EFFECT OF GOAL SETTING ON ORGANIZATION PERFORMANCE OF KENYA FILM COMMISSION

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ABSTRACT

The issues facing the film industry further contradicts the development goal legislation set forth by the Kenyan government in the Vision 2030 Development Goals (2008), which state the need for prioritizing the development of Kenya's art and cultural sectors. The lack of participation between film industry stakeholders and government institutions has contributed to the underdevelopment of the film industry in Kenya. Lack of involvement of key stakeholders has resulted in lack of an effective policy framework. Researches have proposed that stakeholders on the film industry be involved in policy formulation to improve performance of the industry. The purpose of this research therefore is to establish the effect of team building practices on organization performance on Kenya film commission. This study specifically sought to establish the effect of goal setting on organization performance on Kenya film commission. The theoretical foundation for this study is goal setting theory and balance score card model. The study used descriptive research design. The unit of analysis for this study was Kenya film commission while the unit of analysis was the employees of the commission. This study used the census approach since the target population is small. Therefore, the sample size for the study was 34 respondents from Kenya Film Commission. The study used primary data collected using questionnaires. The study analysed the data using descriptive statistics such as mean, standard deviation and frequencies and inferential statistics which includes correlation analysis and regression analysis. The results were presented in tables and figures. The study concludes that goal setting has a positive and significant effect on organization performance on Kenya film commission. From the findings, this study therefore recommends that the management of Kenya film commission should ensure all the set goals are specific, measurable, attainable, realistic and timely. In addition, management of Kenya film commission should ensure adoption of effective communication channels to enhance interpersonal relations among the employees.

Key Words: goal setting, organization performance, Kenya film commission

Background of the Study

Across the globe, the rise in information communication technology, fast-paced local and international competitions, highly changing business environment and economic globalization have become an extremely growing concern and challenges with critical serious implications for managements of business organizations (Dwivedi, 2018). Hence, organizations are restructuring and repositioning their activities and operations in order to compete and operate in a more efficient and profitable manner in order to survive encompassing chaotic and volatile business challenges. Organizations thus are seriously employing several strategies that aimed at not only operating successfully, but also to achieve their stated and other emergent goals and objectives (Fapohunda, 2017).

The use of team-based structures in organization has therefore been seen as a vital approach to develop employees and utilizing their talents to enhance organizational productivity (Obiekwe & Zeb-Obii, 2019). The need for effective teams has thus brought about extended interest in team-building to improve organizations' functioning, as well as to achieve better organizational results, just as most managers now considers teams to be more flexible and responsive to changing events than are traditional departments or other forms of permanent grouping in organizations.

The greatest challenge in today's corporate world is to bring together employees who are total strangers to one another, to move past what theorists call phases of team development according to Tuckman model (Whetten & Cameron, 2015), to form successful teams (Staggers, Garcia, & Nagelhout, 2018). Organizations have used team-building activities as one of their strategies to increase employee motivation or foster relationships after an acquisition and overall reduction in turnover. Raganowicz-Gargasz (2018) points out that in as much as individual team member contribution should be valued; leaders should concentrate on team building processes.

Research has shown positive correlation between teaming and performance, particularly, more specialized and knowledge rich teaming arrangements haves been found to perform better according to Parker, Nunes, Godoy, and Gini (2016). Intrinsic motivation in an organization is linked to performance, loyalty and long term sustainability according to Soundarapandiyan and Ganesh (2017). Research on team building activities in Kenya is very scanty and not enough literature is available. Many organizations carry out team building activities in Kenya and there exist many event organizers who offer team building services such as Team Building Kenya, Smart Skills Trainers, Dolphins Training & Consultants among others (Aruna & Anitha, 2017).

Although many studies have been done on employee satisfaction, commitment and retention, there are more questions to be answered. According to Paul and Gross's (2019) diversity in team-building interventions represents one of the major challenges to previous efforts to make sense of the research literature on team building. In the present effort, we view this diversity among team-building interventions as a unique opportunity to gauge the relative impact of the four components of team building (goal setting, interpersonal relations, problem solving, and role clarification). To date, there is no evidence regarding which of these components of team building are more critical to the putative effects of team building on performance. Therefore, another important goal of the present study is to determine the relative contributions of these components of teambuilding to the team building-performance effect.

