

**EFFECT OF EMPLOYEE ADAPTABILITY ON SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLAN IN PUBLIC SECTOR: A CASE OF SELECTED PUBLIC ORGANIZATIONS UNDER THE MINISTRY OF HEALTH IN TANZANIA**

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**ABSTRACT**

This study through the aid of BSC aimed to determine the effect of employee adaptability on implementation of strategic plan in public sector with the objective to examine its effect on successful implementation of strategic plan at selected public sector organizations in Tanzania. The study was positivist research with a quantitative approach under both descriptive and correlational research design through a survey research strategy. Population of the study was 541 permanent staff at MSD, NHIF, TMDA, NIMR and NPHL where a sample of 230 staff was selected through systematic random sampling. Data was collected through questionnaires with a response rate of 96.9 percent and analysed through regression analysis. The study has found that independent variable affects significantly the dependent variable ( $F=152$ ,  $p\text{-value}=0.0\ll 0.05$ ) and the coefficient is positive and statistically significant from zero. Consequently, employee adaptability has positive and significant effect on successful implementation of strategic plan in public sector. This finding indicates that employee adaptability has significant effect on successful implementation of strategic plan in public sector. The study therefore recommends PSOs to strengthen identification and implementation of initiatives geared toward developing and or improving employee adaptability competencies which will enhance employees' capabilities to adjust themselves and adopt accordingly to the changes as they take place within their organizations, which is critical for effective implementation of Strategic Plan.

**Keywords:** Strategy, Strategy formulation, Strategy implementation, Strategic plan, Employee adaptability, Successful implementation of strategic plan.

**1. INTRODUCTION**

In the past decade much research in the strategic management field focused on the planning aspect of Strategic Plan (SP) and less or very little was said about its implementation. Over the recent past, there has been development in the field where production of various research works on SP implementation has been witnessed. Despite the development, one of the major unresolved management problems is the great percentage of strategy implementation efforts that fail, estimated between 30 - 70% (Candido & Santos, 2019) and that globally, up to 80% of strategies fail (Wiraeus & Creelman, 2019) while Africa has a start-up failure rate of 54% (Galal, 2023). Olson, (2022) reported that 60 – 90% of SPs never fully launch and there is no agreement as to why there is such high rate of failure (Bushe, 2019) but most scholars arguing poor implementation either because implementation is poorly managed or hasn't taken place (Vigfusson *et al.*, 2021).

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Extant literatures (Souki *et al.*, 2020; Nyerenga, 2021; Dasan, 2022; Mgute & Nyakwara, 2022; Torres *et al.*, 2023; Mubanga & Lesa, 2024) have associated successful implementation of SP with culture, structure, communication, leadership and resources but there is little evidence of empirical studies on the effect of Employee Adaptability (EA) on successful implementation of SPs in Public Sector (PS). Employee adaptability refers to employee's ability to quickly adjust and align with the new conditions in the work context (Wahiba & Wafa, 2024). It is changing or modifying oneself or one's behaviour to better fit in the new environment (Weiss & Merrigan, 2021). Employee adaptability is critical for any organization striving to sustain, persevere and evolve amidst ongoing changes (Wahiba & Wafa, 2024).

SP within PS came as part of the reforms spearheaded in the New Public Management (NPM) with the aim of improving public service delivery through setting up of long-term strategic direction (Kim & Han, 2015; Lapuente & Van de Walle, 2020). Most commentators (Hood, 1995; Ingrams *et al.*, 2020; Ghosh & Mahavidyalaya, 2021) have associated NPM with seven dimensions of change, most notably; emphasis on standards and measures of performance. SP provides direction for the organization (Ritson, 2019), means for communication of progress (Mintzberg *et al.*, 2020), and enhances management of resources (Dlamini *et al.*, 2020). Various tools for developing SPs are at large use today, Balanced Scorecard (BSC) being one of them, used by 53% of companies globally (Fuertes *et al.*, 2020). BSC provides existence of a cause-and-effect relationship between its four dimensions, stressing through its Learning and Growth (L&G) perspective changes and improvements that a company must achieve to run its vision, specifying that training of employees will improve or enhance development of appropriate capabilities in terms of skills, adaptability, commitment and morale required to effectively execute the organization's strategy (Kaplan & Norton, 1996; Mikula *et al.*, 2020).

