EFFECT OF EMPLOYEE TRAINING ON SUCCESSFUL

IMPLEMENTATION OF STRATEGIC PLAN IN PUBLIC SECTORS:

A CASE OF SELECTED PUBLIC ORGANIZATIONS UNDER THE

MINISTRY OF HEALTH IN TANZANIA

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by the Open University of Tanzania, a thesis entitled: "***Effect of Employee Training on Successful Implementation of Strategic Plan in Public Sectors: A Case of Selected Organizations under the Ministry of Health in Tanzania",*** in fulfilment of the requirements for the award of the degree of Doctor of Philosophy (PhD) in Business Management of the Open University of Tanzania.

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DECLARATION

I, **Bahati Nkone,** declare that, the work presented in this thesis is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard; I declare that this work is originally mine. It is hereby presented in fulfilment of the requirements for the award of the degree of a Doctor of Philosophy (PhD) in Business Management of the Open University of Tanzania.

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Signature

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Date

DEDICATION

I would like to dedicate this thesis to Retired Bishop, late Enos Andrea Nkone, my grandfather for raising me up and instilling in me the value of education and love for God; and to my family, my beloved wife Miriam and our amazing daughters Dorries, Doreen and Daniella; and to the memory of the greatest grandmother ever, Margaretha Enos Nkone.

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ABSTRACT

This study, through Balanced Scorecard, supplemented by Goal Setting Theory aimed to examine the effect of employee training on successful implementation of strategic plan at selected public organizations in Tanzania with the objectives to determine the effect of skill development, employee adaptability, employee morale and employee awareness of organizational goals on successful implementation of strategic plan. The study was positivist research with a quantitative approach applying explanatory research design under a survey strategy. Population of the study was 541 staff of Medical Stores Department, National Health Insurance Fund, Tanzania Medicines and Medical Devices Authority, National Institute for Medical Research and National Public Health Laboratory where a sample of 230 staff was selected through systematic random sampling. Data was collected through questionnaires and analysed with multiple regression analysis. The study has found that skill development, employee morale and employee awareness of organizational goals were positive and statistically significant except employee adaptability which had a non-significant p-value. The findings therefore provide strong evidence that well designed employee training programs positively and significantly influence skill development, employee morale, and employee awareness of organizational goals, consequently enabling successful implementation of strategic plan in public sector. The study therefore recommends public sector organizations to strengthen provision of employee training to develop skills, increase morale and strengthen awareness of organizational goals to ensure successful implementation of their strategic plans.

Keywords: *Employee training, Capabilities, Strategic plan, public sector, Successful implementation of strategic plan.*

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
BSC	Balanced Scorecard
BTC	Botswana Telecommunications Corporation
CAG	Controller and Auditor General
DRIVE	Performance Management Systems Applied at MSD
DTPS	Department of Telecommunication and Postal Services
EA	Employee Adaptability
EAO	Employee Awareness of Organizational Goals
EM	Employee Morale
Equiv.	Equivalency
GST	Goal Setting Theory
HCO	Healthcare Organization
HR	Human Resource
IDC	Iramba District Council
IT	Information Technology
KPMG	KPMG International Limited
L&G	Learning and Growth Perspective / Dimension
LMX	Leader-Member Exchange
LR	Linear Regression
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDC	Mbeya District Council
MoH	Ministry of Health

MRA	Multiple Regression Analysis
MSD	Medical Stores Department
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MTSP	Medium Term Strategic Plan
NHIF	National Health Insurance Fund
NIMR	National Institute for Medical Research
NPHL	National Public Health Laboratory
NPM	New Public Management
OPRAS	Open Performance Review and Appraisal System
OUT	Open University of Tanzania
PEPMIS	New Performance Management System used in the Public Sector
PMS	Performance Management Systems
PS	Public Sector
PSO	Public Sector Organization
RA	Regression Analysis
SAP	Systems, Applications, and Products in Data Processing
SBU	Strategic Business Unit
SD	Skill Development
SNA	Social Network Analysis
SP	Strategic Plan
SPSS	Statistical Package for Social Sciences
SSM	Soft Systematic Methodology
TA	Thematic Analysis

TMDA	Tanzania Medicines and Medical Devices Authority
UNDP	United Nations Development Programme
USA	United States of America
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter introduces the research and the context within which the study was organized. It includes background to the study, statement of the problem, research objectives, significance of the study and organization of the study.

1.2 Background to the Study

Over the past ten years, a significant amount of research in the field of strategic management has concentrated on the development and design aspects of strategic planning, and of recent, there has been a growing interest in studies focusing on the implementation phase of Strategic Plans (SP) (Hrebiniak, 2013; Vigfusson *et al*., 2021). However, among the core problems which are yet to be resolved is the excessive percentage of strategy realization efforts that collapse, estimated between 30 - 70% (Candido & Santos, 2019). Worldwide, as many as 80% of strategies are unsuccessful (Wiraeus & Creelman, 2019), and an estimated 60% to 90% of SPs are never completely put into action (Olson, 2022), whilst in Africa, start-ups experience a failure rate of approximately 54% (Galal, 2023).

There is no agreement as to why this is so, but many contended that failure is largely due to ineffective implementation either because it is mismanaged or never executed at all (Vigfusson *et al*., 2021).

Studies conducted by Souki *et al.* (2020), Nyerenga (2021), Dasan (2022), Mgute and Nyakwara (2022), Torres *et al.* (2023), and; Mubanga and Lesa (2024) have associated successful implementation of SP with culture, structure, communication, leadership and resources – skills availability but little has been said about the effect of employee training on successful implementation of SPs in Public Sector (PS). Employee training is a key element to improved organization performance as it grants employees the opportunity to gain new skills or improve those which are existing (Mullins, 2005), helps them to adapt to new technologies, processes and industry trends; and boosting their morale (Armstrong, 2006; Silberman & Auerbach, 2006; Amha & Brhane, 2020).

Aipinge and Shopati (2022) revealed that employee training is critical to strategy implementation since it provides skills needed to manage its complete delivery. Findings in the study by Mgute and Nyakwara (2022) showed that skills and training positively and significantly influence SP implementation. Similarly; Malusu and Mkulu (2020) as well as Dlamini *et al*. (2020) observed that lack of necessary skills was one among the key challenges hindering the execution of strategic plans. Although there has been a rise in empirical research on strategy implementation, especially in the setting of Tanzania, to the best of this researcher's knowledge no existing study has specifically examined the effect of employee training on successful implementation of SP in public sector.

The adoption of strategic plan in the public sector emerged as a component of reforms driven by the New Public Management movement (NPM), aiming at

enhancing public service delivery by establishing a long-term strategic vision – adopting techniques of the private sector (Kim & Han, 2015; Lapuente & Van de Walle, 2020). Many scholars (Hood, 1995; Xanthopoulou & Kefis, 2019; Ingrams *et al*., 2020; Ghosh & Mahavidyalaya, 2021) link NPM to seven dimensions of change, with a particular focus on setting performance standards and measurement systems. SP offers organizational direction (Ritson, 2019), serves as a tool for communicating progress (Mintzberg *et al*., 2020), and supports effective resource management by leaders (Dlamini *et al*., 2020).

SP in Tanzania's PS began in 1990s where PS reforms such as Medium-Term Plan (MTP), Performance Management System (PMS) and Medium-Term Expenditure Framework (MTEF) were introduced (Meigaru *et al*., 2019). As the global statistics opine, Tanzania's PS also experiences SP implementation failures as evidenced in CAG reports indicating existence of outdated SPs and unimplemented activities (CAG, 2023). Successful implementation of SP requires, firstly; a tool through which plan is prepared, performance is measured and results shared, and secondly; alignment of the system so that actions and behaviours of all members are directed in accordance with the vision of the organization (Wiraeus & Creelman, 2019).