Statement of the Problem

The issues facing the film industry further contradicts the development goal legislation set forth by the Kenyan government in the Vision 2030 Development Goals (2008), which state the need for prioritizing the development of Kenya's art and cultural sectors. This 'gap' within the framework of teamwork for the film industry of Kenya, largely attributable to the lack of inclusion of industry members regarding policy implementation and the lack of dialogic communication in terms of the needs, concerns and trends towards development when concerning the sector. This involvement gap between the government and the members of the industry has been compounded by the decentralization of communication channels and key information (La'O & Angeletos, 2017). The lack of participation between film industry stakeholders and government institutions has contributed to the underdevelopment of the film industry in Kenya.

Lack of involvement of key stakeholders has resulted in lack of an effective policy framework. Lack of clear criteria or regulation to manage local/foreign film productions for the benefit of Kenyans, higher levels of piracy that denies producers and distributors their returns on investment in film production, lack of effective local industry association and minimal local content in productions and inadequate training tailored to increase local content (RoK, 2011). The government has made several attempts to boost the film industry such as removal of import duty of 25% and VAT of 16% on television Cameras, digital cameras and video camera recorders, zero-rating for VAT and taxable goods and services offered to film producers and granting a 100% investment deduction on capital 4 expenditure incurred by a film producer on purchase of any filming equipment (RoK, 2009). In the 2015 budget, the government declared zero-rating on film equipment imports (RoK, 2015). However MacMillan and Smith (2017) notes that the liberalization of the airwaves and the creation of many TV stations have not benefited local film makers because licenses are issued without conditions that require local content to be broadcast in these stations. It also notes that efforts have mostly been towards selling Kenya as a filming location to foreign film producers. It therefore proposed that stakeholders on the film industry be involved in policy formulation to improve performance of the industry.

Studies in Kenya have dealt with the media industry at large (Oriare et al., 2019; PWC, 2017), with little focus on the film industry. Others have focused on management of film organizations (Ndung'u, 2018; Bala, 2017), while others have focused on the artistic content in films (Diang'a, 2019; Mugubi, 2018). There have also been numerous policy recommendations on improving local films with little consideration of team building practices (KFC, 2017, 2018; RoK, 2017). KFC (2017) while acknowledging the fact that there is limited scientific information about the Kenya film industry stated that production in most cases has not been guided by consumer/stakeholder trends. There is need to understand consumer behavior and preferences as far as consumption of local films are concerned. According to Vale (2018) the consumer holds a very important role in how a movie is constructed and presented because many producers support a movie based on how the audience respond to an idea. The purpose of this research is to establish the effect of team building practices on organization performance on Kenya film commission.

Specific Objective

i.   To establish the effect of goal setting on organization performance on Kenya film commission.

LITERATURE REVIEW

Theoretical framework

Kothari (2004) assert that theories provide a generalized explanation to an occurrence while Muiruri and Ngari (2014) posited that a theoretical framework guides research, determining what variables to measure, and what statistical relationships to look for in the context of the problems under research. Thus, the theoretical literature helps the researcher to clearly conceptualize the variables of the study; provides a general framework for data analysis; and helps in the selection of applicable research paradigm.

Goal Setting Theory

Goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it will result in achievement of the performance management system aims (Salaman, 2009).

The theory further highlights methods that join goals to performance results, direct thought to priorities, arouse effort; methods challenge individuals to get knowledge and skills to increase their output of achievements, difficult objectives. The theory stress support in PM on setting and accepting objectives aligned with performance that can be calculated and managed. Goal setting has be recognized way of tracking of achievement performance in different situations and principles. Managers are required to set clear targets, challenging objectives and explain what is expected that leads to high level of performance. Managers should be in agreement with the junior in line with the required qualifications (Cascio, 2013).

Locke and Latham provide a well-developed goal setting theory of motivation. The theory emphasizes the important relationship between goals and performance. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance. Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2008). Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high-performance work practices, management information systems, benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals. This study therefore applies this theory in understanding the effect of goal setting on organization performance on Kenya film commission.

Social Exchange Theory

The Social Exchange Theory (SET) is perceived as one of the widely applied theories in the social sciences discipline. Specifically, it covers a broad spectrum field of management and other

related fields of studies like social psychology, anthropology, economics and psychology. The theory was postulated by Homans (1958) and it hinges on the premise of "give and take" or "quid pro quo" relationship. Thus, it is the exchange of activities (whether tangible ortangible), which may be either less rewarding or more rewarding between at least two parties.