SP in Tanzania's PS began in 1990s through reforms such as Medium-Term Plan, Performance Management System and Medium-Term Expenditure Framework (Meigaru *et al.*, 2019). As the global statistics opine, implementation of SPs in Tanzania's PS as obliged under section 7.4 of the 3<sup>rd</sup> Five Year Development Plan 2021-2025 remains ineffective as evidenced in CAG reports indicating existence of outdated SPs, poor Monitoring and Evaluation (M&E), unimplemented activities and poor linkage between budget and plans (CAG, 2023). Despite increase in empirical studies on strategy implementation, in the context of Tanzania; no existing study to the best knowledge of this study that looked into the effect of employee adaptability on successful implementation of SP in PS. This study therefore, through the aid of BSC theory intended to examine the effect of employee adaptability on successful implementation of SP at Medical Stores Department (MSD), National Health Insurance Fund (NHIF), Tanzania Medicines and Medical Devices Authority (TMDA), National Institute for Medical Research (NIMR) and National Public Health Laboratory (NPHL) to provide an understanding of the extent to which it affects successful implementation of SPs in PS.

## **2. LITERATURE REVIEW**

Strategy refers to an integrated set of choices that position a firm to superior returns (Wiraeus & Creelman, 2019). In developing SPs, organizations establish their strategic goals and objectives, from which strategies are defined on how each objective will be achieved (Retnandari, 2022). Strategies will further be broken down to establish expected outcomes, key performance indicators and targets (Kaplan & Norton, 1996). Effective strategies enable the organization to achieve its

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strategic goals and gain competitive advantage hence maximizing the organization's strength (Isfahani *et al.*, 2022). Strategy formulation is the match between qualifications and opportunities that positions a firm in its environment (Mintzberg *et al.*, 2020). Wiraesus & Creelman, (2019) opined that chances for shaping the objective or initiative are dependent upon the ability of the team to agree on the definition of the strategy. This will provide proper understanding of what strategies to develop. Strategy formulation process should reveal the different market or customer segments, and their preferences along dimensions like price, quality, functionality, image, reputation, relationship, and service (Kaplan & Norton, 1996). The company's strategy can then be defined by those customer and market segments that the business chooses to target.

Strategy implementation is the linking of strategy to operations (Fuertes *et al.*, 2020). It is the process by which initiatives defined in the SP are put into action to achieve the intended output. Whereas strategy formulation is essentially a straightforward task; executing strategies is significantly much more complex. This disconnection is caused by barriers erected by traditional management systems. BSC enables managers to bridge this gap through hierarchically structured strategy maps (Kaplan & Norton, 2008). This structure works fine when executives have a clear vision of organizational destination and the actions needed to be taken to reach that destination (Kaplan & Norton, 1996). Strategic planning refers to envisioning the future and develop procedures and operations to achieve it (Wells & Doherty, 1994). It is crucial to the success and productivity of the organizations since it enhances organization's purposefulness, improves allocation of resource, creates mechanisms for coordination of operations, establishes control and enhances time management (Alkhafaji, 2003; Ritson, 2019; Isfahani *et al.*, 2022). The nature of strategic planning in PS lies on adopting techniques of the private sector aiming at enhancing public service delivery (Kim & Han, 2015; Lapuente & Van de Walle, 2020). When the planning process is completed appropriately, it would produce a comprehensive planning document – the strategic plan (Retnandari, 2022).

Strategic plan is a document that communicates organization's goals and the activities needed to achieve those goals (Dlamini *et al.*, 2020). Building SP involves deep understanding of the organization where vision, mission and core values are crafted followed by establishment of objectives, strategies, outcomes, KPIs, target, result framework, and finally; resource requirements for execution of the plan (Kaplan & Norton, 2004). SP provides a step-by-step instruction for carrying out the strategies (Wiraesus & Creelman, 2019), provides direction for the organization (Ritson, 2019), defines the organization, focuses efforts and provides consistency (Mintzberg *et al.*, 2020). Yean *et al.*, (2022) quoting a Greek philosophy "change is the only constant in life", opined that this assumption has proven to be true for individuals, societies and business organizations. Whether is a technological adaptation, updating skills and expertise or dealing with mergers and acquisitions, these changes require all individuals to demonstrate adaptability in ideas, values and behaviours (Ployhart & Bliese, 2006). Adaptability competencies enable employees to adjust themselves and adopt accordingly to the changes as they take place within the organizations they work for, determining the strategic flexibility of the firm (Armstrong, 2006). In the study by Yean *et al.*, (2022) which aimed to establish the mediating role of employee adaptability on the relationship between managerial climate factors (trust, supportiveness, openness, clarity of goals and participative) and change readiness in public sector organizations found that trust and clarity of goals were significant factors that accelerate employee's adaptability, and adaptability in turn was found to mediate the effect of trust and clarity of goals on employee's readiness to change.