Today, a variety of tools are widely used in the development of SPs, with the Balanced Scorecard (BSC) being one of the most common tools, utilized by 53% of companies worldwide (Fuertes *et al*., 2020). It provides that business will have to enhance employee capabilities through reskilling in order to achieve significant performance improvements (Kaplan & Norton, 1996). However, while it emphasizes

on the need for improving employee capabilities to effectively execute the strategy, it is silent about the effect of employee awareness of organizational goals on strategy implementation, which motivational theorists consider it to be critical in improving employee productivity since it gives them a sense of direction through clarity of tasks (Brady, 2024).

Considering the propositions given by Mullins (2005), Armstrong (2006), and; Silberman and Auerbach (2006) on the effect of employee training; and Brady (2024) on the effect of employee awareness of organizational goals on employee productivity; it was the assumption of this study that skill development among employees, employee adaptability capabilities and employee morale as championed by scorecard architects, supplemented by employee awareness of organizational goals as advocated by motivational theorist influence the extent to which SPs can be implemented within PS hence the decision to include them under this study as specific objectives under employee training to guide this study in examining the effect of employee training on successful implementation of SP in PS.

This study therefore, through the aid of BSC theory, supplemented by the Goal Setting Theory (GST), which stresses on the need for employee awareness of organizational goals to achieve greater business success, intended to examine the effect of employee training 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 SP in public sector.

Amid the continuing scholarly debate over whether a cause-and-effect relationship exists among the four perspectives of the BSC theory (Tawse & Tabesh, 2023), that the proposition is not supported by any empirical evidence, this study has contributed in the debate by establishing empirical evidence of existence of relationship between employee training and successful implementation of strategic plans.

Furthermore, as some of the scholars and experts (Keerklaan, 2024) claim possibility of existence of over complexity in the BSC theory in deriving the cause-and-effect relationship that everything could be related to everything, with the findings of the study, the study has added skill development, employee morale and employee awareness of organizational goals to the cause-and-effect drivers for clarity in successful implementation of strategic plans. Moreover, existence of relationship between goal and performance as advocated by motivational theorists (Luthans, 2011) has also been confirmed under the findings of this research, that effective performance results when employee are fully aware of their organizational goals – have clearly defined goals to work with.

1.3   Statement of the Problem

Literatures by Candido and Santos (2019) and Vigfusson *et al*. (2021) demonstrated that while strategy formulation is challenging, executing it is even more difficult, largely due to the disconnect between the planning and implementation stages. As many as 80% of strategies do not succeed (Wiraeus & Creelman, 2019) and that 60 –

90% of SPs never completely take-off (Olson, 2022) while in Africa, the average failure rate for start-ups stands at 54% (Galal, 2023). Although little has been said about strategy success or failure rates in Tanzania, implementation in PS as mandated under section 7.4 of the 3rd Five Year Development Plan 2021/22 – 2025/26 remains ineffective with existence of outdated SPs, poor Monitoring and Evaluation (M&E), unimplemented activities and poor linkage between budget and plans (CAG, 2023).

MSD, NHIF, TMDA, NIMR and NPHL as the public organizations selected for this study; despite efforts to improve their performance, which includes development of various SPs lasting between 2007-2026, budget increase, management changes to some of these organizations in a bid to improve their performance, and strengthening of recruitment within these organizations, yet their performance has remained questionable; some of them with noted poor implementation of their existing SPs and inefficiencies in internal control (CAG, 2023). Success rate of this low is very alarming, indicating that resources have been wasted hence the need to investigate further closely on why there is such rate of failure.

Existing empirical studies have established factors influencing successful implementation of SP in PS to include culture, structure, communication, leadership and resources but little has been said about employee training, which in view of the scorecards architects, may attribute to reported high rate of SP implementation failures (Niven, 2002). BSC theory through its Learning and Growth (L&G) perspective emphasizes the necessity for changes and improvements that a company must implement to realize its vision, highlighting that employee training will

contribute to building essential capabilities such as skills, adaptability, commitment, and morale needed for successful strategy execution through a cause-and-effect relationship (Kaplan & Norton, 1996).

However, there is still debate among scholars on the existence of such causality some arguing that such relationship does not exist, others arguing that the referred proposition is not supported by any empirical evidence (Tawse & Tabesh, 2023) and others arguing that there can be overcomplexity in deriving such relationships (Kerklaan, 2024). Furthermore, BSC underscores the need for reskilling employees to successfully implement the strategy but it is silent about the effect of employee awareness of organizational goals argued to be critical by motivational theorist in improving employee productivity, helping them to be more engaged (Brady, 2024).

Reflecting on the position by Mullins (2005), Armstrong (2006), and Silberman and Auerbach (2006) on the effect of employee training; and Brady (2024) on the effect of employee awareness of organizational goals; it was the assumption of this study that skill development, employee adaptability and employee morale as championed by scorecard architects, supplemented by employee awareness of organizational goals as advocated by motivational theorist influence the degree to which SPs can be implemented within public sector hence the decision to include them as specific objectives under this study to guide the study in examining the effect of employee training on successful implementation of SP in public sector.

This study therefore, guided by BSC theory, supplemented by GST on the scorecard's cause-and-effect relationship assumptions in strategy implementation

intended to examine the effect of employee training on successful implementation of SP at selected public sector organizations to provide an understanding of the extent to which it affects successful implementation of SPs in PS.

1.4   Research Objectives

1.4.1 General Objective

This study's main objective was to examine the effect of employee training on successful implementation of strategic plan at selected public sector organizations under the Ministry of Health in Tanzania.

1.4.2 Specific Objectives

i)   To determine the effect of skill development on successful implementation of strategic plan in public sector;

ii)   To assess the effect of employee adaptability on successful implementation of strategic plan in public sector;

iii)   To measure the effect of employee morale on successful implementation of strategic plan in public sector;

iv)   To establish the effect of employee awareness of organizational goals on successful implementation of strategic plan in public sector.

1.5   Significance of the Study

While there still exists discussions among scholars and experts on if such cause-and-effect relationship really exists in the four dimensions of the BSC theory, some arguing that empirical evidence does not exist to support the suggestion (Tawse &

Tabesh, 2023); this study has contributed in that debate by establishing the relationship effect between employee training and successful implementation of SPs in public sector. This significance will benefit mostly scholars and experts as they continue the discussions towards establishing an agreeable position regarding the existence of the assumed cause-and-effect relationship among the scorecard dimensions. The significance will also benefit strategy practitioners as it provides the strategic value of investing in employee training as a tool that strengthens execution of strategies.

Furthermore, with the claimed over-complexity in the BSC theory in deriving the cause-and-effect relationship as everything could be related to everything (Kerklaan, 2024), the study has added skill development, employee morale and employee awareness of organizational goals to the cause-and-effect drivers for clarity in successful SP implementation. This significance will benefit specialists in strategic planning by providing them with the enabler objectives through which successful execution of developed strategic initiatives can be achieved.

Moreover, the study has empirically established the effect of skill development, employee morale and employee awareness of organizational goals on successful implementation of strategic plan, and contextually contributed to the existing body of knowledge by establishing the effect of employee training on successful implementation of strategic plan in PS. These significances will benefit practitioners in strategic planning in establishing effective cause-and-effect measures that will strengthen execution of strategies within their organizations.

1.6   Scope of the Study

The study was conducted in Tanzania, focusing at five Public Sector Organizations (PSOs), namely; MSD, NHIF, TMDA, NIMR and NPHL under the Ministry of Health (MoH) on the ground that the performance of many PSOs, of recent; following audit reports, has fuelled the argument that number of their strategic initiatives that fail is still higher than would be desirable. Data was collected through questionnaires and the contact points for these PSOs were their headquarters, located in Dar es Salaam and Dodoma regions. The study covered financial years 2021/22, 2022/23 and 2023/24. Population of the study was all 1,861 PSOs' permanent staff with a target population of 541 staff, which is the percentage of permanent staff in the respective organizations to the total study population. Unit of analysis was the individual employee selected through systematic random sampling technique.