The theory treats social life as a transactional relationship between at least two parties (e.g. an employer-employee relationship or employee-employee relationship) where the parties rely on each other for some form of tangible (e.g. financial rewards) or intangible favor (e.g. respect, care) (Cropanzano Anthony, Daniels & Hall, 2017). This is normal with all relationships, including employment relationship, where all parties concerned have some form of expectation from each other.

The theory suggests that relationship should not be one-sided. Thus, there should be some sought of reciprocity in the exchange of resources between the parties concerned. Supporting this claim, (Coyle-Shapiro & Shore, 2007; Cropanzano et al., 2017) through social interaction, a chain of relation is formed where the recipient of a favor feels obligated to return or reciprocate that favor. A common feeling is established once such obligation is felt between the parties concerned in the relationship. Aselage and Eisenberger (2003) further suggest that the exchange of resource intensifies when the parties recognize that each of them have something which is valuable to offer.

The social exchange theory (SET) has often been deployed as theoretical lens for explaining the link between management practices, employment relations, workplace related attitudes and performance outcomes (Stafford, 2008; Wang, Yi, Lawler & Zhang, 2011). Linking the theory to the workplace, it is believed that mutually beneficial exchanges between an employer and employee or between an employee and his colleagues can enhance performance outcomes. Thus, when there is effective interpersonal relationship at the workplace, employees become satisfied, which is later translated into improve performance.

Analogous to any other theory, SET has received its fair share of criticisms. Miller (2003) claim that, the theory supports openness in human interaction, but openness may not best or appropriate alternative in all cases of human interaction. Moreover, the behavioral prediction of the social exchange theory has become vague and generalized (Cropanzano et al., 2017). However, in spite of the few constructive criticisms, the application and significance of SET in examining the influence on performance when the issue of interpersonal relations and job satisfaction is being addressed cannot be overemphasized. This study therefore applied this theory in explaining the effect of interpersonal relations on organization performance on Kenya film commission.
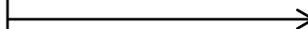
Conceptual Framework
Independent Variable   **Dependent Variable**

Goal Setting	Performance of Kenya Film Commission
• Clarity • Commitment • Complexity	• Service Delivery • Achievement of Objectives

Goal Setting

Goal setting refers to goals being set up for the future for subsequent performances of an individual or organization. Goal setting has been defined as "process of developing and formalizing targets or objectives that an employee is responsible for accomplishing" (Umstot, Mitchell & Bell, 2018). Several authors (i.e., Locke 2018; Latham, & Yukl 2017; Matsui, Kakuyam, & Onglatco, 2017; Tubbs, 2016) have elaborated if inside organizations there is successful goal setting it will result in positive performance from employees. Goal setting is highlighted by numerous management systems and processes some of which are MBO, TQM and constant development measures as serious constituent for successfulness (i.e., Zbaracki, 2018 & Odiorne, 2018).

Locke and Latham (2019) highlighted that more than 90% of empirical studies have shown positive effects of goal-setting on an employee's or team's performance. The reason why goal-setting typically has a positive effect on performance is that a specific high goal affects choice, effort and persistence. In other words, a specific goal or target increases a person's focus on what is to be accomplished as opposed to putting it off to a later date. Subsequent studies on goal-setting led to the development of the high performance cycle (Locke & Latham, 2019). Meta-analyses in the field of goal-setting have shown that goal commitment has a strong positive effect on performance, and that goal difficulty moderates this relationship (Klein, 2019). In addition to examining how a person's performance can be increased by goals, the high performance cycle also includes the consequences of action. High performance leads to external and internal rewards, which in turn promotes job satisfaction

Interpersonal Relations

Interpersonal relationship is an interaction that exists between any two or more persons with an aim of fulfilling one or more physical or emotional needs (Cavazos, 2017). It is a behavioral science which focuses on inter-group, interpersonal and the effective management of workers' relationship in a professional as well as social context (Asongo, Aguji & Utile, 2018). Hicks and Byers (2018) in their contributions defined interpersonal relations as "the integration of people into a work situation in a way that motivates them to work together, productively and cooperatively with economic, psychological and social satisfaction". Interpersonal relations is a definitive management function which helps to establish and maintain a mutual line of communication, understanding, acceptance, and cooperation between an organization and it's human. It involves the management to keep opinions, defines, and as well emphasizes the responsibility of management to serve the human interest.