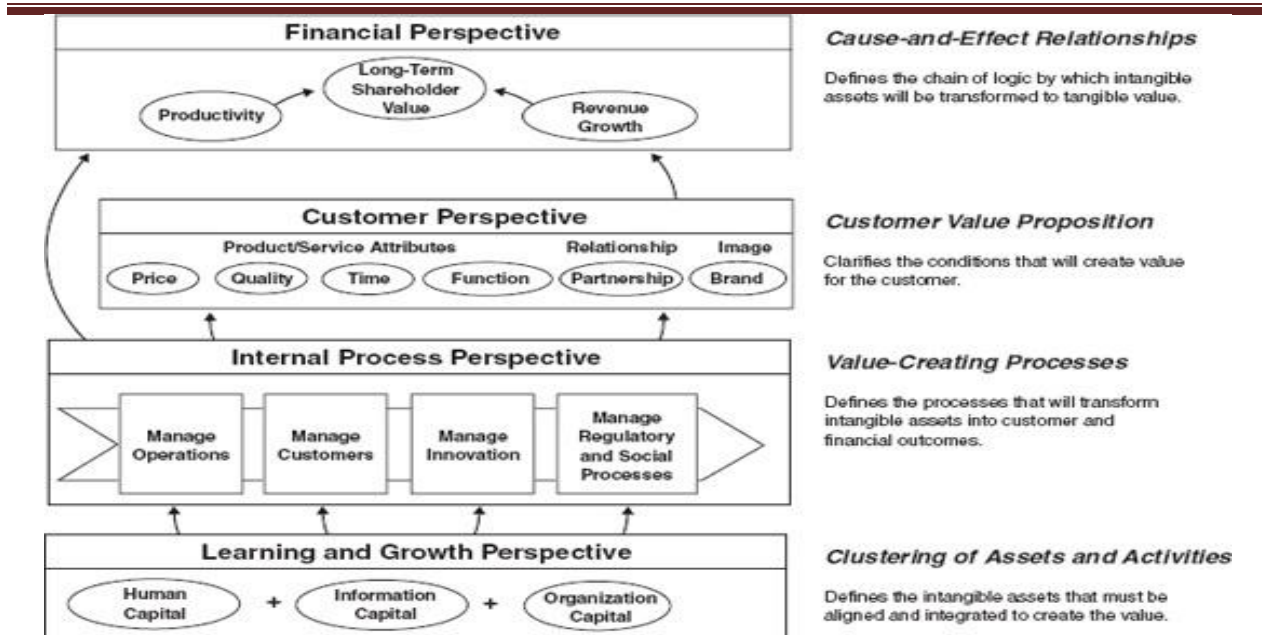
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Reupert, (2020) also showed that adaptability is an essential factor in the effectiveness of individual performance within the dynamics of change, and similarly, Sony & Mekoth, (2022) opined that employee adaptability is the meta-skill that will help the employee to handle the digital transformation.

Successful implementation of SP is an interplay between people, process, and plan, thus enabling the organization to achieve its SP (George, 2020). It is a state at which an organization achieves its envisioned vision, mission and objectives. Although attention of academics has increased on strategy implementation over the recent past, managers are still facing remarkably similar problems concerning implementation. Studies have shown that small percentage of planned strategies are implemented and that too many strategies seem to fail (Vigfusson *et al.*, 2021). Existing literatures have established success factors for effective implementation of SPs to include culture (Mgute & Nyakwera, 2022; Dasan, 2022; Nowak, 2020), structure (Mubanga & Lesa, 2024), communication (Torres *et al.*, 2023; Souki *et al.*, 2020) leadership (Gande & Hlophe, 2023; Baluhi, 2022) and resources (Torres *et al.*, 2023) but there is little evidence of empirical studies on the effect of employee adaptability on implementation of SPs.

