and it has a time limit. The study is to be undertaken from February and submitted early September 2013. Some of research supervisors it’s hard to meet them due to their tight schedule even the time for appointment they have a lot of accuse. This may cause the researcher delaying to submit dissertation.

1.7 Chapter Summary
The study aims at evaluation of the factor affecting goal setting practice on archiving organization effectiveness which affects performance of public organizations in Tanzania with ENVIROCARE as a case study. This chapter gave an insight to the problem under investigation, provided a statement of the problem, research objectives and their questions. It also provided the significance of the study to academia, extension of knowledge frontier as well as to policy makers. This chapter also provides the limitations and delimitations of the study.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This part intends to review various existing literature for the purpose of providing insight on the issue understudy. (Walnik; 2004) states that literature review illustrates what previous researchers have discovered. It’s a typical part of the research process i.e. a theoretical review that consider what others attempted on the topic to be studied and hence identify the research gaps. It also consists of empirical review to the understanding of several reports, studies and practical implication of the issue undertaken.

2.2 Meaning of Corporate goal
From a company's perspective, corporate goals involves formulating long term business goals so that the strategic planning of an enterprise may be developed and acted upon. Successful organizations like Envirocare are those that focus their efforts strategically. To meet and exceed customer satisfaction, the business team needs to follow overall organizational corporate goals. A successful strategy adds value for the targeted customers over the long run by consistently meeting their needs better than the competition does. In today competitive world, a company really needs is an actionable strategy that leads it to meeting and/or exceeding business corporate goals: those of higher revenues, margins and market shares, amongst many others (Brown, 2005)

2.1.1 Advantage of corporate goals
Setting and achieving goals is one of the ways a business organization can set standard or scale of measurement on his development within a company. Goal-setting can be a good motivator, but there are advantages and disadvantages. The following are the advantages of corporate goal setting as follows;

2.1.1 Performance
Setting corporate goal is designed to motivate members within the organization and help increase performance. For instance, when the employee is involved in the goal
setting process, he takes a personal interest in achieving that goal. The emotional involvement becomes a strong motivator and can help the employee reach his goals and realize greater success within the organization.

2.1.2 Focus
Setting corporate goals helps management and employee to better focus on the elements that create success. To achieve a goal, first company must state a desire to reach the accomplishment. Once the goal is stated, a process can be created that the employee will follow to reach it. With a list of goals and the procedures necessary to reach them, an employee can better focus his efforts on achieving the things that will bring success to his career and his company.

2.1.4 Demonization
Setting goals that are too vague can lead to poor performance compared to specific and challenging goals. Goals that are not properly crafted can become demotivating. If the goal seems too easy or not specific enough, then the employee is not motivated to achieve it.

2.1.5 Performance Evaluation
Goals setting not only help the employee chart her progress; it also helps management measure development. A clearly defined set of goals can be used during an employee evaluation to determine how well the employee performed against those goals, and what changes need to be made to improve reaching goals in the future

2.1.6 Challenges for corporate goals formulation
Goal setting can go wrong for lots of reasons. Like many other tasks a manager will be faced with many barriers that will attempt to disrupt them. However, they must know how to effectively overcome those challenging obstacles that will come their way, Wiese, 2005). As a company or business large or small must avoid this goal setting mistakes outlined below in order to sustain it competitive advantage.

I. Outcome goals are set instead of performance goals. This forces management to focus on the end result immediately instead of taking time to go through the steps of goals setting. Where a company using outcome goals, and fail to achieve the goal for reasons outside control, this can be very disappointing
and sometimes leads to loss of enthusiasm and feelings of failure. Always set performance goals instead as this will give you a higher chance of succeeding.

II. Goals are set unrealistically high. When a goal is perceived to be unreachable, no effort will be made to achieve it. As organization they have to set realistic goals so that can best decide how to go about achieving them.

III. Goals are so vague that they are useless. It is difficult to know when vague goals have been achieved. How can a business organization know if aren’t clear about what is to be reached? Achievement must be able to be measured. In setting vague goals will not benefit from goal setting. Businesses organizations are advised to set precise and quantitative goals.

IV. Goal Setting is unsystematic and disorganized. In this case certain goals will be forgotten, and the achievement of goals will not be measured and feedback is nonexistent. The major benefits of goal setting have been lost. Being organized and regular in goal setting in one way or another allow success.

V. Reluctance to establish goals: refers to the inability of some managers to set goals for themselves and their team. This may be due to a lack of confidence or fear of failure. Some managers, however, do this unconsciously. Nevertheless, whether consciously or unconsciously, when managers fail to establish goals they will likely hinder the organization’s planning effort and thus cause a downfall for the organization.

To avoid these problems, business organization must set their goals properly. They have to spend the proper amount of time in your goal setting and you will maintain strong forward momentum until you have what you want.

2.1.7 Corporate Goals Steps Formulation Process

Goal Setting is an extremely powerful technique for accomplishment, but for Goal Setting to really be effective requires more than just writing down what we want to achieve. Corporate goals formulation refers to the process of choosing the most appropriate course of action for the realization of organizational goals and objectives.
and thereby achieving the organizational vision, Bernett, 2009). The following are steps corporate goals formulation process;

**Step 1; Well formed Goal Statements**

The Goal Statement forms the basis for the entire process so careful attention should be placed on formulating a clear and accurate goal statement. A good way to remember how a goal statement should be defined is through S.M.A.R.T. acronym used by many experts in goal setting. SMART stands for: Specific, Measurable, Action-Oriented, Realistic, Time and Resource Constrained. The Goal should be specific enough so that individuals in organization know exactly what they are striving for, measurable can tell exactly when the goal has been reached, action-oriented to indicate an activity that will produce results, realistic in that it is practical and can be achieved, and time and resources constrained meaning that it has a definite deadline for completion and realizes limited availability of resources.

**Step 2; Breaking down Goals into manageable Steps**

Once organization goals a well-formed, it need some direction to follow to achieve this Goal. The creation of Goal Steps gives organization a list of the important things that need to be done to achieve the Goal, an action plan, and also allows to track organization progress towards the goal.

**Step 3; Motivation and Commitment**

Motivation and commitment are what makes individuals in the organization strive to achievement. They give us the push, desire, and resolve to complete all of the other steps in the Goal process. This motivation can be obtained by developing a statement that creates a high level of emotion and energy that guarantees achievement. Commitment is what sets us on direct course to reach goals and creates costly negative consequences for failure. Without commitment even in our normal life it’s hard to achieve what is intended to achieve within a reasonable time frame.
Steps 4; Reminders and Keeping on Track

Reaching any organization goals requires persistence and regular attention. As organization they need some sort of system to keep reminded and accountable. Goal Setting is definitely an ongoing process that is accomplished over time. When management first sit down and start to define goals it can seem like a difficult and daunting task but over time it begins to get much easier. Patience is required. Researcher advised all goals due in the next year should be reviewed at least once a week and daily if possible. The great thing about frequent review is that this forces us to make big decisions and determine priorities in our life. We should keep watch for goals that aren’t being achieved on time or for goals on which we keep extending the deadline. (Corker, 2012).