Song and Olshfski (2018) and Morrison (2019) observed that employee's negative work attitudes could be mitigated when peers act as confidantes to discuss bad and unpleasant work experiences. In today's corporate world, there is a need for work to be done as quick as possible, and for this purpose, working professionals need to have a good relationship between each another. Healthy professional relations is maintained by effective workplace communication and teamwork. Interpersonal relationships gradually develop with good team participation with other members. On the other hand, these relationships may deteriorate when a person leaves the group and stops being in touch (Stephen, 2020). Therefore, it is in recognition of this that the study highlights the effect of interpersonal relations practices on organization performance on Kenya film commission.

Empirical Literature Review

Goal Setting

Sven Asmus et al. (2017) studied the impact of goal-setting on worker performance - empirical evidence from a real-effort production experiment. This paper examined the influence of goal-setting on worker performance in an industrial production process. For empirical examination, we conducted a real-effort experiment at the Training Factory for Energy Productivity at the Technische Universität München. The participants' performance was measured by checking for quantity and quality of the assembled products and furthermore by recording the consumed compressed air per finished good. In total four groups were defined, each group in a different experimental setting. This experiment is the first one ever conducted related to goal-setting in an industrial production setting and thus adds valuable results to academia and practitioners in the field of sustainable manufacturing. The major results are that even without financial incentives goal-setting improves worker performance by 12 to 15% compared to the situation where no goals were defined. This holds true for the groups which had to maximize either output quantity or output quality, as well as for the group which was obliged to be as energy efficient as possible.

Syed and Hina (2018) researched on the impact of Goal Setting and Training on Job and Firm Performance in Pakistan. The aim of this paper was to examine a framework in which goal setting that is HR input and training that is HR practice are theorize to cause remarkably and positively to job and firm performance. The study concluded that positive impact of goal setting on job performance is partially mediated by training and positive impact of goal setting on firm performance is significantly mediated by training. The sample size for this research was 101 managerial level employees of business firms that are located in twin cities Rawalpindi and Islamabad of Pakistan.

Asmus et. al. (2018) researched on the influence of goal-setting on worker performance in an industrial production process. For empirical examination, we conducted a real-effort experiment at the Training Factory for Energy Productivity at the Technische Universität München. The participants' performance was measured by checking for quantity and quality of the assembled products and furthermore by recording the consumed compressed air per finished good. In total four groups were defined, each group in a different experimental setting. This experiment is the first one ever conducted related to goal-setting in an industrial production setting and thus adds valuable results to academia and practitioners in the field of sustainable manufacturing. The major results are that even without financial incentives goal-setting improves worker performance by 12 to 15% compared to the situation where no goals were defined. This holds true for the groups which had to maximize either output quantity or output quality, as well as for the group which was obliged to be as energy efficient as possible.

Interpersonal Relations

Syahrudin (2018) researched on the effect of interpersonal skills on performance of regional secretariat employees in Kapuas Hulu Regency. The purpose of this study was to determine the Effect of Interpersonal Skills on the Performance of the Kapuas Hulu Regency Regional Secretariat Staff. This study uses a quantitative research approach the method used is the survey method. The population in this study were all employees (civil servant status) who worked in the regional secretariat of Kapuas Hulu Regency, totaling 137 employees. The sampling technique uses Simple Random Sampling. Based on the results of sample calculations in this study there

were 102 employees. The research instrument used was a questionnaire. Data analysis in this study was conducted using descriptive statistical analysis techniques and statistical inferential. Based on the results of testing the hypothesis it can be concluded that Interpersonal Skills have a positive direct effect on employee performance. That is, improving employee performance at the Kapuas Hulu Regency Regional Secretariat can be done by increasing the interpersonal skills possessed by employees.

Agba (2018) studied interpersonal relationships and organizational performance: the Nigerian public sector in perspective. The paper focused on interpersonal relationships and organisational performance with particular perspective on the Nigerian public sector. Organizations are purpose driven entities with objectives, goals, vision and mission to accomplish. The public sector or the state sector is not only created to provide public service efficiently and effectively but to adopt managerial tools which will ensure that the ever growing and changing needs of the country are satisfactorily addressed. As a sector of a country's economy comprising of both public services and public corporations, the public sector's performance is pivotal to economic growth and development. The performance of the public sector is usually a reflection of how effectively and efficiently the human and other productive resources of the country are galvanised and managed by public managers. It was contended using the Balanced Scorecard Model propounded by Norton and Kaplan (1996) and the EFQM Excellence Model as theoretical foundations of analysis that although cordial interpersonal relationships in pertinent in improving workers and organisational performance, it is not a sufficient element in stimulating expected high performance.