***Theoretical Review: Balanced Scorecard (BSC)***

This study was guided by Balanced Scorecard (BSC) theory. The theory was developed by Robert Kaplan and David Norton in 1992 following concerns that financial measures of business performance were ineffective for modern business, affecting the ability of the business to create value (Niven, 2002). BSC is a carefully selected set of measures derived from organization's strategy representing a tool for communicating the outcomes and performance drivers by which the organization will achieve its vision (Niven, 2002). The BSC theory provides three basic assumptions, that; (1) a cause-and-effect relationship exists among measurements categories, (2) a strategic plan and/or business strategy exist and is in place, and (3) the most important drivers (measures of success) have been correctly identified (Kaplan & Norton, 1992). The theory underscores through its L&G perspective the need for changes and improvements that a company must achieve to run its vision, specifying that appropriate employee capabilities in terms of skills, adaptability, commitment and morale will enable the organization to effectively execute the organization's strategy (Kaplan & Norton, 1996; Mikula *et al.*, 2020).



**Figure 1:** The Balanced Scorecard Framework

**Source:** Kaplan and Norton, “Strategy Maps,” *Harvard Business Review* (2004).

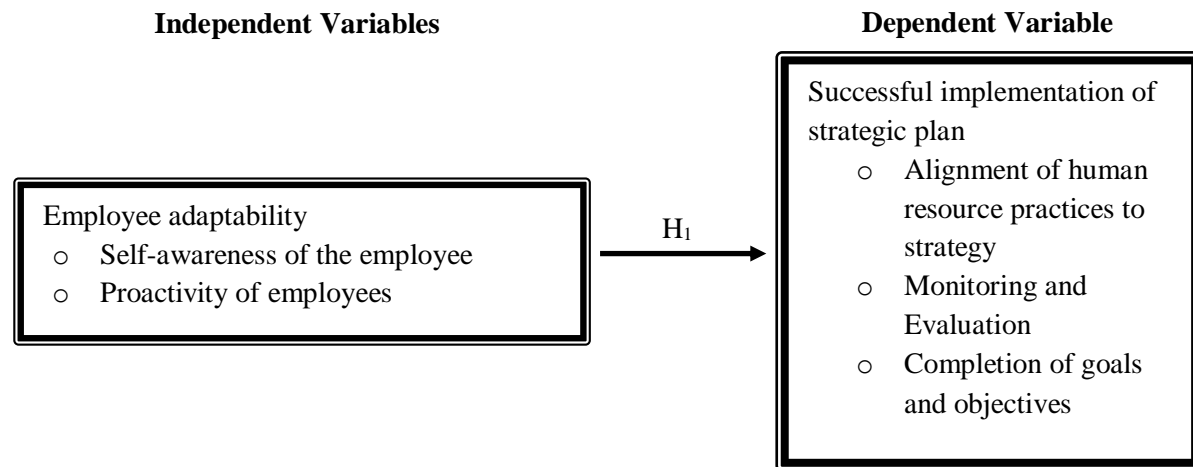
The theory was used by Mikula *et al.*, (2020) in developing the position of L&G in the BSC model in supporting development of employee capabilities where it was found that the model as applied at the studied organization (airport) supported development of appropriate employee capabilities which were critical in moving the airport ahead in the market. The theory was also used by Sokah, (2020) in the study on the factors affecting implementation of BSC in Tanzania where it was found that implementation of BSC was affected by management supervision, citing inadequate skills among staff as one of the key factors. The theory was also used by Nafari & Rezaei, (2022) to establish the relationship between HR strategies (staff training and compensation) and organizational performance based on the BSC where it was found that there was a positive and significant correlation between HR strategies and organizational performance, and that; the organizational performance in L&G perspective had the highest correlation with HR strategies.