2.2.2 Stakeholder’s involvement on corporate goal setting

Running a successful business requires a high degree of stakeholder involvement. A stakeholder is anyone who has an interest in business or will be affected by its deliverables or output, (Gergen, 2009). Consider the figure below on how stakeholder involve on goal setting:

Table 1.1 ENVIROCARE STAKEHOLDER INVOLVEMENT SHEET

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What most matter to them</th>
<th>Ways Envirocare Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers/ Client</td>
<td>• Quality services&lt;br&gt;• Access for fertile Land&lt;br&gt;• Entrepreneurship education&lt;br&gt;• Action research</td>
<td>• Legal service&lt;br&gt;• Resource empowerment&lt;br&gt;• Decision making</td>
</tr>
<tr>
<td>Employees</td>
<td>Business Partners</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>- Clear carrier path  &lt;br&gt; - Ongoing training  &lt;br&gt; - More knowledge sharing among the group</td>
<td>- Survey across the group  &lt;br&gt; - Good working environment  &lt;br&gt; - Health care</td>
<td></td>
</tr>
<tr>
<td>- Fair treatment across the board  &lt;br&gt; - Top management involvement with customers  &lt;br&gt; - A consistent customer experience</td>
<td>- Annual business partners conference  &lt;br&gt; - Trade bulletins</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher 2013

In order for goal setting to work properly involvement of customers based on the views concerning various services rendered is important. All always customers expect quality services at a right time and place. Later on, feedback from clients such access for entrepreneur education leads the organization to come SMART goal setting which will include clients’ views. Also employees demand good working environment for the sake of producing quality final products and services accompanied with clear carrier path. E.g., some of organizations their carrier path is not well clear as a result labor turnover is high. But also, organization must allow participative decision making during goal setting. In addition, business partners expect fair treatment across the board and top management involvement with customers. At last, management advised to gather all necessary information from stakeholder for the sake of including them on goal setting of the entire organization. It is important to understand the values and issues that stakeholders have in order to address them and keep everyone on board for the duration of the business as follows;

i. **Setting Goals and Need Assessment**: here organizations were advised to involve stakeholders in creating a set of realistic goals and objectives.
Stakeholders are not always keen to participate, but engaging them at this early stage of the business will help to ensure success. Stakeholders are most likely to be actively engaged by a set of goals and objectives aimed at improving business performance and thereby take an interest in the business.

ii. **Setting specific objectives;** all business need a clear set of deliverables aimed at achieving the business corporate goals and objectives. These should be communicated clearly to the stakeholders and efforts made to ensure that there is a clear understanding regarding the quality and composition of each deliverable goods and services. In order to achieve this, prototypes and samples can be prepared to avoid misunderstandings or disappointment later.

iii. **Communicating Information;** once the business is running there are two groups of people who need to be kept informed of progress, the business team and the stakeholders? This can happen through effective way of communicating progress via regular progress reports. For instance, some of Institutions in banking industries sharing information with their stakeholders in the form of reports through radio, TV or even newspapers. The reports form a useful record of the business and can be e-mailed to all relevant parties and/or placed in a central repository that everyone has access to.

**2.2.3 Goals implementation in the organization;**

An implementation of goals is a self regulatory strategy that can lead to better goal attainment. It is subordinate to goal intention as it specifies the when, where and how goal directed behaviour. The strength of commitment related to both the plan set and the goal is very important for the implementation process. Topciu, 2005) . The following are goals implementation process;

i. The first step towards taking action and ensuring accountability is to constantly surround with everything that reminds of organization goals. A great way to do this is by creating a vision board. Set aside a board in front of your desk or anywhere in your room or office where you can see the board. Then hang up pictures of what you desire, and inspirational quotes to keep
you going. This will ensure that you maintain your enthusiasm and energy level as you’re implementing your goals.

ii. To continue with implementation, organization member need to make sure do the things necessary on a daily basis that helps on achieving the goal. For instance, if organization wants to double, triple or quadruple results, then daily activities can include being consistent on the number of phone calls or sales presentation they make. Also, if a person goal is to run a marathon, then you need to run every day for the necessary time and distance that will help to prepare for the marathon. Decide on the length and duration of these activities, and stay consistent.

iii. The next step of implementation is prioritization of organization time and resources. As an organization they need a planning system on how to prioritize time and resources. This is easy to do by using a day planner. One way to increase productivity is to plan next day before going to sleep. When wake up, we have to stick on the plan. We wake up with enthusiasm because we know exactly what we’re going to do to accomplish this day. If an emergency or urgent matter arises, take care of it, then go back to working according to plan. Organization either profit or non profit, private or public they have to make plan that focuses on the 20% of activities that yields 80% of results. If individuals in an organization they implement this habit, Researcher believe productivity will increase at increasing rate.

iv. Action accountability. Jim Rohn said it best - “Work harder on yourself than you do on your job.” The more effective we become at everything we do, and the more we attract successful people and opportunities into personal and work life. This can be done by focusing on personal development and working with a mentor who has already achieved what we want. A mentor or coach will help individuals in organization stay focused and hold accountable by reminding of goals.
v. Reviewing and revise plans. This will take back to part of previous goals implementation plans, which is reflection and evaluation, and movement through the process organization goals is achieved.
2.2.6 Challenges for implementing corporate goals

This section discusses challenges for implementing corporate goals. According to Ordonez, 2009) the following are the challenges for implementing corporate goals. These are;

i. **Narrow Goals.** With goals, people narrow their focus. This intense focus can blind people to important issues that appear unrelated to their goal during implementation process. For example, when manager set targets for specific dimensions of a problem, they often fail to anticipate the broader results of their directives. The very presence of goals may lead employees to focus myopically on short-term gains and to lose sight of the potential devastating long-term effects on the organization.

ii. **Too many goals.** A related problem occurs when employees pursue multiple goals at one time. Goals that are easier to achieve and measure (such as quantity) may be given more attention than other goals (such as quality) in a multi-goal situation.

iii. **Inappropriate Time Horizon.** Even if goals are set on the right attribute, the time horizon may be inappropriate. Implementing corporate goals need specific time horizon to accomplish. For example, goals that emphasize immediate performance (e.g., this quarter’s profits) prompt managers to engage in myopic, short-term behaviour that harms the organization in the long run. The time horizon problem is related to the notion that goals can lead people to perceive their goals as ceilings rather than floors for performance.

iv. **When Goals Are Too Challenging.** Proponents of goal setting claim that a positive linear relationship exists between the difficulty of a goal and employee performance. Specifically, it argued that goals should be set at the most challenging level possible to inspire effort, commitment, and performance but not so challenging that employees see no point in trying.

v. **Lack of management support.** In order for corporate goals to be successful, management full support required before and during implementation process.


2.2 Theories of the study

The theory of organizational goal setting is a scholarly body of work and an effective tool for making progress to ensure that participants in a group with a common goal are clearly aware of what is expected from them towards higher level of performance (Grant, 2007). Under normal circumstances, Managers cannot constantly drive motivation, or keep track of an employee’s work on a continuous basis. Goals are therefore an important tool for managers, since goals have the ability to function as a self-regulatory mechanism that helps employees prioritize tasks.

a) Locke’s Goal setting theory of 2006

Locke’s goal setting theory based on three categories explaining the positive relationship between clearly identified goals and performance. These are goal commitment, goal performance relationship, goal setting and feedback theories as follows;

i. Goal performance relationship; Studies have shown that specific and ambitious goals lead to a higher level of performance than easy or general goals. As long as the individual accepts the goal, has the ability to attain it, and does not have conflicting goals, there is a positive linear relationship between goal difficulty and task performance, Locke, 2006). While some managers believe it is sufficient to urge employees to ‘do their best,’ Locke and Latham have a contradicting view on this. The authors state that people who are told to ‘do their best’ don't. ‘Doing your best’ has no external referent, which makes it useless in eliciting specific behavior. To elicit some specific form of behavior from others, it is important that this person has a clear view of what is expected from him/her. A goal is thereby of vital importance because it facilitates an individual in focusing their efforts in a specified direction. To increase motivation, employees not only must be allowed to participate in the goal setting process, but the goals must be challenging as well.
ii. Goal commitment; People perform better when they are committed to achieving certain goals. Through an understanding of the effect of goal setting on individual performance, organizations are able to use goal setting to benefit organizational performance. Locke & Latham, 2006) have indicated three moderators that indicate goal setting success: the importance of the expected outcomes of goal attainment, self-efficacy – one's belief that he is able to achieve the goals, and commitment to others promises or engagements to others can strongly improve commitment.