Asongo, Aguji and Ishongi (2018) studied the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja. The main aim of this study was to investigate the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja. A survey research design was adopted for this study, using a population of 197 staff of Nigeria Social Insurance Trust Fund (NSITF) Abuja from top management cadre, middle, and low cadre officers. A simple random sampling technique was used to select the sample size. The instrument for data collection was the questionnaire. Data collected was analyzed using mean, and standard deviation. Thus, chi-square was used to test the hypotheses at 0.05 Alpha level of significance. The study made the following findings: there is a major relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja, and there is a significant relationship between interpersonal relations and workers performance in Nigeria Social Insurance Trust Fund (NSITF), Abuja.

RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive survey research design. Creswell and Clark (2013) note that a descriptive research design deals with the what, how and who of a phenomenon which is the concern for this study. The unit of analysis for this study was Kenya film commission while the unit of analysis was the employees of the commission. The employees in all levels were targeted because they are highly aware of the team building practices in the organization; hence they have understanding on the effect of team building practices on performance of their organization. According to HR Kenya Film Commission, there are 34 employees and they formed the target population.

This study used the census approach since the target population is small. A census is the procedure of systematically acquiring and recording information about the members of a given population (Mugenda & Mugenda, 2008). A census survey is often construed as the opposite of a sample as its intent is to count everyone in a population rather than a fraction. According to Kothari (2010) census survey is suitable only in the following cases; where the target population is not vast, where there is enough time to collect data, where higher degree of accuracy is required and where there is enough availability of finance. Data collection through census method gives opportunity to the researcher to have an intensive study about a problem. Therefore, the study used census approach in selecting study respondents. Therefore, the sample size for the study was 34 respondents from Kenya Film Commission.

The study collected primary data. Primary data was collected by use of a questionnaire. To ensure reliability of the questionnaires, a pilot study was carried out. According to Mugenda and Mugenda (2013), a pilot group of 1-10% of sample is adequate for pilot test. A pilot study was conducted to test the instrument's reliability and validity, the completeness or responses, and analyze the various measures within the instrument. In the pilot study participants were invited to participate in filling the questionnaires. These included 4 questionnaires being distributed for pre-testing. Pretesting sample was obtained from top management employees in the ministry of ministry of ICT, Innovation and Youth affairs.

Data from questionnaires was coded and analyzed using the latest Statistical Package for Social Sciences (SPSS) computer software. SPSS software was used because of its ability to appropriately create graphical presentations of questions, data for reporting and presentation. The analyzed data was presented in the form of frequency distribution tables, pie charts and bar graphs where appropriate. The study employed mixed methods data analysis applying the use of descriptive and inferential statistics. The objectives of the study guide data analysis. SPSS version 25 was used to analyze the data that was collected from the field. Quantitative data collected was analyzed using descriptive statistics techniques. Qualitative data was analyzed using content analysis which was performed in SPSS. Before the data is analyzed, it was first coded, cleaned, and grouped as per their variables. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the predictor/independent variables affect the response/dependent variable.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Goal Setting and Organization Performance

The first specific objective of the study was to establish the effect of goal setting on organization performance on Kenya film commission. The respondents were requested to indicate their level of agreement on various statements relating to goal setting and organization performance on Kenya film commission. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that they are satisfied with the clarity of the goals set in our organization. This is supported by a mean of 4.212 (std. dv = 1.005). In addition, as shown by a mean of 4.152 (std. dv = 0.608), the respondents agreed that the goals set in their organization are clear and precise for all employees to understand. Further, the respondents

agreed that all the organization employees are committed towards achieving the set goals. This is shown by a mean of 4.030 (std. dv = 0.972).

The respondents also agreed that their organization ensures clarity of all goal set by the management. This is shown by a mean of 3.958 (std. dv = 0.636). With a mean of 3.874 (std. dv = 0.897), the respondents agreed that goal setting influences the performance of Kenya film commission. In addition, the respondents also agreed that the goals set in their organization are achievable. This is shown by a mean of 3.686 (std. dv = 0.697). With a mean of 3.673 (std. dv = 0.983), the respondents agreed that the organizational goals are not complex.