**Empirical Literature Review: Employee Adaptability and Implementation of SP**

Although there has been increase in empirical studies on strategy implementation, most of the studies have focused mainly on culture, structure, communication, leadership and resources to establish how they affect SP implementation, and there is little evidence regarding the effect of employee adaptability on implementation of SPs. Available literatures that may relate to this study focused on establishing the effect of employee adaptability on organizational performance, firm operation and change support. Albogami *et al.*, (2024) conducted a study on “*Organizational culture adaptability by leaders and its influence on firm performance*”. The study found that the ability to adapt to organization culture among leaders affects in a positive way job satisfaction, and that leaders who have the ability to adapt to organizational culture are more effective in managing work teams which leads to raising the level of cooperation among employees,

consequently improving firm’s performance. Wahiba & Wafa, (2024) conducted a study on the “Adaptability skills and its role in the successful implementation of SAP system in Algeria”. The study found that employee adaptability skills enabled successful implementation of the SAP system. Chang, (2024) conducted a study on “Exploring the impact of workforce flexibility on enterprise operation”. The findings show that adopting flexible working arrangements, enterprise not only improve their market adaptability and productivity, but also increase employee satisfaction and strengthen organization loyalty. Neves & Van Dam, (2024) conducted a study on “Facilitating change: The role of adoptability and LMX for change support”. The findings show that employee adaptability was a significant predictor of change support and that trust in management mediates the positive relationship between adaptability and change support. The study further found out that Leader-Member Exchange (LMX) was a significant moderator of the relationship between adaptability and trust in management and that LMX also moderated the relationship between adaptability and change support. Therefore, this study puts forth the hypotheses that: **Alternative Hypothesis (Ha):** Employee adaptability has positive and significant effect on successful implementation of strategic plan in public sector. **Null Hypothesis (Ho):** Employee adaptability has no positive and significant effect on successful implementation of strategic plan in public sector.

Conceptual framework proposed for this study shows that successful implementation of SP is explained by employee adaptability. This framework guided this study to examine the effect of employee adaptability on successful implementation of SP at selected Public Sector Organizations (PSOs).



**Figure 2: Conceptual Framework**

**Source:** Literature Review – Conceptualized and drawn by the Researcher, 2024.

### 3. METHODOLOGY

The study was conducted at MSD, NHIF, TMDA, NIMR and NPHL; PSOs under the Ministry of Health (MoH) in Tanzania on three grounds, firstly; their strategic position in ensuring effective provision of health services to the public, secondly; strategic initiatives taken to improve their performance as established in their SPs, and thirdly; findings in CAG reports showing that performance of many PSOs has remained questionable; fuelling the argument that number of their strategic initiatives that fail is still higher than would be desirable with noted poor implementation

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of their existing SPs, poor M&E, inefficiencies in internal control, and poor linkage between budget and plans for some of the selected organizations (CAG, 2023). Population of the study was all 1,918 permanent staff with a target population of 541 staff where 230 staff were sampled (Yamane Formula) through systematic random sampling. This study used positivist philosophy because it allows the researcher to use existing theory to develop hypotheses which could be tested to be either confirmed or refuted. Positivist relates to the philosophical stance of the natural scientist and entails working with an observable social reality to produce law-like generalisations (Saunders *et al.*, 2019). Positivists underscore that real events can be empirically studied and explained using logical analysis and scientifically validated models by testing to prove or disprove the hypotheses (Greener, 2008).

The study used quantitative approach as it focused on collecting data that were numerical, which could be analysed statistically to establish relationship between variables (Saunders *et al.*, 2019). This study employed correlational research design since it is appropriate for studies that apply correlation statistics to measure and describe the degree of association between variables (Creswell, 2012), which was appropriate for this study as it sought to examine the effect of employee adaptability on successful implementation of SPs. Supported also by Kaliyadan & Kulkarni, (2019); descriptive design was also applied to provide a summary about the sample being studied without drawing any inferences to the theory. Since the study was a quantitative, survey strategy was employed because it is effective in questionnaires (Saunders *et al.*, 2019). Primary data were used in this study, collected through Odd Likert Scale type questionnaires under five-point Likert label since it is most commonly used by survey specialists, and it provides optimal response options (Taherdoost, 2019). Questionnaires were adopted from various studies (Souki *et al.*, 2020; Nyerenga, 2021; Mgute & Nyakwara, 2022; Gande & Hlophe, 2023) whose language was adjusted to capture the setting of this study.

Through the aid of Statistical Package for Social Sciences (SPSS), data were analysed through Regression Analysis. Reliability was tested through Cronbach's alpha where a Cronbach's alpha coefficient of 0.70 was considered a cut-off; and the level of agreement with the statement given in the construct under this study was the weighted mean of 3.5 or above, which is also supported by Nassar *et al.*, (2021). Regression assumptions to this study were that there is a linear relationship between employee adaptability as the independent variable and successful implementation of SP as the dependent variable, and that the dependent variable observations are selected independently and randomly from the population, residuals are normally distributed with a mean of 0 and a constant variance at every point in the linear model, which is also supported by Hayes, (2023). These assumptions were checked through scatter plot, Variance Inflation Factor (VIF), quantile-quantile plot to check their distribution and creating a plot of standardized residuals versus predicted values.