Independent variables in this study were skill development (SD), employee adaptability (EA), employee morale (EM) and employee awareness of organizational goals (EAO) while dependent variable was successful implementation of strategic plan (SP). The study was guided by BSC theory which provides existence of a cause-and-effect relationship between developing employee capabilities and SP implementation, supplemented by GST to introduce the role of employee awareness of organizational goals in SP implementation. The methodology undertaken in the study was guided by positivism philosophy through quantitative approach with explanatory research design under survey strategy. The conceptual framework for this study provided that successful implementation of SP could be explained by SD, EA, EM and EAO. The study was conducted between April 2024 and September

2024 and indicated that a positive and significant relationship exists between employee training and successful implementation of strategic plan in public sector.

1.7   Organization of the Study

This study is presented in five chapters. The chapters include introduction as chapter one, which introduces the research and the context within which the study was organized. It covers background to the study, statement of the problem, research objectives, significance of the study and scope of the study. Literature review forms chapter two, which covers definition of concepts, theoretical literature review, empirical literature review, research gap, conceptual framework and hypotheses.

Research methodology forms chapter three, which covers research philosophy, research approach, research design and strategy, area of the study, population of the study, sampling techniques and sample size, data collection, data cleaning and processing, data analysis, validity, reliability and ethical consideration. Research findings, analysis and discussion form chapter four, which provides the findings of the study, analysis of the findings and discussion of the findings. Chapter five, which is the last chapter in this study covers summary of findings, conclusion and recommendations. This chapter also provides implication of the study, limitation of the study, and highlights areas for future study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter focuses on reviewing various literatures relevant to the study. It covers definition of concepts, theoretical and empirical literature reviews to identify theories and previous studies related to the research. The chapter also establishes the research gap and a conceptual framework for the expected relationship between variables in the study.

2.2 Definition of Concepts

2.2.1 Strategy

Porter (1996) defined strategy as purposefully selecting a distinctive series of actions aimed at creating an optimal combination of values. It is a course of action to achieve a goal (Saunders *et al.*, 2019). It refers to a combined set of options that place a firm to greater returns (Wiraeus & Creelman, 2019). This study adopted Wiraeus and Creelman's definition as it centres on making choices that create superior returns.

2.2.2 Strategy Formulation

Strategy formulation is the procedure for identifying and establishing long range plans aimed at responding to external opportunities and mitigating potential threats in the environment (Alkhafaji, 2003). It is a decision on how executives will accomplish the organization's agenda (Kaplan & Norton, 2008). It refers to alignment between a firm's capabilities and available opportunities, positioning the organization effectively within its external environment (Mintzberg *et al.*, 2020).

This study applied the definition by Mintzberg *et al.* on the ground that it centres on the firm's initiatives to position itself in its environment.

2.2.3 Strategic Planning

Strategic planning denotes the process of forecasting or shaping the vision of the future and design measures and actions to achieve it (Wells & Doherty, 1994). Alkhafaji (2003) defined it as organization's efforts to face situations which emerge in the organization as it tries to achieve organization's goals and objectives. It is a technique of preparing for changes and establishing direction for the organization (Ritson, 2019). The definition by Wells and Doherty was adopted in this study as it centres on developing the procedures and operations to achieve the envisioned future.

2.2.4 Strategic Plan

It is a document which connects organization goals and actions needed to achieve those goals (Balanced Scorecard Institute, 2023). It is a statement which outlines the company's mission, projected future course, performance targets, and selected implementation initiatives (Alkhafaji, 2003). It is a document that outlines an organization's goals and the actions required to accomplish them (Dlamini *et al*., 2020). In this study, strategic plan refers to a document that defines the organization, sets direction, and communicates goals and implementation initiatives which are needed to achieve selected goals.

2.2.5 Strategy Implementation

Strategy implementation was defined by Alkhafaji (2003) to mean the arrangements

taken by the organization to implement the strategy selected. Wiraeus and Creelman (2019) defined it as referring to working together cross-departmentally towards the strategy. Fuertes *et al*. (2020) described strategy implementation as the process of connecting strategic plans to operational activities. In this study, strategy implementation refers to the process of executing the initiatives outlined in the strategic plan to achieve the desired outcomes.

2.2.6 Employee Training

It is the process of conveying knowledge which helps employees to gain skills needed to execute their jobs adequately (Armstrong, 2006). It is the method of enhancing human performance (Silberman & Auerbach, 2006). It is the process by which employees improve knowledge and skills and change their attitudes (Mullins, 2005). Definition by Armstrong was adopted in this study as it dwells around developing skills to improve job performance.

2.2.7 Knowledge and Skills

Refers to behaviour that employee must demonstrate to succeed (Niven, 2002). It is the competence needed to carry out tasks that are essential for the successful execution of the strategy (Kaplan & Norton, 2004). It is what people have to know to be able to carry out their roles (Armstrong, 2006). In this study, Kaplan and Norton's definition was adopted as it centres on the capabilities required for people to carry out tasks that are essential for the successful execution of the strategy.

2.2.8 Employee Morale

Mallik *et al.* (2019) defined employee morale as how confident and empathetic an

employee feels about the organization where he belongs and the exceptional feelings that members of the organization share with each other, which includes pride in one's achievement, faith, purpose, self-worth, and trust in the leadership and organizational success. Anitha (2019) defined it as the connection that a certain employee or a group of employees partake with their work or the institution they work for, while Amrutha (2022) defined it as the perception, fulfilment and overall mindset of employees during their relationship with the organization or business. This study applied the definition by Mallik *et al.* since it centres on the positive and supportive feeling that an employee feels towards the organization he belongs to.

2.2.9 Employee Adaptability

Employee adaptability refers to the ability to react to the natural and emotional demands of the employee, adjust within particular regional contexts, acclimatise with cultural transformations and respond to the changes in the organizational environment and its changes (Abu Bakr, 2006). It is the capacity to rapidly adapt and realign with changing conditions in the workplace (Wahiba & Wafa, 2024). It refers to personal changing or adjusting of behaviour to fit appropriately in the new setting (Weiss & Merrigan, 2021). This study adopted the definition by Wahiba and Wafa on the ground that it centres around the ability of an employee to rapidly adjust and cope with the new work conditions.

2.2.10 Employee Awareness

Employee awareness refers to the knowledge that an employee has on the policies and procedures pertaining to the affairs of the organization (Parsons *et al.,* 2014). It

refers to the feeling of responsibility from an employee realizing that his or her behaviour may affect the reputation of the organization (Primadini & Syaebani, 2017). It is the degree of knowledge and comprehension that employees have regarding procedures, their roles, and responsibilities in the workplace (Kato & Charoenrat, 2018). Under this study, employee awareness refers to the understanding and comprehension that employees have about the organization's goals, their own role in achieving those goals, and the importance of their individual efforts in the overall success of the organization.

2.2.11 Successful Implementation of Strategic Plan

It is the synergy between people, process and plan, which enables the organization to successfully implement its SP (George, 2020). It is the attainment of organizational objectives (Fuertes *et al*., 2020). It refers to achievement of organizational aims and objectives (Dlamini *et al*., 2020). Under this study, Successful implementation of SP refers to the point at which an organization fulfils its intended vision, mission, goals and objectives.

2.3   Theoretical Literature Review

This study was guided by BSC theory which suggests a direct relationship of cause-and-effect between developing employee capabilities and implementation of strategic plan, supplemented by GST to introduce the role of employee awareness of organizational goals in implementation of strategic plan.

When developing strategic plans, organizations first set their strategic goals and objectives, then define strategies outlining how each objective will be accomplished

(Retnandari, 2022). For clarity, the organization further defines the expected outcomes for each strategy, key performance indicators for each outcome and creates targets for each indicator. These indicators must strongly correlate with the established objectives because it is from these indicators, individual employees will select and define the activities that they will implement. Employees involved during the development of strategic plans should actively participate in the implementation of selected strategies (Isfahani *et al.,* 2022).

A strategy is developed through situation analysis which assesses the organization and its environment to understand its strengths, weaknesses, opportunities, and threats, along with political, social, technological, environmental and legal factors. Well-crafted strategies allow organizations to reach their strategic goals, gain competitive edge, and fully leverage their strength (Isfahani *et al.,* 2022). In the study by Amha and Brhane (2020) it was reported that ineffective strategies among public sector organizations resulted into inefficient organizational performance characterized by time consuming, costly processes, incompetent staff, non-responsiveness, and non-dynamic scenario.