iii. Goal setting and feedback; without proper feedback channels it is impossible for employees to adapt or adjust to the required behavior. Keep track of performance to allow employees to see how effective they have been in attaining their goals. Goal setting and feedback go hand in hand. Without feedback, goal setting is unlikely to work. Providing feedback on short-term objectives helps to sustain motivation and commitment to a goal. Feedback should be provided on the strategies followed to achieve the goals and the final outcomes achieved, as well. Feedback on strategies used to obtain goals is very important, especially for complex work, because challenging goals put focus on outcomes rather than on performance strategies, so they impair performance.

b) Frederick Herzberg goal setting theory, 1959.

A behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”. Herzberg classified these job factors into two categories:

i. **Hygiene factors**- Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent then they lead to
dissatisfaction as result organization goals won’t be achieved. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled in order to accomplish certain task. Hygiene factors include; pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain, Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.

ii. **Motivational factors**- According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance toward organization goals. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include; recognition - the employees should be praised and recognized for their accomplishments by the managers, sense of achievement - employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job, growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well, responsibility - employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability and meaningfulness of the work - the work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

c) **Maslow The need Hierarchy Goal setting theory, 2006**
Maslow argued that, human behaviour is goal-directed. It is through motivation that needs can be handled and tackled purposely. This can be understood by understanding the hierarchy of needs by manager. The needs of individual serves as a driving force in human behaviour. Therefore, a manager must understand the “hierarchy of needs for the sake of their immediate subordinates to produce required result and meet organization goals. The needs have been classified into the following in order:

i. **Physiological needs**- These are the basic needs of an individual which includes food, clothing, shelter, air, water, etc. These needs relate to the survival and maintenance of human life.

ii. **Safety needs**- These needs are also important for human beings. Everybody wants job security, protection against danger, safety of property, etc.

iii. **Social needs**- These needs emerge from society. Man is a social animal. These needs become important. For example- love, affection, belongingness, friendship, conversation, etc.

iv. **Esteem needs**- These needs relate to desire for self-respect, recognition and respect from others.

v. **Self-actualization needs**- These are the needs of the highest order and these needs are found in those person whose previous four needs are satisfied. This will include need for social service, meditation.

Researcher argued that, everyone is not motivated by same needs on achieving organization goals. At various points in their lives and careers, various employees will be motivated by completely different needs. It is imperative that as a manager or leader to recognize each employee's needs currently being pursued. In order to motivate their employees, leadership must be understand the current level of needs at which the employee finds themselves, and leverage needs for workplace motivation.

**2.3 Empirical Review on Goal Setting**

The observed critical situation of the ineffective goal setting practice is due to resource availability, technical and conceptual skills, organization politics, shortage
of human resource management professionals and leadership skills, towards effective management of goal setting practice as the organization core activity; also the poor management controls towards reviewing, assessing, monitoring, measuring and evaluating the exercise (Ali, 2006). Goal setting procedures sometimes reduce the chance of getting the right expected at the right time (Sepanjo, 2009), so they should be careful managed to assist the best practice. In a nut shell, from several studies reviewed, the situation contributed to poor performance, placement of work force and post holders for better performance. Those studies don’t show the practical and significance of goal setting practice to benefit the emphasis of the goal focus and systematic application of procedures and sources. It is where a gap has been identified. Both private and public enterprises have got a lesson to grasp from this study so as to merge the effective competency-based recruitment practice.

LePine (2005) conducted another intriguing goal-setting and goal-orientation study, using a decision-making simulation to study the ability of teams to adapt to changing circumstances. When conditions changed so that team members had to change the way they communicated, the teams that adapted best were those that had high goals as well as a high score on a learning orientation trait scale. Setting high goals was actually harmful if the teams scored low on the measure of learning orientation. When manager set targets for specific dimensions of a problem, they often fail to anticipate the broader results of their directives. Goals “inform the individual about what behaviour is valued and appropriate” (Barsky, 2007). The very presence of goals may lead employees to focus myopically on short-term gains and to lose sight of the potential devastating long-term effects on the organization.

Goal setting has been promoted as a powerful motivational tool, but substantial evidence demonstrates that in addition to motivating constructive effort, goal setting can induce unethical behaviour. Surprisingly little research in the goal-setting literature has examined what people might do when they have the opportunity to misrepresent their performance or cheat to attain a goal. One of the few studies that looked for a direct link between goal setting and cheating found that participants were more likely to misrepresent their performance level when they had a specific,
challenging goal than when they did not, especially when their actual performance level fell just short of reaching the goal (Douma, 2005). For example, when senior management gives lawyers and consultants specific, challenging goals for billable hours, they may bill clients for hours they never worked. Goal setting can promote two different types of cheating behavior. First, when motivated by a goal, people may choose to use unethical methods to reach it. For example, at Sears, mechanics told customers that they needed unnecessary repairs and then performed and charged them for this unneeded work. Second, goal setting can motivate people to misrepresent their performance level in other words, to report that they met a goal when in fact they fell short.

Conclusively, for decades, scholars have prescribed goal setting as an all-purpose remedy for employee motivation. Rather than dispensing goal setting as a benign, over-the-counter treatment for students of management, experts need to conceptualize goal setting as a prescription-strength medication that requires careful dosing, consideration of harmful side effects, and close supervision.

2.4.1 The purpose of Goal Setting

In business, goal setting encourages participants to put in substantial effort. Also, because every member has defined expectations for their role, little room is left for inadequate, marginal effort to go unnoticed. Managers cannot constantly drive motivation, or keep track of an employee’s work on a continuous basis. Goals are therefore an important tool for managers, since goals have the ability to function as a self regulatory mechanism that helps employees prioritize tasks, (Locke, 2005).

There four mechanisms through which goal setting can affect individual performance are: goals focus attention toward goal-relevant activities and away from goal-irrelevant activities, goals serve as an energizer: Higher goals induce greater effort, while low goals induce lesser effort. Also, goals affect persistence; constraints with regard to resources affect work pace and Goals activate cognitive knowledge and strategies that help employees cope with the situation at hand.
Therefore, apart from knowing the purpose of goal setting in business, the study will find other mechanism in order a particular organization to maintain competitive edge over its competitor.

2.4.2 Goal Commitment
A goal by itself is just somewhere you want to be. A commitment means you’ve made a decision that you’re going to get there. It is a matter of fact; people perform better when they are committed to achieving certain goals. Through an understanding of the effect of goal setting on individual performance, organizations are able to use goal setting to benefit organizational performance. Locke and Latham (2006), have indicated three moderators that indicate goal setting success as follows; the importance of the expected outcomes of goal attainment, and self-efficacy – one's belief that he is able to achieve the goals, and Commitment to others – promises or engagements to others can strongly improve commitment.

When we talk about setting and achieving goals, as organization they have to set those goals in a framework. When you set your goals own into a goal setting template, you write down what those goals are, write down a strategy, the steps you need to take to achieve the goals, and the people and resources you need to help you achieve your goals. But once organization created that set of goals and imagined the details of carrying it out, they have to give it teeth and empower those goals by wrapping a commitment around it. Without the commitment, it’s nothing more than a nice idea.