**Table 1: Likert Response Labels for the Study**

Options	1	2	3	4	5
<b>5-points</b>	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Source: Adopted and modified from Taherdoost (2019).

**Table 2: Weighted Mean – Level of Agreement**

S/n	Weighted Mean	Level of Agreement
1	4.3 - 5	Very High
2	3.5 – 4.2	High
3	2.7 – 3.4	Average
4	1.9 – 2.6	Low
5	1.8 and less	Very Weak

Source: Adopted and modified from Nassar *et al.*, (2021)

#### 4. RESULTS

##### *Response Rate*

This study distributed 230 questionnaires to MSD, NHIF, TMDA, NHIF and NPHL staff where 223 (96.9%) questionnaires were successfully completed and received back. Easterby-Smith *et al.*, (2012) considered surveys with response rates greater than 30% as acceptable.

**Table 3: Response Rate**

S/n	Organization	Questionnaires Distributed	Questionnaires Completed	%
1	MSD	78	71	91
2	NHIF	83	83	100
3	TMDA	38	38	100
4	NIMR	14	14	100
5	NPHL	17	17	100
<b>Total</b>		<b>230</b>	<b>223</b>	<b>96.9</b>

Source: Field Data, 2024.

##### *Reliability of Results*

The computed Cronbach’s alpha coefficients for employee adaptability was 0.885 showing a strong internal consistency between items representing a given construct as shown in Table 4.

**Table 4: Reliability Score of Results**

Construct	Coding	No. of Questions	Cronbach’s Alpha
Effect of employee adaptability	EA	11	0.848

Source: Data Analysis, 2024.

##### *Descriptive Statistics Results*

This study had one construct, namely; Employee Adaptability. The construct consisted Likert scale with eleven (11) items in the questionnaire. After reliability test, the construct remained with its original Likert scale items. The scale had the overall mean falling in the range of agreement with given statements (3.5 and above) as depicted in Table 5.



**Table 5: Likert Scale Summary Statistics**

Scale(Construct)	Mean	Std. Deviation
Effect of employee adaptability	4.039	0.155

Source: Field Data, 2024.

***Effect of Employee Adaptability Descriptive Statistics***

Descriptive statistics were computed to determine the effect of employee adaptability on successful implementation of strategic plan in public sector, where the highest mean of 4.24 and standard deviation of 0.115 (M=4.24 SD=0.115) were received. In the evaluation of statements under this construct respondents rated high awareness of employees to their personal skills (M=4.19 SD=0.691); their ability to make plans based on their capabilities (skills, tools, processes, and behaviours) (M=4.11 SD=0.717); their ability to make decisions about their future (M=4.24 SD=0.115); and the ability of employees to research and make analysis of their personal skills, abilities and tendencies and their environment (M=3.71 SD=0.828). Respondents also agreed and rated high employee’s ability to struggle with problems, difficulties and find solutions to possible future problems (M=3.91 SD=0.766); their awareness of the changes brought up by the organization’s strategic plan (M=3.89 SD=0.911); their willingness to work extra hours every day to meet their daily set target (M=4.04 SD=0.960); and their willingness to adjust their timetable and learning priorities to meet their newly assigned challenging responsibilities (M=4.13 SD=0.792). They also agreed and rated high the willingness of the employees to learn new methods, procedures and techniques to meet the requirements for effective implementation of the strategic plan (M=4.24 SD=0.785). The findings further show that respondents agreed and rated high employee’s willingness to take multiple and challenging responsibilities to effectively implement the strategic plan (M=4.11 SD=0.879); and further, they agreed and rated high their openness and readiness to new ideas, perspectives, and feedback (M=4.13 SD=0.788). The general findings on effect of employee adaptability show that all respondents had perception falling in the range of agreement (M=4.039 SD=0.155), feeling that employee adaptability determines the strategic flexibility of the firm and therefore influencing implementation of strategic plan.