A strategy which is translated into strategy map refers to a compilation of objectives which relate to one another in a cause-and-effect relationship (Wiraeus & Creelman, 2019). Firms therefore need to execute certain enabler objectives which will drive their outcome objectives (Wiraeus & Creelman, 2019). Strategy formulation in the digital age is evolving, requiring firms to be significantly faster than it has historically been the case in the past and with attention to emerging changes while

making sure that key players in planning – managers as well as planners are involved effectively in the implementation of the selected strategy. One of the very useful steps in the formulation of strategies is to get the members to firstly agree on the definition of the term strategy (Wiraeus & Creelman, 2019).

The likelihood of successfully shaping an objective or initiative depends on the team's ability to reach consensus on the strategy's definition (Wiraeus & Creelman, 2019). This will offer clear insights into which strategies should be formulated. The process of formulating strategy ought therefore to disclose the customer and consumer groups as well as their peculiarities along scopes such as price preferences, reputation, quality considerations, image, service, functionality focus and relationships (Kaplan & Norton, 1996). The firm's selected strategy should therefore be defined in consideration of those consumer groups that the business decides to focus on.

While efforts are now being put into understanding why strategies fail, similar importance must also be given to how such strategies are developed. As traditional planning can no longer respond to the fast and complex development in today's environment, strategic planning as a new planning technique has attracted the attention of managers in many organizations (Isfahani *et al.,* 2022). Strategic planning is vital for the organization's success and productivity as it strengthens its sense of purpose, optimizes resource allocation, establishes coordination mechanisms for operations, creates control systems, and improves time management (Alkhafaji, 2003; Ritson, 2019; Isfahani *et al.,* 2022).

Strategic planning in public sector focused on adopting private sector techniques to improve the efficiency and effectiveness of public service delivery (Denhardt & Denhardt, 2007; Kim & Han, 2015; Lapuente & Van de Walle, 2020). It came as part of the reforms brought up by the NPM. The attainment of strategic planning is embedded in the engagement of diverse stakeholders, internally and externally, which therefore allows the firm to accommodate diversities found in the community. When the process of planning is completed accordingly, a thorough and all-inclusive planning document for the organization will be produced – the strategic plan (Retnandari, 2022).

Building a strategic plan (Kaplan & Norton, 2004) requires a thorough understanding of the organization (situation analysis), beginning with the development of its vision, mission, and core values, followed by the formulation of objectives, strategies, and outcome for each strategy in each area that requires intervention. Once these are established, key performance indicators for each outcome must be defined followed by performance target for each indicator. Following successful crafting of the vision, mission, values, objectives, strategies, outcome, indicators and targets; the plan needs to provide the result framework which will identify performance matrix as well as monitoring and evaluation initiatives, and finally; the plan will establish resources needed for implementing the plan (Kaplan & Norton, 2004).

A strategic plan offers a step-by-step framework for executing the strategies (Wiraeus & Creelman, 2019); guides the organization's direction, equip it to effectively manage change (Ritson, 2019), and provides the vehicles through which progress

toward achieving the overall goals and objectives can be communicated to all heights of management within the organization (Kerzner, 2019). It defines the organization, focuses efforts and provides consistency by reducing ambiguity (Mintzberg *et al.,* 2020); enhances decision making timely, enables effective management of scarce resources, increases service delivery and stimulates customer satisfaction (Dlamini *et al.,* 2020).

Embarking on the usage of strategic plan within public sector emerged as a component of the reforms driven by NPM, aimed at enhancing public service delivery by establishing long term strategic direction (Denhardt & Denhardt, 2007; Kim & Han, 2015; Lapuente & Van de Walle, 2020). After establishing the overall strategic structure, which includes the identification and selection of success measures, the execution of strategy begins (Kaplan & Norton, 1996). The disconnection between strategy preparation and execution is produced by hurdles erected by the old-style management systems used by organizations to establish strategy, share goals, direction and provide feedback. The BSC helps managers to close this gap by utilizing hierarchically structured strategy maps (Kaplan & Norton, 2008).

The implementation of strategy through hierarchically structured approach works well only if decision makers have a clear vision of the destination of the organization and the initiatives that must be implemented to reach that milestone (Kaplan & Norton, 1996). Although strategy development is essentially a straightforward activity which can be explained, recognized, and finalised; implementing a strategy

is significantly something which is much more complex. From the observation, strategy implementation efforts which do not manage to deliver projected outcomes fail not because of the poor design of the strategy maps and scorecards (though many are) but due to a failure to sufficiently plan for execution and then overcome the challenges that affect execution (Wiraeus & Creelman, 2019).

The study conducted by Mgute and Nyakwara (2022) revealed that skills and training had a positive and significant impact on the implementation of SPs. When an employee's ability to execute a given task lacks certain knowledge or skill, it is prudent to close that gap by offering the required training (Silberman & Auerbach, 2006). Training will enhance the use of recognized methods to convey knowledge which helps employees to obtain skills needed to execute their tasks adequately. Mullins (2005) highlighted types of employee training to include, skills training – intended to enhance employees' immediate efficiency by refining their physical and clerical competencies; and staff development – intended to enhance long term efficiency by improving higher intellectual capacity and inducing changes in attitudes.

The last type of employee training was organization development – intended to achieve change throughout the organization which may ascend from introduction of new technology, organization's changes in terms of business commodities or market segments and changes in the way the organization manages its affairs (Mullins, 2005). Kaplan and Norton (1996) disclosed that the organization's unique competitive strength is embedded in the firm's internal capabilities – the

infrastructures (people, processes and tools) that business must identify and build to create growth and improvement. Amha and Brhane (2020) reported that employee training enhanced employee's level of competency and provided support when it came to filling the gaps between available performances versus desired performance.

The essence of employee training is to enhance competency, knowledge, perception, and ability of the employee to improve their performance and realize the organizational goals. Without training, employees will lack strong understanding of their responsibilities (Amha & Brhane, 2020). Training will contribute to building essential capabilities such as skills, adaptability, commitment, and morale needed for successful strategy execution (Kaplan & Norton, 1996). As other BSC perspectives (internal business process, customer and financial) will disclose gaps between current capabilities of employees and the capabilities that will be required to achieve needed performance, business will have to enhance employee capabilities through reskilling in order to close the gaps (Kaplan & Norton, 1996).

As put by Mullins (2005), training enables workers to acquire new skills or enhance existing ones, and ultimately contributing positively and significantly implementation of strategic plans (Mgute & Nyakwara, 2022). Absence or lack of relevant skills among employees within the organization affected successful implementation of strategic plans (Malusu & Mkulu, 2020). Researchers have opined that organization performance is significantly affected by low employee morale, which in most cases is related to insights of biased treatment (Hodgkinson & Ford, 2005). Employees' view of justice or fairness as to how they are being treated on

matters related to pay, promotion and other individual considerations have effects on the performance of the business (Hodgkinson & Ford, 2005).

Major contributors for maintaining employee morale include communication (Hodgkinson & Ford, 2005), training (Kaplan & Norton, 1996; Silberman & Auerbach, 2006; Mikula *et al.,* 2020), career path development for employees (Mallik *et al.,* 2019; Chakraborty & Biswas, 2019), goal acceptance and feedback (Luthans, 2011), and employee satisfaction – the level at which workers feel fulfilled with their job, employment experience, growth opportunities, and the organization they work for (Alwi & Shaiq, 2021). Alwi and Shaiq (2021) found that employee satisfaction had significant impact on organizational productivity, and similarly, Mallik *et al.* (2019) found that employee morale was an emotional factor which resulted into positive employee behaviour, driving the organization to the next level.