In a nut shell, managers while setting goals in their working places, they have to make an appropriate effort to include people in their own goal setting. Encourage employees to develop their own goals, and keep them informed about what's happening elsewhere in the organization. This way, they can be sure that their goals are consistent with the overall vision and purpose that the company seeks.

2.4.3 Conceptual framework of the study
Conceptual frameworks, according to educational researcher Ngirwa, 2005), are structured from a set of broad ideas and theories that help a researcher to properly
identify the problem they are looking at, frame their questions and find suitable literature. Also, conceptual framework reflects research objectives for the purpose of delivering required results. Most academic research uses a conceptual framework at the outset because it helps the researcher to clarify his research question and aims. For the sake of this project SMART goal setting of Edwin A. Locke of 2005 will be applied due to the reasons that, by setting a goal that's Specific, Measurable, Attainable, Relevant, and Time-bound, business or none business organization will be well on our way to accomplishing it.

It is believed that with proper planning by using SMART goal setting, the organization will be able to quickly realize their dreams by focusing on both short term and long term goals where we are able to bring out our individual potential to its own limits. A real understanding and being able to recognize our current standard, both our weakness and strength is the most crucial in the initial goal setting phase as we will then be able to realistically set goals which we will be able to realize eventually. Over the years much has been written on the subject of goal setting with most conventional wisdom coming down in favour of the SMART objective setting process. For a goal to be really effective and attained it needs to be interesting, exciting and something the individual can get passionate about. Too many goals, especially corporate ones, are lacking in the area of being interesting. For example, an objective on quality will only be pursued by someone who believes that quality is of interest, for those people who believe it to be important (but not interesting) they will try to ensure that the quality doesn't drop but it is unlikely that they will go out of their way to ensure quality improves.

2.5 Qualities of SMART Model
The value of goal setting is so well recognized that entire management systems, like management by objectives, have goal setting basics incorporated within them. In fact, SMART model is generally accepted as among the most valid and useful motivation theories in industrial and organizational psychology, human resource management, and organizational behaviour. Effective goal setting process for an
organization is largely depends on proper application of SMART model. These include the following qualities;

2.4.1 Creating a Vision
Visioning is different than goal setting. When you think of goal setting, you might think of personal situations. You set goals for your 4-H projects, for school, or for your job. While you can create a vision for yourself, visioning is often talked about in terms of clubs, groups or whole organizations. When you think of visioning, you have to think about the future. This could be 10, 15, 20, even 50 years down the road.

In visioning we, need to have own thoughts or plan for what the future should look like for the organization. Maybe you are working on a vision for one department in the organization. The vision needs to support the larger goals of the entire organization. You have to make sure there is a clear connection between your vision for your department and the whole organization. Does your other department in the organization have a mission statement? This statement will be the key in developing department vision because a mission statement is the larger picture of the organization. Thus departmental vision should be talked about in very general terms that can be understood by everyone on your team.

2.4.2 Goals setting
Once you have a vision, it is time to turn to a team. Team will take larger vision and turn it into goals, the ways you will go about making your vision a reality. Goals should also be talked about in easy to understand terms.

2.4.5 Setting Objectives
After getting your goals down on paper, measurable objectives can be created. These objectives help you measure your progress toward making your vision a reality. As organization must be able to talk about the objectives in specific terms that can evaluate in a way all team members can agree on.
2.4.6 Tasks formulation
Now that you have measurable objectives, you need to come up with a list of tasks to help you accomplish your objectives. Just like objectives, tasks are very specific, measurable, and concrete statements of action.

2.4.7 Time allocation
Developing a time line will help to put your tasks in order. Time is one thing that teams never have enough of, so prioritizing will help make sure that you know what needs to be done in what order.

2.4.8 Follow Up and implementation
Just like it sounds, this is when you see if the team is working toward their vision. By doing follow-up, you show that you support the tasks that are happening and that you believe the effort is important. That is, a goal must have a starting and ending point. It should also have some intermediate points at which progress can be assessed. Limiting the time in which a goal must be accomplished helps to focus effort toward its achievement.
Figure 2.1: SMART Frame work

Source: Researcher 2013

2.4.9 SMART model

1. Goals should be REALISTIC and REACHABLE.
   a. Don’t set goals that are unrealistic because of time, resources, or people on board.

2. Goals should make you or your organization better.
   a. You should be improving in a variety of ways.

3. If these are team goals, the team should be involved in setting the goals.
   a. Don’t keep the team in the dark if the goals will be for them.

4. A plan should be developed to achieve each goal.
   a. By making a plan to reach each goal, you take a step toward reaching that goal.
Finally, employees must be committed to the goal in order for it to be achieved. Commitment to a goal can be increased by developing goals that appeal to employee’s values and needs. Employees must be convinced that the goal is important. It should be relevant and significant to some personal value. Organizations that provide continuous training for employees build confidence and increase commitment to organizational goals. Latham, Gary P, 2004.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Methodology
This chapter is about the conceptual and operational research setting. It presents the research design and area of study, sample and sampling techniques, nature of data and its sources, data collection techniques, data analysis instruments and the strategies to be pursued to ensure validity and reliability of data and information for the study.

3.2 Research design
Robson (2002) defines case study as a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. They pointed out that a good research design is essential for a successful research process. One has to plan in advance the study area, the type of research to be carried out, data collection methods, a sample for which data is to be collected, methods of analyzing data, duration and fund required to complete the study. Ndunguru (2007) states that designing a research study involves conceptualizing and organizing the collection and analysis of data to fulfil the purpose of research and it may be exploratory, descriptive, predictive explanatory or comparative. In other way a research design should be appropriate for particular research problem. A case study were employed where the collection of data will based on single organization i.e. Envirocare Head quarter specific Human resource department because of flexibility in term of rich information at the organization and guarantee of investigation of the unit of enquiry.

Study area was Envirocare head office and the type of research to be carried out is both qualitative and quantitative were used to evaluate and investigate the factor affecting goal setting practice in hr department. The process of data collection involves questionnaire method. Questionnaire was distributed to the human resource individuals and will be self managed to avoid delayed from staff that are buys. Interview will be used simply to gather information, opinions, views and ideas from both management and employees.
The design of this study detailed qualitative research work plan that will focus particularly on descriptive design to determine the exception of variables associated in goal setting practices of work organizations and methods of obtaining data systematically in order to coordinate this research to ensure efficient use of resources and guide the results. Therefore, this study use a case study design as a way of generating information and analysis of obtained data practically for the problem.

3.3 Research Approach
The study use both qualitative and quantitative. Qualitative methods were be used to analyze the open ended questionnaires while quantitative methods were used to analyze closed ended questionnaires as well as drawing simple frequency tables. All of these are intended to deal with the relevant aspects of the goal setting practice at the work organizations in Tanzania, and hence evaluates the extent of the program achievement and the typical pitfalls for its implementation.

3.4 Study Area
Envirocare Headquarter in Dar es Salaam office was the case study. This case is a private organization and it has been selected to sustain the availability of needed information. Its efficient and effective performance depends on the competent manpower. Systematic number of employees will be cited from the selected department in order to eliminate biases. Hence each department and the number of population selected to represent others.

3.4.1 INTRODUCTION TO THE ORGANIZATION
Envirocare is a non-profit making, non-partisan, non-governmental registered organization founded in 1993. The organization is registered under Society Ordinance with registration No.8029. Our primary target groups as well as main stakeholders are the communities in which we work.