**Table 6: Employee Adaptability Descriptive Statistics**

Statement	Min	Max	Mean	Std. Dev.
1. Employees are aware of their personal skills.	3.71	4.24	4.19	.691
2. Employees are able to make plans based on their capabilities (skills, tools, processes, and behaviours).	3.71	4.24	4.11	.717
3. Employees are able to make decisions about their future.	3.71	4.24	3.97	.796
4. Employees research and make analysis about personal skills, abilities and tendencies and his or her environment.	3.71	4.24	3.71	.828
5. Employee are able to struggle with problems, difficulties and find solutions to possible future problems.	3.71	4.24	3.91	.766

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6.	Employees are aware of the changes brought up by the organization’s strategic plan.	3.71	4.24	3.89	.911
7.	Employees are willing to work extra hours every day to meet their daily set target.	3.71	4.24	4.04	.960
8.	Employees are willing to adjust their timetable and learning priorities to meet their newly assigned challenging responsibilities.	3.71	4.24	4.13	.792
9.	Employees are willing to learn new methods, procedures and techniques to meet the requirements for effective implementation of the strategic plan.	3.71	4.24	4.24	.785
10.	Employees are willing to take multiple and challenging responsibilities to effectively implement the strategic plan.	3.71	4.24	4.11	.879
11.	Employees are open to new ideas, perspectives, and feedback	3.71	4.24	4.13	.788

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**Source:** Field Data, 2024.

***Inferential Results***

All assumptions associated with this study were checked and were in order with the  $VIF \ll 10$  as depicted in Table 9. The histogram shape resembles a bell curve, indicating that the residuals follow a normal distribution. This normality is evident as the mean of the residuals is close to 0, and the standard deviation is close to 1 ( $M=2.81E-15$ ,  $SD=0.993$ ). This normal distribution is further confirmed as the residuals align closely along the diagonal line, although some outliers are present. This alignment indicates that the data exhibits linearity. Further, the case residuals are distributed evenly around zero in a rectangular fashion, suggesting homoscedasticity, which implies that the variance of the data is consistent across all groups being compared. Consequently, there should not be any concern regarding heteroscedasticity, which would indicate unequal variance in the data. The regression analysis was carried out to estimate the effect of independent variable (Employee adaptability) on dependent variable (Successful implementation of strategic plan). The analysis involved testing of Model Fit which provides the amount of variation on dependent variable which is explained by independent variable; Analysis of Variance (ANOVA) and Regression Coefficient. The regression analysis shows that the model has an R-square of 0.736, which indicates that 73.6% of variability in the dependent variable can be explained by the independent variable. The overall regression model summary suggests that the model is statistically a significant predictor of successful implementation of strategic plan.

**Table 7: Model Fit Summary Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858	.736	.731	.347

**Source:** Field Data, 2024.

The analysis of variation indicates that the independent variable affects significantly the dependent variable ( $F=152$ ,  $p\text{-value}=0.0 < 0.05$ ) and the coefficient is positive and statistically significant from zero.

**Table 8: ANOVA Results**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.269	4	18.317	152.000	.000
	Residual	26.271	218	.121		
	Total	99.540	222			

**Source:** Field Data, 2024.

**Table 9: Regression Coefficients Results**

Model		Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	-.415	.207	-1.999	<b>.047</b>		
	EA	.695	.061	-.512	<b>.000</b>	.562	1.780

**Source:** Field Data, 2024.

Therefore, Employee adaptability is statistically a significant predictor of successful implementation of strategic plan ( $p\text{-value} < 0.05$ ) since a  $t\text{-value}$  greater than 2.00 or less than -2.00 is considered to be statistically significant and a  $p\text{-value}$  less than 0.05 is considered to be statistically significant while a tolerance value less than 0.1 or VIF value greater than 10 indicates that the predictors are highly correlated, which may lead into problems with the interpretation of the regression results. In the regression analysis  $P$  value was less than 0.05 ( $p=0.000$ ) at 5% significant level as indicated in Table 9 above. Therefore, the *null hypothesis (Ho)* is rejected, *alternative hypothesis (Ha)* is accepted; that Employee adaptability has positive and significant effect on successful implementation of strategic plan in public sector. Furthermore, from correlation analysis; all methods (parametric and non-parametric) indicate that Employee adaptability has positive and significant (at  $1\% < 5\%$ ) correlations (0.533 and 0.585 respectively) with dependent variable, suggesting that Employee adaptability has a positive effect on Successful implementation of strategic plan.