When organizations undergo changes, whether it is adapting to new technologies, upgrading skills and expertise, or facing mergers and acquisitions, such changes demand employees to show flexibility in their thinking, values, and behaviours (Ployhart & Bliese, 2006). Employee adaptability is a key factor for any organization determined to withstand, continue, and grow within evolving developments (Wahiba & Wafa, 2024). Yean *et al.* (2022) citing a quote from Greek philosophy *"change is the only constant in life"*, opined that the *"philosophy has proven to be true for individuals, societies and business organizations"*. Adaptability allows employees to realign themselves with organizational changes as they occur, playing a crucial role

in shaping the firm's strategic flexibility (Armstrong, 2006), which is crucial for effective implementation of organizational strategy.

As reported in the research conducted by Yean *et al.* (2022) which intended to *"establish the mediating effect of employee adaptability on the relationship between managerial climate factors (trust, supportiveness, openness, clarity of goals and participative) and change readiness in PSOs"* found that trust and goal clarity were key factors enhancing employee adaptability. Furthermore, adaptability was identified as a mediator in the relationship between trust, goal clarity, and employee's readiness for change. Sony and Mekoth (2022) opined that employee adaptability was the essential skill that enabled employees to navigate the digital transformation and similarly; Reupert (2020) also reported that adaptability was a vital factor in the individual's performance effectiveness during the dynamics of change.

While the focus of researchers has enlarged on the implementation phase of strategies over the past few years, strategy implementers continue to encounter strategy implementation difficulties, as literatures have established that a limited portion of formulated strategies in organizations are realized and that a lot of these initiatives seem to crash in the implementation phase either due to poor management of implementation processes or implementation does not take place at all (Vigfusson *et al.,* 2021). Various research projects (Wiraeus & Creelman, 2019) disclosed that up to 80% of strategies worldwide fail, regardless of the quality of their formulation, and that between 60% to 90% of SPs completely do not come into implementation

(Olson, 2022) while Galal (2023) reported that by 2020 rate of failure for start-ups in Africa was 54%.

It was expected that with specialists in strategic planning, the planning system would produce effective strategies with stepwise instruction on how to execute the strategies so that implementers would get them right but unfortunately this has not worked out as it was originally thought because of a major slipup in the strategy management process and, unfortunately, the management process is still the same (Wiraeus & Creelman, 2019). Although an agreement has not been reached among experts regarding the causes of such failure rates (Bushe, 2019), literature has identified key success factors for effective strategic plan implementation to include organizational culture, structure, communication, leadership and resource availability.

However, limited attention has been given to the effect of employee training on successful implementation of strategic plans. Mgute and Nyakwara (2022) found that having skilled personnel was essential for the successful implementation of SPs while Gande and Hlophe (2023) found that leadership was key to SP implementation. Moreover, Dasan (2022) and Nowak (2020) reported that effective communication of the strategy and employee understanding of strategic objectives were key to SP implementation respectively while Mubanga and Lesa (2024) discovered a positive and significant correlation between organizational structure and the implementation of SP.

Torres *et al.* (2023) and Souki *et al.* (2020) found that culture and behavioural factors were among the key factors for promoting strategy implementation respectively. Consequently, to the best of this research's knowledge, especially within the Tanzanian context, no existing study has empirically examined the effect of employee training on successful implementation of strategic plan in public sector combining together four specific objectives, namely; skill development, employee adaptability, employee morale and employee awareness of organizational goals.

2.3.1 The Balanced Scorecard Theory

BSC is a carefully selected set of metrics derived from an organization's strategy, serving as a tool to communicate performance outcomes and key success drivers that guide the business toward achieving its vision (Niven, 2002). Developed by Robert Kaplan and David Norton in 1992, BSC emerged in response to concerns that traditional financial performance metrics were inadequate for modern business, limiting their capacity to create value (Niven, 2002).

The theory is based on three fundamental assumptions: (1) there is a cause-and-effect relationship among the measurements categories, (2) a strategic plan or business strategy is already established, and (3) the key drivers of success have been accurately identified (Kaplan & Norton, 1992).

2.3.1.1 BSC Framework

The four perspectives of the BSC (learning and growth, internal business process, customer, and financial) provide a framework which describes how units create value

to business owners through improved customer relationships moved by efficiency in internal processes. They are linked in a chain of cause-and-effect in such that training for instance which aims to advance skills of employee (learning and growth) enhances service delivery (internal process), consequently leading to customer fulfilment and loyalty (customer) and ultimately, maximizes revenue (financial). They focus on answering the questions; what are our shareholders' expectations; how do we maximize value for our customer to achieve our financial objectives; what processes must we shine at to fulfil our customers; and how do we adjust our intangible assets to improve the critical processes? (Kaplan & Norton, 2006).
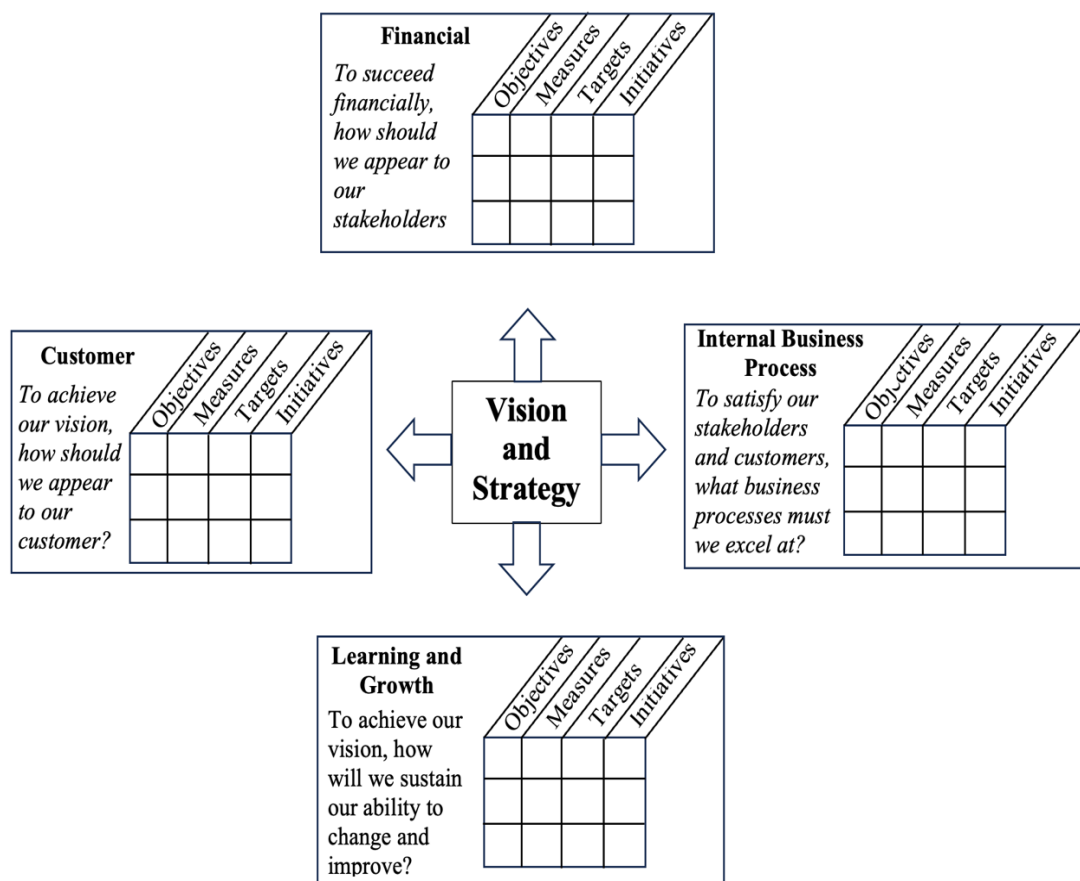
Figure 2.1: The Balanced Scorecard Framework

Source: Adopted and redrawn from Kaplan and Norton, "Balanced Scorecard," *Harvard Business Review* (1996).