Overall objective
The overall objective of the Envirocare is conserving the environment and improving livelihoods in local communities with a gender, human rights and community based organization integration through participatory approach. The main functions of the
organization are advocacy, action research and capacity building (empowerment) on environmental conservation and governance and human rights and gender issues.

Vision
Is to become a centre of excellence of envisage society with a clean and safe environment that can benefit all citizens equally and in a sustainable way.

Mission
To be the best provider of opportunities for acquisition, development, promotion, dissemination and preservation of knowledge and skills in environmental conservation and livelihood with a gender, human rights based and participatory approach through advocacy, capacity building and action research thus contributing to poverty alleviation initiatives

Specifically, Envirocare intends to realize the following objectives:

I. To empower resource poor farmers and help improve their livelihoods through green entrepreneurship.

II. To educate people on the importance of environmental governance and management with particular focus on community forests in rural areas and proper disposal of waste in urban areas.

III. To facilitate mainstreaming of gender issues in the development process.

IV. To enhance community participation in decision making process.

V. To provide legal literacy services to the communities, especially women and children, in order to enhance the awareness on their rights and obligations.

VI. To encourage research and publication of simple readable texts that will promote popular participation in the development processes, particularly in the conservation of the environment.

Strategic Interventions
For the next five years Envirocare is going to focus on the following:

i) Strengthening institutional development and governance.
ii) Environmental conservation and restoration in urban and rural areas.

iii) Human resource development, recruitment, and motivation.

iv) Enhancing local and international networking.

v) Promoting action research and consultancy services.

vi) Ensuring food security through green entrepreneurship.

vii) Reducing ignorance and poverty in local communities.

viii) Ensuring access to justice, land rights, and gender equity.

ix) Providing environmental education.

x) Income generation and resource mobilization.

Source: http://www.envirocare.or.tz/about-

3.5 Study Population
Population is defined as all the individuals or objects that meet certain requirements for membership in the overall group (Churchill and Brown, 2007). In other words, population is the aggregate of all that conforms to a given specification. Study population was chosen carefully for the sake providing the information needed and they are easily found within the organization. Systematic number of employees cited from the selected human resource department in order to eliminate biases. Hence each chosen employee and the number of population selected represent others. Population of the study was employees from the Envirocare office in Dar es Salaam. Groups such as administrators and heads of departments and other officials were interviewed during this study. These groups included in the study because they are the best informed people about the challenges facing goal setting practice performance on private organization in Tanzania.

3.6 Sample design and sample size
Kothari (2007) defined sample as few items selected from the universe for the purpose of study. The study will focus on the assessment of competency-based
recruitment practices for performance of public organizations in Tanzania using a case of Envirocare headquarters in Dar es Salaam. In this case, the sampling frame of this study will involve employees from only human resource departments at Envirocare headquarter in Dar es Salaam. To arrive at a desired sample, both purposive and stratified random sampling procedures employed. The heads of departments and other administrators were chosen for the interviews. The purposeful selection of the leaders based on the assumptions that they are the people with the best knowledge on the goal setting practice and the performance in their organization. The rest of the respondents were randomly selected based on cluster sampling. The clusters were purposively selected to ensure that the sample is representative. In each cluster, with the help of the heads of departments at the headquarters, respondents was randomly selected from department namely seniors, managers, principal, administrator and officer. In each cluster, respondents selected randomly depending on the number of employees.

Since the population includes a number of different categories, each category need to be represented in order to improve the efficiency and gain control on the composition of the sample. This satisfy that the method of drawing a sample ensure that different categories of people in terms of their socio-economic status and education backgrounds will be included in a sample. Therefore, a sample of 10 respondents from both sexes was selected for the study. The respondents provide to the researcher the necessary information for the study.

**Table 2.1 Sampling distribution table**

<table>
<thead>
<tr>
<th>S/N</th>
<th>Clusters</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Senior Human Resource Manager</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Monitoring and Evaluation Manager</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Project Managers</td>
<td>7</td>
</tr>
<tr>
<td>Position</td>
<td>Number</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Fund raising Manager</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Human resource and Administrative officer</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Senior Project Manager</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Hr Manager</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Field data (2012)

The study uses a simple random sampling because all employees in organization have the equal chances to be selected. Also the study uses the purposeful sampling because help a researcher to get information or data from the experts for example, I decided to use this in order to select training manager and supervisor from each department.

### 3.7 Source of Data

During this study, both primary data and secondary data were collected. The secondary data were extracted from the published resources including books, journals, news papers, manuals of the organization just to mention few. Primary data is a data collected by a researcher himself/herself or by research assistants from the field for the purpose of answering a research questions/issue while secondary data are data obtained from literature sources or data collected by other people for some other purposes thus secondary provides second hand information and include raw data and published ones (Saunders et al., 2000).

### 3.8 Data Collection Methods (Instrumentation)

As identified more by Kothari (2007) that the task of collecting data begins after a research problem has been defined and research design or work plan chalked out. This study uses both primary and secondary data generation methods to allow the availability of the needed information from organization under study. The purpose of
data collection is to obtain information, to make decisions or to pass information to others.

3.8.1 Primary Methods
They are referred to the information a researcher obtains from the field i.e. from the subject in the sample. Guest (1990) state that, primary source of data provided the words of witness or record of event. These data may be in the form of values obtained from the operational definition of the variables in the study. Primary data generation methods are potential for this study where by a researcher is going to benefit by first hand information of the organizational respondents from different categories. This can be achieved using observation. It entails direct communication with respondents through personal, loosely and structured interview, questionnaires and intensive examination of records.

3.8.1.1 Interview Method
In order to attain effective qualitative study, the researcher has planned to apply interview method that enables to question respondents orally. This will be most useful data generation tool for goal setting practice. This involved at large the management and other Envirocare staffs. The technique will allow the researcher to get the insight of the matter. However, the senior management officials who are well informed on the company were given priority for the interview.

3.8.2 Secondary Data Methods
Researcher uses appropriate secondary data reflecting the nature of problem seeking to understand more about goal setting and staffs attitude toward goal setting. In this regards a researcher intended to obtain the so called second hand information, data from variety of sources such Envirocare manpower inventories, reports, website or casual interviews and the library texts at one side and different research studies and some research projects on the other side.

3.9 Data Analysis Methods
According to Kothari (2007) processing and analysis of data is most essential for a scientific study and for ensuring that we have all relevant data for making contemplated comparisons and analysis. Processing involved coding, editing,
classification and tabulation of collected data so that they are amenable to
computation of certain measures along with searching for patterns of relationship that
exist among data-group. Data generated through this study were analyzed using both
qualitative and quantitative methods such tables, charts, figures so as to enable the
presentation of data and hence gives out the study results. Statistical Package for
Social Science (SPSS) were used to draw a simple frequency tables from the data
collected through questionnaires using closed ended questions.

3.10 Validity and Reliability

Data quality was measured through validity and reliability of the information
collected from the field.

3.10.1 Reliability

Bryman and Bell (2007) pointed out that reliability relates to the consistency or
dependability of a measure. She argued that if it is reliable, you can be confident that
all the items that make up the measure are consistent with each other and that, if you
were to use the measure again with the same individuals, they would be rated
similarly to the first time. Kothari (2007) defined reliability as the extent to which
data collection process yields consistent results. In addition, Saunders et al (2007)
argued that the term reliability meant to what extent does the repeated measurement
of the same object, using the same instrument, yields the same or very similar results.
That means consistent in term of measurement on the particular results must provide
accurate information as needed.

