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# GOAL FORMULATION AND PROJECT PERFORMANCE IN RWANDA: A CASE OF CHILD SURVIVAL PROJECT IN COMPASSION INTERNATIONAL RWANDA

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## ABSTRACT

The purpose of this research is to find out the relationship between goal formulation and project performance at Compassion International Rwanda. In particular, the study looked at how personnel, group, and organizational goals affect the stability of the mission. For this study, the grades were greater than 0.7, which is generally considered satisfactory. The SPSS program was used to do the descriptive and correlational analyses. regression analysis on model summary results that indicate the effect of organization goal formulation, employee goal formulation, and team goal formulation on project performance. The results indicated an R of 0.800, an R square of 0.640, and an adjusted R square of 0.628. Based on the R square, it shows that 64.0% of the total variation in the performance of the child survival project is explained by the goal formulation of Compassion International Rwanda. The standard level of significance is set at  $F = 52.171$  and  $p < 0.000 < 0.05$ , as determined by ANOVA. This means that the surveyor can confirm there is an influence of employee goal formulation, team goal formulation, and organization goal formulation on the performance of the child survival project at Compassion International Rwanda. It is recommended to evaluate each employee's skill level before setting objectives, since setting goals that are excessively ambitious may lead to dishonesty and other unethical practices.

**Key words:** Goal formulation, employee goal formulation, team goal formulation, organization goal formulation and project performance

## INTRODUCTION

Rwanda's maternal mortality rate fell by 77% between 2000 and 2013, to 320 deaths per 100,000 live births. The mortality rate for children under the age of five has dropped by more than 70%, and the country is well on its way to meeting the target of 54 deaths per 1,000 live births (Rwanda Ministry of Health, 2018).

Yet due to a decline in maternal mortality, Rwanda continues to face hurdles, as even more than 1.5 million women throughout the world experience maternity and delivery-related problems each year. This disadvantaged demographic risks long-term health, mental, and monetary repercussions. However, there is a lack of data on the frequency and severity of certain problems and the impact they have on the woman and her family. Throughout maternity, childbirth, and the postnatal care, Rwandan women face a variety of difficulties. Issues were estimated to be very expensive in relations to Rwanda's net median monthly salary. (Jean, 2018).

The Ministry of Health of Rwanda (2019) found that 35 percent of 62 health projects in the country failed to meet their goals. 55% of projects did not live up to their quality goals, 35% were canceled because their funding source pulled the plug, and 45% were not maintained regularly. There had been no previous studies on relationships between goal formulation and project performance in Rwanda. As a result, a review of employee goal formulation, team goal formulation and organization goal formulation conducted to find its impact on project success. Compassion International Rwanda- Child Survival Project aims to help disadvantaged pregnant women have safe births from the time of pregnancy until child is three years old. As such the researcher intends to carry out this research on goal formulation on project performance.

### Objectives of the Study

#### General Objectives

Main aim of this research is to find out the relationship between goal formulation and project performance in Compassion International Rwanda.

#### Specific objective of the study

- i. To assess the influence of employee goal formulation on performance of child survival project in Compassion International Rwanda.
- ii. To evaluate the influence of team goal formulation on performance of child survival project in Compassion International Rwanda.
- iii. To determine the influence of organization goal formulation on performance of child survival project in Compassion International Rwanda.

The followings are the null hypotheses of the study formulated based on research objectives:

**Ho1:** Employee goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda.

**Ho2:** There is no significance influence of team goal formulation on performance of child survival project in Compassion International Rwanda.

**Ho3:** Organization goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda.

## LITERATURE REVIEW

The section Enright rulers with the meaning of main topic. This is critical to assisting authors in comprehending how the key concepts as operationalized in the study are implemented by providing them with the necessary and concrete significance.

### **Goal formulation**

Goal formulation was already studied in terms of some of its motivating effect on improved performance and as an integral component of management systems or procedures aimed to improve performance. Goal commitment is stronger when people completely grasp their goals, experience peer motivation to deliver well, trust those who can achieve their goals, and perceive they will be acknowledged for their achievements (Kauppinen, 2018).

Goal orientation, positivity, and employee participation have all been addressed widely in the organization theory as strategies for increasing work engagement. Goal formulation has been studied in terms of its quality of leadership on enhancing quality as well as its role as an integral component of security solutions or procedures aimed to increase productivity (Browning, 2018).

Goal formulation evolved from the strategic approach of management by objectives. It is essential to select between goals that are specified by the director (in the conventional variation of continuous improvement) and objectives that are discussed and decided jointly by the employees and management. (Williams, 2019).

### **Project performance**

Performance is known as a project manager's strategy to management that considers the environment, societal, and economic elements of a project while also meeting the demands of current stakeholders. More than ever, a project's long-term viability must be considered. The responsibility falls on personalities and organizations of project outputs, results and benefits must be long term viable at all phases of project life cycle, including conception, production, usage, destruction, and deactivation. Incorporating performance as an essential criterion out from start ensures that it won't be traded away or overlooked in the process (Zwikael, 2019).

### **Employee goal formulation**

The only way for workers to feel like they fit at work is for them to perceive themselves as an integral part of it and feel that they might play an important role. Members of an organization must perceive oneself as a part of the public structure as well as their work in order to truly have a sense of ownership and connection to the organization's mission and goals. When a worker is emotionally invested in the company, they're more likely to go the extra mile to assist it flourish (Gil, 2018).