Financial perspective indicates if implementation of a company's strategy is attributing to bottom-line improvements, the objective being profitability (Kaplan & Norton, 1996). In creating synergies; focus is to increase shareholder's value by addressing questions regarding where business should invest (Kaplan & Norton, 2006). Customer perspective identifies segments where business will compete and performance measure in such segments (Kaplan & Norton 1996). In creating synergies; focus is to increase customer value by enhancing relationship which translates into potential for repeat purchases (Kaplan & Norton, 2006).

The internal business process perspective highlights the essential processes in which the organization must excel to motivate and keep customers and satisfy owners (Kaplan & Norton 1996). In creating synergies; focus is to establish how business can manage its Strategic Business Units (SBUs) to achieve economies of scale (Kaplan & Norton, 2006). L&G identifies the foundational capabilities an organization must develop to drive growth and improvement, emphasizing the importance to reskill employees, enhance IT and systems, and align procedures to close the gaps (Kaplan & Norton 1996). In creating synergies; focus is to establish how organization can develop and share intangible assets to create competitive advantage (Kaplan & Norton, 2006).

2.3.1.2 BSC Architecture for Strategy Formulation and Operational Execution

A six-stage framework was developed to bridge strategy formulation and operational execution, aiming to assist companies in addressing the challenges they face during strategy implementing. The stages include; firstly, developing the strategy – clarify

the vision, mission and values; secondly, plan the strategy – create strategy maps, select measures and targets, establish initiatives and budget and create theme teams that will lead strategy execution; and thirdly, align the organization with the strategy – this involves cascading the corporate strategy map downward to individual business units, enabling their strategies to reflect (1) objectives aligned with the overarching corporate strategies, and (2) objectives that correlate with strategies of other units. It also focuses on motivating employees to implement the strategy by ensuring they comprehend it and can relate it to their daily responsibilities (Kaplan & Norton, 2008).

Fourthly, plan operations – identify the necessary enhancements in business processes to support effective strategy execution and align the strategy with operational plans and budgeting processes. Fifthly, monitor and learn – maintaining operational oversight through regular review meetings to address identified problems, establish success or challenges and way forward; and lastly, test and adapt the strategy – holding strategy testing meeting to evaluate strategic performance in relation to expected outcomes and the impact of changes in the external environment (Kaplan & Norton, 2008).
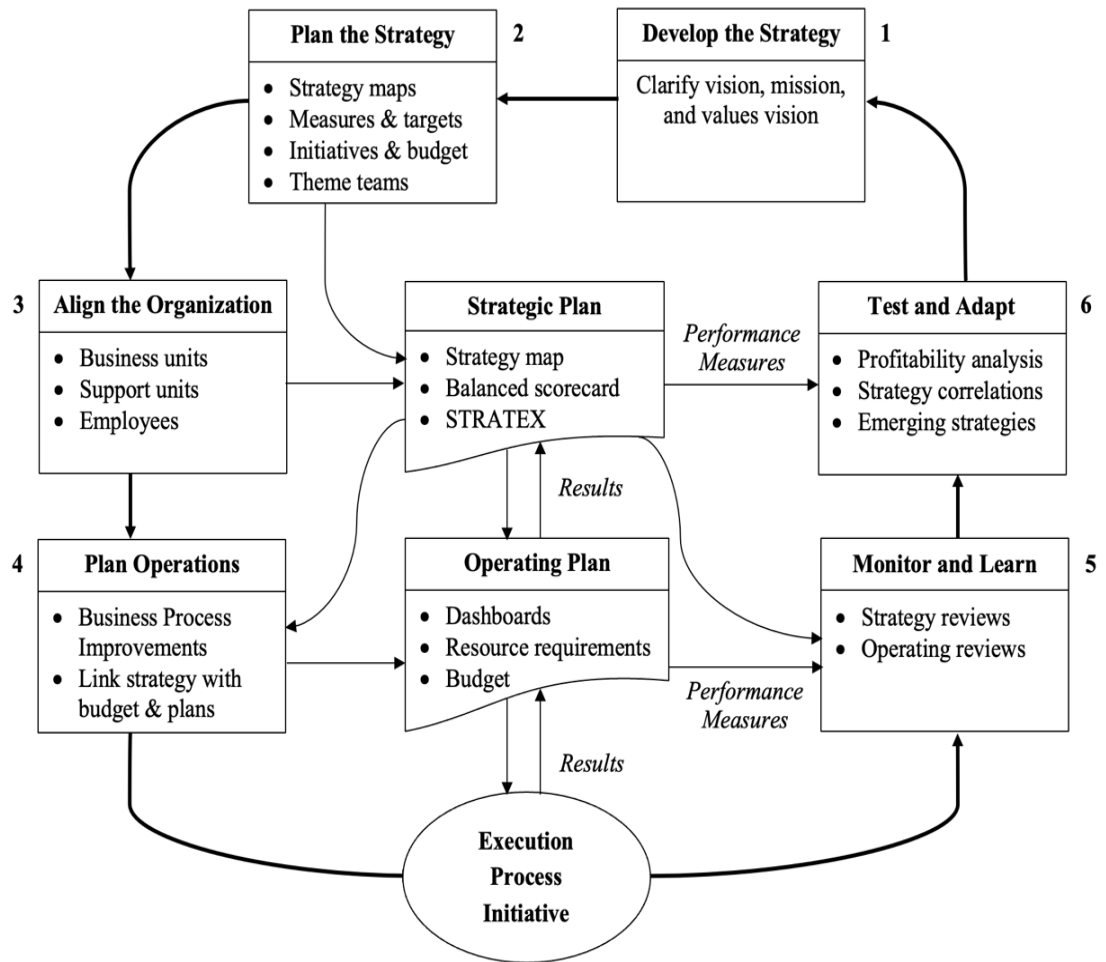
Figure 2.2: **Balanced Scorecard Management System: Linking strategy to operations**

Source: Adopted and modified from Kaplan and Norton, "The Execution Premium," *Harvard Business Review* (2008).

2.3.1.3 Relationship between BSC Theory and the Study

BSC theory provides existence of a cause-and-effect relationship between the four dimensions of the scorecard, underscoring through its L&G perspective the necessity of developing skills, talents, and knowledge to ensure effectively execution of the organization's strategy (Kaplan & Norton 1996). The L&G perspective assesses the firm's strength in terms of its capability to train employees on fast moving

knowledge and competencies, and coaching them on how to cultivate their productivity (Mikula *et al., 2020*).

L&G entails the changes and improvements business must undertake to realize its vision, highlighting that training of employees will foster the development of essential employee capabilities pertaining to skills, adaptability, commitment, and morale needed for effective strategy execution (Kaplan & Norton, 1996). Since this study aimed to examine the effect of employee training on successful implementation of SP in public sector, the independent variables under this study (skill development, employee adaptability and employee morale) were adopted from these assumptions to measure the effect of employee training on successful implementation of SP in public sector.

Proposed by Mullins (2005) that training of employees will allow them to obtain new skills or improve those already existing, it was the assumption of this study that skill development among employees would influence implementation of SP hence the decision to include it under this study as a specific objective in examining the effect of employee training on successful implementation of SP in PS. Similarly, Armstrong (2006) showed that training helps employees to adjust to emerging technologies, evolving processes, and industry trends, thereby enhancing the organization's agility and flexibility, defining the firm's strategic flexibility. It was also the assumption of this study that employee adaptability would influence implementation of SP hence the decision to include it under this study as a specific objective in examining the effect of employee training on successful implementation of SP in PS.

Silberman and Auerbach (2006) disclosed that training of employees makes employees feel that their organization is investing in their development, hence boosting their morale which impacts on organizational effectiveness. It was also the assumption of this study that employee morale would influence implementation of SP hence the decision to include it under this study as a specific objective in examining the effect of employee training on successful implementation of SP in PS.

This study is an end-to-end examination of the BSC theory which is designed under four perspectives, linked in a chain of cause-and-effect relationship, mapping out the precise route for strategy realization, which is also supported by Keshavaznia *et al.* (2020). These perspectives are divided into enabler objectives (Learning & Growth and Internal Business Process) and outcome objectives (Financial and Customer).