## 5. DISCUSSION

### *Effect of Employee Adaptability on Successful Implementation of SP in Public Sector*

The findings indicate that employee adaptability has positive and significant effect on successful implementation of SPs in PS since  $P$  value was less than 0.05 ( $p=0.000$ ) at 5% significant level. The findings further indicate that, employee adaptability increases employees' awareness of their

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personal skills; enables employees to make plans based on their capabilities; increases employees' willingness to adjust their timetable and learning priorities to meet their newly assigned challenging responsibilities; increases employees' willingness to learn new methods, procedures and techniques to meet the requirements for effective implementation of the strategic plan; increases employees' willingness to take multiple and challenging responsibilities to effectively implement the strategic plan; and enable employees to be open to new ideas, perspectives, and feedback. The findings have not shown surprising results since employee adaptability enables employees to adapt to new technologies, processes and industry trends making the organization more agile and competitive, hence determining the strategic flexibility of the firm (Armstrong, 2006). The findings are supported by BSC theory on the scorecard's L&G perspective which stresses on the need for changes and improvements that a company must achieve to run its vision, specifying that employee capabilities in terms of skills, adaptability, commitment and morale will enable the organization to effectively execute the organization's strategy (Kaplan & Norton, 1996; Mikula *et al.*, 2020).

These findings are consistent with previous studies by Albogami *et al.*, (2024) that the ability to adapt to organization culture among leaders affects in a positive way job satisfaction, and that leaders who have the ability to adapt to organizational culture are more effective in managing work teams, consequently improving firm's performance. The findings are also consistent with the findings in the study by Wahiba & Wafa, (2024) that employee adaptability skills enabled successful implementation of the SAP system; Chang, (2024) that adopting flexible working arrangements, enterprise not only improve their market adaptability and productivity, but also increase employee satisfaction and strengthen organization loyalty; and Neves & Van Dam, (2024) that employee adaptability was a significant predictor of change support.

## **6. CONCLUSION AND RECOMMENDATIONS**

### ***Conclusion***

The objective of this study was to examine the effect of employee adaptability on successful implementation of SPs in PS. The objective consisted of both alternative and null hypotheses, which had to be either confirmed or rejected by the study findings. The findings of the study accepted the *alternative hypothesis (Ha)* that employee adaptability has positive and significant effect on successful implementation of SP in PS since P value was less than 0.05 ( $p=0.000$ ) at 5% significant level, therefore confirming the BSC assumptions that a cause-and-effect relationship exists among its measurements categories. Following this finding, the study has contributed to the ongoing debate among scholars on the existence of cause-and-effect relationship in the four dimensions of the BSC theory (Bukh & Malmi, 2005; Ratnaningrum, *et al.*, 2020) that there is a positive and significant relationship between employee adaptability and successful implementation of SP in PS, that employee adaptability affects positively and significantly successful implementation of SP. Further, the study has contributed to the BSC theory on the claimed over-complexity in deriving the cause-and-effect relationship (Kerklaan, 2024) by adding employee adaptability to the cause-and-effect drivers for clarity in successful strategy implementation. Moreover, following concerns that there is no empirical evidence to support the proposition that a cause-and-effect relationship exists among the scorecard's measurement categories (Tawse & Tabesh, 2023), the study has also contributed to the existing body of knowledge by empirically establishing the effect of employee adaptability on successful

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implementation of SP in PS.

### ***Recommendations***

Based on the findings that employee adaptability is positively and significantly related to successful implementation of SP in PS, organizations should strengthen identification and implementation of initiatives geared toward developing and or improving employee adaptability competencies which will enhance employees' capabilities to adjust themselves and adopt accordingly to the changes as they take place within the organizations they work for, which is critical for effective implementation of SP. The initiatives may include, but not limited to implementation of employee training because it has been argued to be critical in developing appropriate employee capabilities in terms of skills, adaptability, commitment and morale required to effectively execute the strategy. The initiatives may also include conducting employee awareness programs on changes taking place within the organization. Further, since the study focused only on selected PSOs under MoH in Tanzania, it is still unclear if the findings under this study can be generalized to other PSOs in other Ministries, Department and Agencies (MDAs); hence, including other MDAs in future studies remains critical to obtain across-the-board understanding of the effect of employee adaptability on successful implementation of SPs in PS.

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