3.10.2 Validity

Trochim (2005) defined validity as the extent to which an empirical measurement
adequately reflects the real meaning of the concept under study. Reliability relates to
whether it is measuring what we intend it to measure, and represents the overarching
quality of the measure. Also, Churchill and Brown (2007) defined validity as the
extent to which the instrument accurately measures what was intended and supposed
to measure. The questionnaires for this research designed for pilot-tested to some
respondents from Envirocare headquarters and their comments will be used to
modify the questionnaires so as to be able to capture the required information.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction
The study aims at evaluating the factors affecting goal setting practice and its effects to the organization performance. It was conducted in Envirocare Head office Dar es Salaam. The data collected focuses on the evaluation of the factors affecting goal setting practice with its effects to the organizational performance, where the main element were considered to be the practicing of Goal setting within an organization, the extent at which goal setting allow stakeholder participation as well as the confidence of employee on goal setting process in an organization. In order to achieve the objectives of the study, presentations of the findings are based on the interview, personal observations, questionnaires, documentary reviews and the use of organizational websites basing on the research questions. The objective of the study was as follows;

i. To determine the extent which the organization achieve its goals
ii. To determine the extent which goal setting allows stakeholder participation?
iii. To determine the confidence of employee in goal setting process

4.2 Respondents characteristics in understanding the sample study
This aspect is very important for obtaining overall picture of the respondents, which could help in discussing the main issues arising about factors affecting goal setting on organization performance. It could show the responses from people of different grounds.

It was important to understand the demography of the sample to get the general picture of the respondent’s from different gender, age, education level, department and the number of employees in the organization. This was sought to be important because it could help in answering the questions regarding goal setting in relation with organizational performance. It is important to know the gender of respondents so as to see whether there exist equal gender balances.

4.2.1 Gender of respondents
A question was asked to identify the gender of the respondents. It has been believed that gender of respondents may influence at great deal the performance in many activities. However out of 40 respondents, data shows that 25, (70%) were males and 15, (30%) were females as shown. Additional data from interview shows that gender has influence in goal setting. For instance it believed that due to nature males are likely to work hard and fulfil their duty though not all of them. Also some organization suffer when transfer occurred to female, majority tend to quit work as a result labour turnover and organization goal failed to be met.

**Table 3.1 Gender of Respondents**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
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<tbody>
<tr>
<td>Valid</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>25</td>
<td>50.0</td>
<td>62.5</td>
<td>62.5</td>
</tr>
<tr>
<td>Male</td>
<td>15</td>
<td>30.0</td>
<td>37.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Researcher 2013**

Both of them have an equal chance of being contributing in the department and organization performance as a whole if they get resources needed to accomplish their responsibilities, being involved on setting organization goals, promoted and trained to impart new skills as well being transferred in case it happens to be. From the data obtained it shows that organization and its members are very keen on achieving its goals and objectives.

**4.2.2 Education Level of Respondents**

Education plays an important role on getting right people at a right place and right time, it was then, it is therefore important to know the respondents education status. From the findings show that, out of 40 respondents, only 8, (16%) was Masters holder, 7 (17%) of respondents were Diploma holder while 23, (57%) was degree
and PhD were 2, (5%). Understanding of education status and their level of employees in the organization is very important in order to make decision on what kind of employee should be given what task. Nowadays in most of public, private organizations and NGO’S, job seekers education background plays a big role when it comes about employment opportunities apart from skills, experience and knowledge. Even the old peoples they are many in universities and high learning institutions upgrading their education based on skills and knowledge.

Figure 4.1 Education status of Respondents

Source: Researcher 2013

4.2.3 Human resource Department

The Human Resource Department deals with management of people within the organisation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organisation. Field data shows that, 40 of respondents in Envirocare OUT OF 37, (92.5%) agreed there’s Hr department. HRD It is responsible for organisation of people in the entire Company and plans for future ventures and
objectives involving people in the organization while the remaining 3, (7.5%) they didn’t answer the question possibly because they are not aware of the role and function of HRD. Goal setting and its objectives need to meet all strategic and corporate plans of the entire organization. Therefore, human resource department is one of the most important functions of an organization. This department is responsible for planning, organizing, leading and controlling of the Human Resource function. The question was to know whether there was a department. In this question all respondents answered yes, the figure below shows;

Table 4.2 Human resource department

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Hr</td>
<td>37</td>
<td>74.0</td>
<td>92.5</td>
<td>92.5</td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
<td>6.0</td>
<td>7.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>80.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher 2013

4.2.4 Professional (Specialization) of the respondents

The question was asked to know job position of respondents. It helped the researcher to get to know whether the respondents holding the position in relationship to their work and job description. Findings show that workers in the Envirocare hold positions that relate to their work. Human Resource professional plays an important role in making the organizations achieve competitive advantage. Individuals in the organizations nurture the organizations with their skills, competences, knowledge and experience and have the ability to take the organization out from the stage of crisis. Top management level demonstrates leadership and administrative decisions making which can make an organization effective in achieving its goals.
In order for any organization to achieve its goals, different individuals with different professionals needed for the benefit of entire organization i.e. hr professionals, project management, monitoring and evaluation and accountant. The main functions of HR in an organization include: Recruiting, Training & Development, Employee Compensation, Communication, Employee Relations, Performance Evaluations, Conflict Management, Career Planning, Organizational Development etc.

**4.2.5 Experience**

According to the findings, respondent interviewed were found to follow in the year of service categories as follows; 1-5 were 23 (57%). Most employees who fall in these years of service (1-5) majority of them were new recruited and likely to work hard to impress their immediate boss to any assigned piece of work as a results organization goals achieved though some of them they may lack experience and knowledge. Another categories 6-10 were 10 (25%) of respondents, normally

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**Source: Researcher 2013**
organization tend to depend on their experience and knowledge once setting the overall organization goals. Also, years of service 11-15 were 7 (17%) respondents. Under this maturity age majority of individuals was thinking about life after work and retirement. That means even performance concentration tend to be low, though when they were given deadline and strict supervision it is an asset that organization can depend on them.

Table 4.3 Experience

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>23</td>
<td>46.0</td>
<td>57.5</td>
<td>57.5</td>
</tr>
<tr>
<td>6-10 years</td>
<td>10</td>
<td>20.0</td>
<td>25.0</td>
<td>82.5</td>
</tr>
<tr>
<td>11-15 years</td>
<td>7</td>
<td>14.0</td>
<td>17.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>80.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher

4.2.6 Key determinants for organization to achieving its goal

From the findings, it has been observed that, there are different views on key determinant factor for organization to achieve its goal. However out of 40 respondents, findings shows that 15, (37%) argued that, Training programmes are the first key success factor for organization to achieve its goals and objectives, this is true because training programmes help individuals in the organization to be imparted with new skills and knowledge for performing different assigned work.. Other results show that, 9 (22%) saying that performance feedback are the key success factor for organization to achieve its goal. Any performance feedback measurement should be as fair as possible.
All criteria should apply to each member who completes a set of tasks. Use of a rubric or set of written standards can be an ideal way to determine how to measure a person's performance. Also 6, (15%) argue that, participative decision is the results of stakeholder consideration views. It believed that, in organizations that employ participative management, most of the employees are satisfied with their jobs and the level of satisfaction id very high. This is especially when people see their suggestions and recommendations being implemented or put to practice. 10, (25%) suggested that, promotion and transfer are among of the key determinant factor for organization to achieve its goals. Promotion also plays a great deal as key determinant factor for organization to achieve its goals. It’s hard for employee who performs extremely better to stay in the organization without promotion as result morale tends to decrease or labour turnover.