As the theory establishes a causal link between developing employee capabilities and strategy implementation (Kaplan & Norton, 1996; Mikula *et al.,* 2020), employee capabilities which falls under L&G affects through excellency in internal business process strategy implementation as an outcome in terms of either increased customer satisfaction and/or improved financial position. On the same assumption, so is this study; that employee training falls under L&G, affecting through excellency in internal business process successful implementation of strategic plan in public sector as an outcome in terms of either increased customer satisfaction and/or improved financial position.
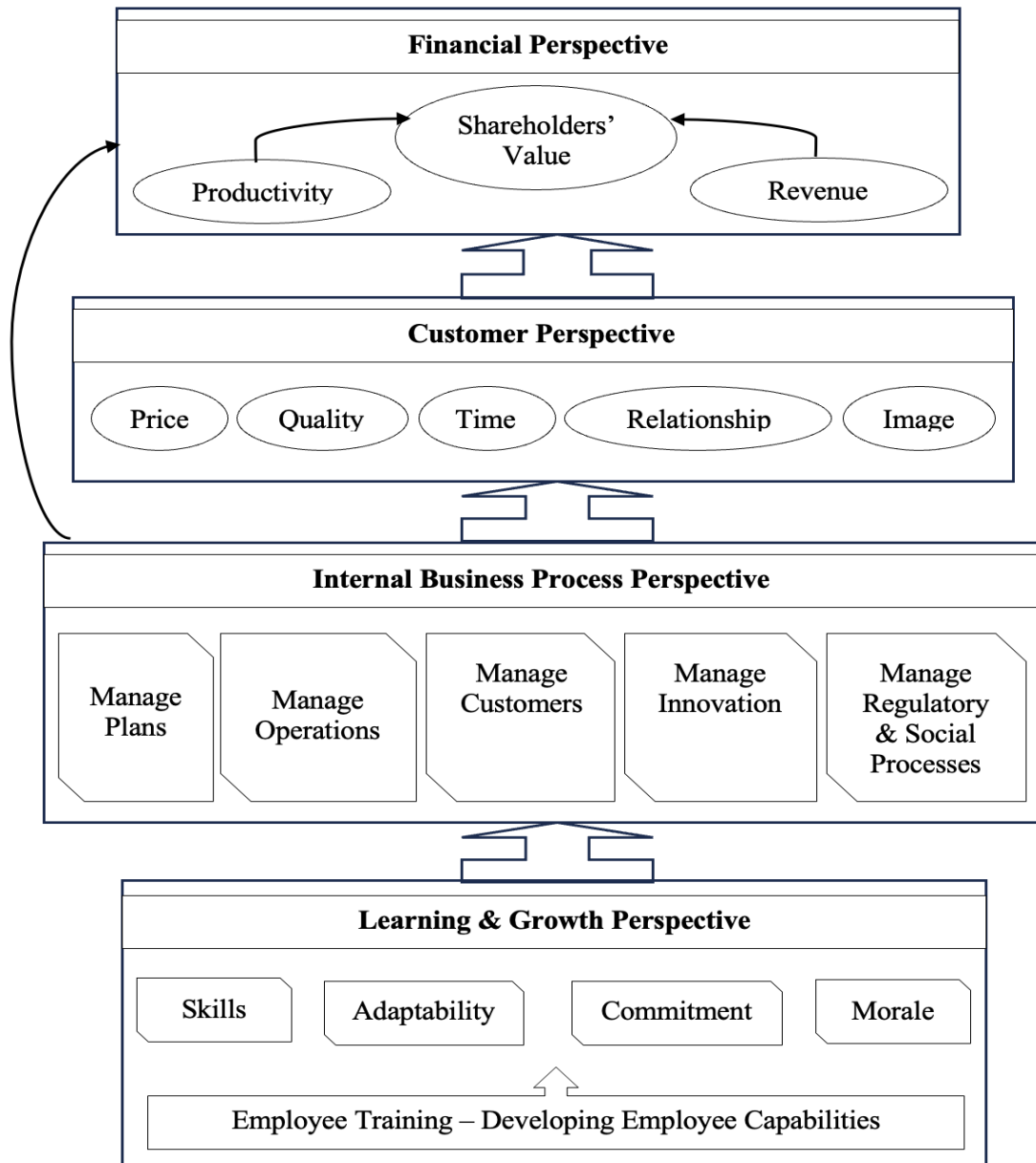
Figure 2.3: The Balanced Scorecard Framework

Source: Adopted and modified Kaplan and Norton, "Strategy Maps," *Harvard Business Review* (2004).

BSC theory is globally recognized, being adopted by 75% of organizations that follow a structured approach to performance evaluation, and approximately 53% of all organizations in the whole world (Fuertes *et al.,* 2020). Mikula *et al.* (2020)

applied the theory to define the role of the L&G perspective within the BSC model in fostering skills development, when implemented in the studied airport organization, and revealed that it effectively supported the acquisition of relevant skills and knowledge essential for enhancing the airport's competitive position in the market. Sokah (2020) also applied the theory in a study examining the factors influencing BSC implementation in Tanzania, revealing that inadequate management supervision and lack of necessary staff skills were key barriers to successful implementation of BSC.

Cignitas *et al.* (2021) applied the theory in their study on the impact of BSC on employee well-being where it was found that implemented BSC strategies in the studied organization enabled the firm to improve its organizational performance, and further noted that BSC through its L&G increased employee happiness which translated into increased employee morale. The theory was also applied by Nafari and Rezaei (2022) to examine how HR strategies, specifically staff training and compensation, impact organizational performance using the BSC framework. The findings indicated a positive and significant relationship between HR strategies and organizational performance, with the L&G perspective showing the strongest correlation.

2.3.1.4 Strength of the BSC Theory

With existence of a cause-and-effect relationship between the four dimensions of the BSC, the theory provides existence of relationship between developing employee capabilities and successful implementation of strategic plan as it stresses on the need

for business to enhance employee's skills, talents, and knowledge in order to effectively implement the strategy (Kaplan & Norton, 1996), which is key to this study as it aimed to examine the effect of employee training on successful implementation of SP in public sector.

2.3.1.5 Weakness of the BSC Theory

While the theory emphasizes on the need for improving employee capabilities to effectively execute the strategy, it is silent about the effect of employee awareness of organizational goals on strategy implementation, which according to motivational theorists (Luthans, 2011), this awareness is considered to be critical for improving employee's productivity and therefore contributing to successful implementation of strategic plans.

Following this weakness, this study supplemented the BSC theory with another theory, the GST to introduce the role of employee awareness of organizational goals into the study so that this variable together with other components of employee training under BSC (SD, EA and EM) may form constructs (independent variables) that would be used to examine the effect of employee training on successful implementation of strategic plan. The components and assumptions of the GST are provided under section 2.3.2.

2.3.2 Goal Setting Theory (GST)

GST was introduced by Edwin Locke in 1968 through his article, "*Toward a Theory of Task, Motivation and Incentive*" (Locke & Latham, 2019). The theory emphasized

the critical role of clear and specific goals in enhancing employee motivation and performance, pointing that, optimal effective performance tends to occur when individuals accept the goals set for them and receive regular feedback on their progress toward achieving them (Luthans, 2011).

2.3.2.1 Goal Setting Theory Assumptions

GST provides that employees are more motivated when they have clearly defined goals to work with, and emphasizes the importance of providing feedback relating to those goals. The theory provides five principles, (1) Clarity – all goals must be clear and specific, (2) Challenge – a goal must be challenging to keep employees focused, help them to develop new skills and prolong the sense of gratification when they achieve it, (3) Commitment – employees need to understand the purpose behind each goal to be fully committed to it, (4) Feedback – regular feedback ensures they are completing the tasks properly, and (5) Complexity – break the goals into smaller tasks (Brady, 2024).

GST requires finding a purpose for each goal, getting the employees involved – make sure they understand the goal; create smart goals, make sure everyone is properly equipped and set up feedback sessions (Brady, 2024). As GST emphasizes the relationship between goals and performance, pointing out that, employees are more motivated when they have clearly defined goals to work with, and that most effective performance seems to result when goals are accepted (Luthans, 2011; Brady, 2024); it was the assumption of this study that successful implementation of SP can be

explained also by the extent to which employees are aware of their organizational goals.