### **Team goal formulation**

Administrative arrangements are becoming more and more reliant on teamwork and joint projects. It has resulted in a shift in the way managers think about and implement goal formulation. Goal formulation in a team atmosphere has inherent problems that make it more difficult than goal setting in an individual setting. For example, a person must first embrace the team aim before their efforts may be focused into team's success. Individual dynamics within teams, on the other hand, might lead to a conflict between individual aims and those of the group. This kind of rivalry can lead to tensions inside the group and a distorted view of the task at hand (Devarajan & Veena, 2018).

Management has started using digital monitors to assist goal scored creation and assessment of group performance in relation to team and corporate goals. Monitoring actual results and aligning desired results with forecasts is made possible by these programs. Additionally, dashboards can be used to provide teams with feedback, allowing them to quickly evaluate current success towards the shared objective (Jean, 2018).

## RESEARCH METHODOLOGY

Research design involves creating an outline, plan, or strategy for tackling a research question. The investigator gather info to find the researcher's hypothesis. Quantitative research is a research strategy that focuses on quantifying the collection and analysis of data. The quantitative research mainly consists of numbers and statistics (Decarlo, 2021).

For this study, descriptive and correlation analysis used. To investigate one or more variables, a descriptive research design employed a wide range of research methods. This method is appropriate for this study because it described employee goal formulation, team goal formulation, organizational goal formulation and performance of Child Survival Project.

### Sample selection technique

Simple-random-sampling used in the research's selection of study participants. Random-sampling was employed due to its easy and the fact that all participants are employees of the Child-Survival Project at Compassion-International Rwanda, which ensures that each individual has an identical possibility of being chosen.

### Data collection instruments

The study applied the following tools of data collection; questionnaire and documentary technique. McCombes (2019) defines questionnaire a set of questions that is often sent or given to interview subjects and is then completed by them on their own, without the assistance of the investigator.

Researcher employed certain sources throughout the historical analysis-process, after determining the significance of writings to this investigation, and then classifying them on writings and afterwards transcribed into a computer file for compilation, if needed. To provide users with a comparative-framework for analysis and assessment, it explores the literature and strives to discover global viewpoints.

### Data analysis

According to Roberts (2020), it is the systematic use of statistical and/or logical tools to explain and display, summarize and assess-data. Data analysis is the act of analyzing and logically thinking through each piece of data presented.

A method of analyzing data in terms of numbers and creating statistical info. Analysis of random data requires the application of statistical-tools such as mathematical-ideas, formulae, theories, and procedures. In this method, the researcher used the descriptive and correlation analysis computed by Statistical Package for Social Sciences 20.

The study utilized multiple linear regression analysis for making inferences to the survey. The following regression analysis model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y is Project performance,

$\beta_0$  is constant coefficient

$X_1$  is employees goal formulation,

$X_2$  is team goal formulation ,

$X_3$  is organization goal formulation,

## FINDINGS AND DISCUSSIONS

For this section inferential statistics were used as statistical evidence on relationship and impact between variables under the study with aims to verify the hypothesis of the study including; employee goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda, there is no significance influence of team goal formulation on performance of child survival project in compassion international Rwanda and organization goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda.

**Table 1: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-4.783	4.013		-1.192	.236
	Employee goal formulation	1.516	.380	.362	3.988	.000
	Team goal formulation	.935	.333	.291	2.810	.006
	Organization goal formulation	.795	.320	.247	2.487	.015

a. Dependent Variable: Project performance

The following regression analysis model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y is Project performance,  $\beta_0$  is constant coefficient,  $X_1$  is employees goal formulation,  $X_2$  is team goal formulation,  $X_3$  is organization goal formulation and  $\epsilon$  is error term.

Table 4.9 on regression coefficient shows that project performance always depend on constant factor of -4.783 regardless of the existence of other determinants. The other variables explain that every unit increase in employee goal formulation increased performance of child survival project in Compassion International Rwanda by a factor of 1.516. Every unit increase in team goal formulation increased performance of child survival project in Compassion International Rwanda by a factor of 0.935. Every unit increase in employee goal formulation increased performance of child survival project in Compassion International Rwanda by a factor of 0.795.

### Test of hypotheses

The results in Table show that employee goal formulation ( $p=0.000 < 0.05$ ), team goal formulation ( $p=0.06 < 0.05$ ) and organization goal formulation ( $p=0.015 < 0.05$ ) are statistically significant influence the performance of child survival project in compassion international Rwanda. Hereby, the researcher rejected ( $H_01$ ): stated that employee goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda. The second hypothesis ( $H_02$ ) stated there is no significance influence of team goal formulation on performance of child survival project in Compassion International Rwanda was rejected. Also the researcher rejected the third hypothesis ( $H_03$ ) stated that organization goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda.

### Conclusion

Main aim of this research is to find out the relationship between goal formulation and project performance in Compassion International Rwanda.

It was revealed that total variation on performance of child survival project explained by goal formulation of Compassion International Rwanda. Based of research findings, the researcher rejected stated that employee goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda.

The second hypothesis stated there is no significance influence of team goal formulation on performance of child survival project in Compassion International Rwanda was rejected. It was revealed that total variation on performance of child survival project explained by team goal formulation of Compassion International Rwanda.

In addition, the researcher rejected the third objective stated that organization goal formulation has no significance influence on performance of child survival project in Compassion International Rwanda. It was revealed that total variation on performance of child survival project explained by organization goal formulation of Compassion International Rwanda.

### **Recommendations**

Management should make sure that workers are provided with regular updates on their progress toward completing objectives. When workers get regular updates on their progress, they have a better idea of how much time, effort, and dedication will be required to do a given job successfully.

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