**Table 5.5 Key determinants for organization to achieve its goals**

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training programs</td>
<td>15</td>
<td>30.0</td>
<td>37.5</td>
<td>37.5</td>
</tr>
<tr>
<td>Performance feedback</td>
<td>9</td>
<td>18.0</td>
<td>22.5</td>
<td>60.0</td>
</tr>
<tr>
<td>Participative decision making</td>
<td>6</td>
<td>12.0</td>
<td>15.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Promotion and transfer</td>
<td>10</td>
<td>20.0</td>
<td>25.0</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Researcher 2013*

Also findings from the study revealed that the beneficial effects of goal setting have been overstated and that systematic harm caused by goal setting has been largely
ignored. We identify specific side effects associated with goal setting, including a narrow focus that neglects non-goal areas, a rise in unethical behaviour, distorted risk preferences, corrosion of organizational culture, and reduced intrinsic motivation.

4.2.6 Employee participation towards goal setting

Since participation of large number of stakeholder on organization goal setting plays an important role on maintaining constructive relationship with them, it was then very important to know respondents views. From the findings, data collected reflect different perception and balanced views. Findings shows that, out of 40 respondents out of 15 (37 %) responding, feedback through proper channels allow participation of large number of stakeholder. This is true because failure for organization to provide necessary information to their immediate stakeholder might lead to find other business to invest their capital. While 15 (37.5 %) responding that, transparency on any running business will allow participation of large number of stakeholder if not attracting new ones to invest on business, and the remaining 210(25 %) responding that, consideration of stakeholder views in and out of the organization is important. Consider the figure below;

Table 6.5 Employee participation towards goal setting

<table>
<thead>
<tr>
<th>Valid Feedback through proper channels</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback through proper channels</td>
<td>15</td>
<td>30.0</td>
<td>37.5</td>
<td>37.5</td>
</tr>
<tr>
<td>Transparency</td>
<td>15</td>
<td>30.0</td>
<td>37.5</td>
<td>75.0</td>
</tr>
<tr>
<td>Consideration of stakeholder views</td>
<td>10</td>
<td>20.0</td>
<td>25.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher 2013
4.3 Goal achievement in the organization

Whether in business, non-business, public or private organizations even in our personal life goal setting encourage us to put in substantial effort on it. The question was asked to the respondents to the practice and existence of goal setting in an organization and results were as follow, employees who said YES there’s is goal setting out of 40 respondents was 36, (90%) that means Envirolecare as organization their success depends upon goal setting while all individuals pursuing their dairy activities in accordance with job description or going extra miles depends on the environment need while 4, (10%) said NO. Every month individuals were assessed by their immediate superior according to their job description and assigned work. Performance were judged and measured according to the assigned goals and there’s a bonus for individual who perform at maximum and above expectations. Organization goal were not easily been achieved, it was collective responsibility, commitment of every individuals in organization towards agreed standard that determine achievement as it shown on above data. Function that determines achievement includes organization performance, work motivation and commitment of individuals towards organization goals.

**Figure 1.4 Goal achievement in the organization**
4.3.1 Do goal settings allow organization achievement?

Whether in business, non business, public and private organizations even in our personal life goal setting en The question was asked to the respondents do goal setting allow organization achievement and results were as follow, employees who said YES goal setting allow organization achievement out of 40 respondents was 33 (82.5 %). The act of spelling out a tangible goal and deciding how to achieve it can be more powerful than we think. It can quickly put us on a path to the success if everyone performs accordingly in relation to the available resources. And employees who said NO, goal setting do not allow organization achievement out of 40 respondents was 7 (17%).

![Figure 4.5](image_url) Do goal setting allow organization achievement?

4.3.2 How long does goal setting takes on reaching performance

Without good management, commitment, discipline, resources accomplishing organization goal will be difficult. Both organization members must work as team towards its vision and mission
A researcher also wanted to identify how long organization goal setting takes before seen actual performance. The findings show that 24, (60 %) out of 40 respondents claimed that organization goal setting takes three years and above that is where actual performance can be seen. It’s hard to see the actual results within a year for the organization that heavy investing on goal setting. One year is enough to coordinate organization resources, team work, accountability towards efficiency and effectiveness. Also, 10 (25 %) out of 40 respondents mentioned that it takes two years. This is possible for the organization that is well planned and managed according to the agreed standard. While the remaining 6 (15 %) out of 10 respondents claimed that, it takes one year for organization goal setting to see the actual performance. Researcher believe that, it’s very difficult within a year goal setting to produce required results unless otherwise commitment between organization member is high apart from good working environment, better salary and other incentives are in place.

**Table 7.6** How long does goal setting takes on achieving organization performance?

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within a year</td>
<td>6</td>
<td>12.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>After two years</td>
<td>10</td>
<td>20.0</td>
<td>25.0</td>
<td>40.0</td>
</tr>
<tr>
<td>After three years and above</td>
<td>24</td>
<td>48.0</td>
<td>60.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Researcher 2013

**4.3.3 Importance of stakeholder participation on goal setting**

Running a successful business requires a high degree of stakeholder involvement. Engaging with stakeholders in business helps ensure potential problems are
addressed, or changes communicated and understood. Stakeholders can provide you with valuable input improve outcomes and build consensus. With proper planning, you can benefit from stakeholder involvement and avoid the disadvantages of stakeholder participation. According to the findings 40 respondents, only 15 (37 %) interviewed responding that, participation of large number of stakeholder on goal setting lead to better decision making, 10, (25%) saying that participation of stakeholder in business help to build trust, and 9 (22%) sense of ownership is the results of stakeholder participation and the remaining, 6 (15%) responding that importance of stakeholder participation on goal setting lead to unique insight into issues. Involving stakeholders in decision-making processes it’s a tool used by private, NGO’S and public sector organizations, especially when they want to develop understanding and agree to solutions on complex issues or issues of concern. For these reasons it is important for organizations to find ways and means of engaging with all stakeholders while setting goals, including shareowners.

**Figure 4.6** Importance of stakeholder participation on goal setting

![Bar chart](image)

**Source:** Researcher 201

4.5 Employees confidence in Goal Setting Process
Majority of respondent from Envirocare head office 40 respondent out of 25, (62 %) agreed that, goal setting allow organization to achieve its goals and objectives. This is true because, an organization in which all employees understand and act upon their roles and potential to adhere to the business strategy, in which everyone is travelling in the same direction, is unstoppable, (John Whitmore, 2009). While the remaining 11, (27%) suggested that, setting goal allow organization to achieve its goals and objectives at medium and the remaining 4, (10%). For instance, without clearly-defined goals and objectives, an organization encounters challenges in coordinating activities and forecasting future events. Frequently, evaluation and control allows an organization to compare its actual performance to its goals and then make any necessary adjustments depending on the need of a particular organization, Konig, C. J; 2006).

**Figure 4.7: Employees confidence in Goal Setting Process**

![Bar chart showing employees confidence in Goal Setting Process at high, medium, and low rates.]

**Source: Researcher 2013**
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents summary, conclusion and recommendation of the study. The performance of any organization depends to an extent on proper planning of its resources and performance management system by which individuals set their personal objectives and plan their activities which, collectively, mobilize employees' efforts in the achievement of organizational goals. Setting goals will greatly increase the likelihood of organization effectiveness. Individuals who are high achievers will establish more realistically challenging objectives - not too high or too low - than lower achievers, who are inclined to set either easily achieved objectives or impossible objectives. The same principle applies to organizations. It is important to understand the nature, requirement and needs of Goal setting and how could be planned positively to achieve organization goals and objectives in consideration of its development and growth.