Table 1: Goal Setting and Organization Performance

	Mean	**Std. Deviation**
Goal setting influences the performance of Kenya film commission	3.874	0.897
Our organization ensures clarity of all goal set by the management	3.958	0.636
All the organization employees are committed towards achieving the set goals	4.030	0.972
Am satisfied with the clarity of the goals set in our organization	4.212	1.005
The goals set in our organization are achievable	3.686	0.697
The goals set in our organization are clear and precise for all employees to understand	4.152	0.608
The organizational goals are not complex	3.673	0.983
Aggregate	**3.998**	**0.873**

Interpersonal Relations and Organization Performance

The second specific objective of the study was to establish the effect of interpersonal relations on organization performance on Kenya film commission. The respondents were requested to indicate their level of agreement on various statements relating to interpersonal relations and organization performance on Kenya film commission. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that in their organization the most common method of communication is through use of emails. This is supported by a mean of 3.930 (std. dv = 0.935). In addition, as shown by a mean of 3.888 (std. dv = 1.010), the respondents agreed that they are satisfied with the flow of communication in our organization. Further, the respondents agreed that in their organization, there is good communication among the employees. This is shown by a mean of 3.818 (std. dv = 1.064).

The respondents also agreed that their organization uses effective communication channels. This is shown by a mean of 3.855 (std. dv = 0.902). With a mean of 3.798 (std. dv = 0.798), the respondents agreed that interpersonal relations play a significant role on the performance on Kenya film commission. In addition, the respondents also agreed that communication from the top management is done on a timely manner. This is shown by a mean of 3.679 (std. dv = 1.158).

Table 2: Interpersonal Relations and Organization Performance

	Mean	Std. Deviation
Interpersonal relations play a significant role on the performance on Kenya film commission	3.798	0.798
In our organization, there is good communication among the employees	3.818	1.064
Communication from the top management is done on a timely manner	3.679	1.158
Our organization uses effective communication channels	3.855	0.902
Am satisfied with the flow of communication in our organization	3.888	1.010
In our organization the most common method of communication is through use of emails	3.930	0.935
Aggregate	**3.822**	**0.841**

Inferential Statistics

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (organization performance on Kenya film commission) relates with the independent variables (goal setting, interpersonal relations). The findings were as depicted in Table 3.

From the results, there was a very strong relationship between goal setting and the organization performance on Kenya film commission (r = 0.800, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Simiyu (2018) who indicated that there is a very strong relationship between goal setting and organization performance.

Table 3: Correlation Coefficients

		Organization Performance	Goal Setting
Organization Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	29	
Goal Setting	Pearson Correlation	.800**	1
	Sig. (2-tailed)	.000	
	N	29	29

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (goal setting).

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.851. This implied that 85.1% of the variation in the dependent variable (organization performance on Kenya film commission) could be explained by independent variables (goal setting, interpersonal relations).

Table 4: **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923[a]	.851	.853	.10482

a. Predictors: (Constant), goal setting,

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 167.81 while the F critical was 2.776. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of goal setting, interpersonal relations, on the organization performance on Kenya film commission.

Table 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	102.028	2	25.507	167.81	.002[b]
Residual	3.668	26	.152		
Total	105.695	28			

a. Dependent Variable: organization performance on Kenya film commission
b. Predictors: (Constant), Goal Setting, ,

The regression model was as follows:

$$Y = 0.342 + 0.397X_1 + \varepsilon$$

According to the results, goal setting has a significant effect on organization performance on Kenya film commission β_1=0.397, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Simiyu (2018) who indicated that there is a very strong relationship between goal setting and organization performance.

Table 6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.342	0.089		3.843	0.002
Goal Setting	0.397	0.097	0.398	4.093	0.003

Conclusions

The study concludes that goal setting has a positive and significant effect on organization performance on Kenya film commission. Findings revealed that goal clarity, commitment and complexity influence organization performance on Kenya film commission

Recommendations

The study found that goal setting has a positive and significant effect on organization performance on Kenya film commission. This study therefore recommends that the management of Kenya film commission should ensure all the set goals are specific, measurable, attainable, realistic and timely.

Suggestions for Further Studies

This study focused on the effect of team building practices on organization performance on Kenya film commission. Having been limited Kenya film commission, the findings of this study cannot be generalized to other types organizations in Kenya. The study therefore suggests further studies on the effect of team building practices on performance of other organizations in Kenya.

Further, the study found that the independent variables (goal setting, interpersonal relations, problem solving and role clarification) could only explain 86.1% of the organization

performance on Kenya film commission. This study therefore suggests research on other factors affecting the performance of Kenya film commission.

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