A key challenge for organizations today large and small, private and public is to encourage employees to perform at a higher level. Therefore management must consider employee’s skills, qualifications, experiences at different level and motivation of workforce, approaches adopted in deploying the workforce toward organization objectives, as well as management style and other factors, which influence the behaviour of employees.

The study was conducted at Envirocare Head Office to evaluate the factors affecting goal setting practice on private sector. The significance of the study was to contribute substantial awareness to number of organization include the host one Envirocare. To managers, they will endeavour to establish good goal setting to match with available organization resource based on the strategies of the particular organization. Management then can formulate strategies and plans to address the imbalance of both short and long terms targeted goals. It reveals the existing strategies, problem and workers through work organization, confidence of employees towards prevalent goal setting, the extent that goal setting allows stakeholder participation in setting
and achieving goals and challenges encounter. Then the study recommends different approaches, which could be used to improve the goal setting process in the organization basing on the discussion and interpretation of the results in the previous chapter.

5.1 SUMMARY OF THE KEY FINDINGS

The study used a survey method in data collection through application of questionnaire and interview and observation methods respectively. However, interview and observation method were not used frequently as questionnaire method in data collection. A total number of 10 respondent’s answers were considered in the study interpretation.

In consideration of the six research question, there are several interesting findings with regard to what should be done to allow participation of large number of stakeholder on goal setting. These findings revealed that, participation of large number of stakeholder on organization goal setting plays an important role on maintaining constructive relationship with them; these influences positively work morale and effects organization performance.

In addition, organization goal setting cannot provides required results if there’s no resources, good working environment, fair treatment of employee, accountability and success measure. Organization must rely on updated information system where all decision must not come from top management without involves lower ranks employees who are the implementers’ goals and objectives.

As a regard the research question respondents showed mixed response about the importance of stakeholder participation on goal setting. Findings revealed that running a successful business requires a high degree of stakeholder involvement. Engaging with stakeholders in business helps ensure potential problems are addressed, or changes communicated and understood.

Then, from research questions findings, it showed that respondents come from different professionals including Hr practioners, monitoring and evaluation, project
specialist and fund raising was replaced in their respective field. One of the advantages of recruiting individuals according to their professional normally performance guaranteed. Most of the employees were, to some extent satisfied with support they got from top management.

Organizational goals drive department goals, which helps managers and employees establish job and career objectives. Clear company goals ensure consistency in the objectives of each department and employee. Organizational goals also help reduce redundancy of work and avoid wasteful activities that don't align with the company mission. Production and efficiency are optimized if each role is aligned with others toward achieving collective goals. Focused objectives encourage communication and cooperation among people in the organization. As long as the goal setter is committed to a goal, a goal that is set at the maximum of an individual’s ability will lead to the highest level of performance. A proper goal is one where the goal is set right at the maximum point so that it serves as motivation to complete the goal.

5.2 CONCLUSIONS
Setting goals is a fundamental component to long-term success. The basic reason for this is that you can’t get where you are trying to go until you clearly define where that is. Research studies show a direct link between goals and enhanced performance in business. Goals help organization to focus and allocate time and resources efficiently, and they can keep individuals in organization motivated when they feel like giving up. Goals help employees stay aware of what is expected from them and leave little room for people to hide behind the curtain of unspecified expectations. Furthermore, setting and achieving goals translates to feelings of success for both individuals and organization, which in turn spur greater productivity and confidence. Here are some guidelines to keep in mind when your company sets out to make a list of goals.

In addition, In order to increase motivation, employees need to be allowed to participate in the goal-setting process. That’s why it’s important to show employees that a particular goal makes a contribution to the organization’s success. Then, show
employees your interest and support. The trick is to achieve a balance between giving employees total freedom and directing them every step of the way. Goals will keep organizations performing at their best and should be a consistent part of your personal or business routine.

Finally, maintaining control of large complex organizations like Tanesco cannot be done without direction setting mechanisms which enable all employees to see the targets and establish plans to reach them. Small organizations can be controlled by individual managers who, through their daily interaction with all of the key people, can single-handedly steer the organization in the desired direction. As organizations grow in numbers of key people, increased numbers of parts (i.e. functions, departments, and other sub-units) and increased complexity (i.e. market place needs or demands, economic uncertainties, new technologies, etc.), they can only be controlled through management systems which enable employees to keep focused without the boss being ever present and ever directing. Goal setting is one of those management systems.
REFERENCES


Ndunguru, P. (2007) Research Methodology for Social Sciences, Research information and publications Department , Mzumbe University


Appendix 1

INTERVIEW CHECK LIST FOR DEPARTMENTAL HEADS AND OFFICERS

1. As an employee are you involved in any process of implementing Goal setting in your organization?
   Yes { } No { }

2. (a) To what level does an employee involved in the process of implementing goal setting in your organization
   I. At higher rate
   II. At lower rate { }
   III. At medium rate
   (b) If at lower rate explain...........................................................................................................

3. On your opinion what measures should be taken by the organization to ensure large number of stakeholder involved on organization goal setting?
   I. Feedback through proper channels?
   II. Transparency?
   III. Considerations of stakeholder view

4. (a) Do you think goal setting increase employee confidence toward work performance?
   Yes { } No { }
   (b) If yes explain................................................................................................................................

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Appendix 2

Mzumbe University Dar es Salam Campus

Questionnaire for Envirocare Staff

This questionnaire is designed to generate information for the research that will enable the researcher to examine the effectiveness of proper goal setting in Tanzania private organization a case of Envirocare.

SECTION A: GENERAL INFORMATION

Please give the answers to the questions below, the information will be strictly treated confidential and the findings will be utilized for academic purposes only.

1. a) Please put tick ( ) to the appropriate answers only,
   i. Male ( ), ii) Female ( )
   ii. Age
      18-24 ( )
      25-30 ( )
      31-40 ( )
      41-50 ( )
      51-60 ( )

b) Education level........................................................................
   I. Primary level
   II. Certificate level
   III. Diploma level
   IV. Degree level
   V. Others.................................................................

c) Department.................................................................

d) Your profession or specialization
   I. Monitoring and Evaluation Manager...........................
II. Hr Manager

III. Project Manager

IV. Hr officer

V. Hr officer

VI. Others please specify

2. For how long have you been worked for the company? 
   Year
   a) 1-5 years
   b) 6-10 years (  )
   c) 11-15 years

SECTION B: GOAL SETTING KNOWLEDGE

Please put tick (   ) where appropriate and give explanation to your best level.

1. Do you have goal setting in your organization?
   Yes (   ) No (   )

2. What are the key determinants for organization to archive it goals?
   a) Training programmes
   b) Performance feedback
   c) Participative decision making (   )
   d) Promotion and transfer

3. To what lever does goal setting allow organization to archive its goals and objective?
   (a) At higher rate
   (b) At medium rate
   (c) At lower rate

4. Do goal setting ensure organization achievement?
   Yes (   ) No (   )

5. How long does goal setting takes on achieving organization performance?
   (a) Within a year
(b) After two years (  )
(c) After three years and above

If takes three years and above explain why?

6. What should be done to allow participation of large number of stakeholder on goal setting?
   (a) Feedback through proper channels {  }
   (b) Transparency {  }
   (c) Consideration of stakeholder views {  }

7. Do you think goal setting increase employee confidence toward work performance?
   Yes (  ) No (  )

8. Mention the importance of stakeholder participation on goal setting
   (a) Lead to better decision making
   (b) Build trust
   (C) Sense of ownership
   (d) Unique insight into issues