Therefore, since this study aimed to examine the effect of employee training on successful implementation of SP in public sector, the concept of employee awareness of organizational goals under GST was adopted into this study to supplement in the cause-and-effect relationship assumptions of the BSC and therefore, together with other components of employee training under BSC (SD, EA and EM) guide this study in examining the effect of employee training on successful implementation of SP in public sector.

Argued by Brady (2024) that employee awareness of organizational goals is critical for improving employee's productivity as it makes them more engaged in their work, giving them an increased sense of direction through clarity of tasks; it was the assumption of this study that employee awareness of organizational goals would influence implementation of SP hence the decision to include it under this study as a specific objective, to supplement the employee training components under BSC assumptions in examining the effect of employee training on successful implementation of strategic plan in public sector.

GST was used by George *et al.* (2019) in the study whether strategic planning improve organizational performance where it was established that GST in the studied organization enabled setting of clear goals which eventually improved organizational performance. The theory was also used by Gogoi and Bauah (2021) in the study on

the impact of goal setting on employee outcome and it was established that there was a positive and significant relationship between goal setting and employee outcome, that employee awareness of goal positively and significantly affected employee outcome.

Greco and Kraimer (2020) in their study on goal-setting in career management also applied this theory and it was found that goal setting positively influenced selection and attainment of goals as it created clarity and awareness of goals. The theory was also used by Sides and Cuevas (2020) to establish goal setting's impact on motivation, self-efficacy and achievement in basic arithmetic where it was found that students who participated in establishing goals displayed increase in their mathematical performance.

2.3.2.2 Strength of the GST

As the theory provides that employees are more motivated when they have clearly defined goals to work with, and that optimal effective performance tends to occur when individuals accept the goals set for them and receive regular feedback on their progress toward achieving them (Luthans, 2011; Brady, 2024); it provides existence of relationship between awareness of goals on one hand and employee's productivity on the other, the relationship which once adopted in this study to supplement in the BSC's cause-and-effect relationship assumptions, contributed in establishing the understanding of the relationship effect between employee training and successful strategic plan implementation in public sector.

2.3.2.3 Weakness of the GST

While the theory accentuates the significant relationship between awareness of goals and employee's productivity, pointing out that most effective performance seems to result when specific goals are accepted and feedback on progress and results is provided (Luthans, 2011); it is silent about the effect of employee training in developing appropriate employee capabilities required to effectively execute their assigned responsibilities.

Goal Setting Theory was co-opted in this research to supplement in the cause-and-effect relationship assumptions of the BSC theory on strategy implementation, the effect of employee awareness of organizational goals on successful implementation of strategic plan so that this variable together with other components of employee training under the BSC (SD, EA and EM) may guide this study in examining the effect of employee training on successful implementation of strategic plan in public sector.

2.4   Empirical Literature Review

This section presents a review of empirical studies related to employee training and its effect on successful implementation of strategic plan in public sector. By examining findings from previous studies, this review highlighted patterns, gaps, and key factors that influenced strategic outcomes across different organizational contexts. The empirical literature reviewed provided insights into how employee training interventions, most specifically skill development, employee adaptability, employee morale and employee awareness of organisational goals were applied in

practice, and the conditions under which they were most effective in enabling successful execution of strategic plans across respective organizations.

This review served as the foundation for this study by identifying relevant themes, informing the research framework, and supporting the analysis of findings within a broader academic and practical context.

2.4.1 Effect of Skill Development on Implementation of Strategic Plan

Torres *et al*. (2023) undertook a study on *"Prioritizing factors for effective strategy implementation in small and medium-size organizations"* which intended to propose a framework for enhancing successful execution of strategy in Mexico. The study was a Soft Systematic Methodology (SSM) which sampled 94 managers. Questionnaires were applied in data collection, and data was analysed through Social Network Analysis (SNA). The study found that managerial skills was among the key factors for promoting strategy implementation. Findings revealed the role of managerial skills in strategy implementation. However, the study did not show the extent to which the strategy was a success and how much did managerial skills contribute to it.

This study advocated for the value of this empirical study, emphasizing its significant contribution to the current body of literature or academic understanding, specifically in determining the impact of skill development among employees in SP implementation.

Mgute and Nyakwara (2022) undertook a study on *"Factors influencing implementation of strategic plans in public secondary schools in Kenya"* which aimed to establish the effect of culture and resources in SP implementation. The study was a qualitative, under case study research strategy, with 190 respondents. Respondents were requested to evaluate the statements regarding the importance of various factors in SP implementation, including availability of resources such as skills, finances, and time; the influence of budgeting on SP implementation; the role of training, staff development and assets; and the impact of technology on the execution of SPs.

The findings revealed that skills and training had a positive and significant impact on the implementation of SPs. The study identified the influence of skills and training on implementation of strategic plan. However, it did not show to what extent the strategic plans of selected schools were executed, and how much did skills and training contribute to such performance. The research at hand argued in favour of the value that this empirical study brings into this study, emphasizing its significant influence on the effect of skill development among employees in enabling successful implementation of SP in public sector.

Baluhi (2022) conducted research on *"Assessing the barriers to effective strategic leadership on corporate strategy implementation in Tanzania"*. The study was a case strategy, sampled 55 respondents under non-probability sampling with 100% response. Data was gathered using questionnaires and analysed using the Statistical Package for the Social Sciences (SPSS). 78% reported poor leadership in resources

allocation and according to 53% of respondents, there were activities requiring employees to develop skills for effective strategy implementation that were not carried out. Among the activities that were executed, some were delayed, while others were implemented in ways that did not align with the intended strategic goals. Findings in the study recognized the effect of training in strategy implementation but less was said about the extent to which implementation was a success and how poor performance in training influenced referred performance.

This academic study advocated for the value of this empirical study, emphasizing its robust methodology and significant contribution to the current body of literature or academic understanding, specifically in ascertaining the influence of skill development among employees to enhance successful SP implementation.

Aipinge and Shopati (2022) conducted a study on *"Identifying the success factors for effective turnaround strategy implementation and outcomes in public sector organization in Namibia"* which aimed to identify factors that determine effective execution of the specified strategy within the Ministry of Home Affairs. The study was descriptive design under survey strategy with 50 respondents. Data was gathered using questionnaires and analysed through statistical package with descriptive analysis. The study found that staff training specifically focused on the strategy played a crucial role in its successful implementation, as it equipped employees with the necessary skills to ensure its timely and effective execution. The study managed to show factors that are key to strategy implementation. However, it did not show the

extent to which the strategy was a success and how much did staff training contribute to such success.

The analysis presented here provided the value that this empirical study brings into the body of knowledge, accentuating its significant contribution in instituting the effect of employee training in developing required capabilities among employees to successfully execute the strategy.

Dlamini *et al*. (2020) undertook research on *"Challenges to strategic planning in public institutions"* which aimed to firstly examine such challenges, and secondly, to identify strategies that would improve the planning and execution management of strategies within PSOs, the Department of Telecommunication and Postal Services (DTPS) in South Africa served as the case study for the research. The study was a qualitative case design, undertaken through document review with Thematic Analysis (TA). Inadequate skills in project management and shortage of appropriate skills in strategic planning was identified as one of the key challenges contributing to the gap in strategy execution gap at DTPS. The study managed to establish factors behind poor strategy management but it did not show to what extent was the strategy executed and how did skills shortage influence it.

The current analysis promoted the value of this study, specifically its significant contribution in establishing the effect of skill development among employees in SP implementation.

Nyerenga (2021) undertook research on *"Factors influencing implementation of strategic plan in Tanzania"* which aimed to investigate such factors at Mbeya District Council (MDC). The research was case study strategy, sampled 97 respondents through purposive sampling with 100% response. Data was collected through questionnaires and analysed through SPSS. A total of 94.9% of respondents indicated that the MDC conducted regular training programs to equip employees with the necessary skills to support the implementation of strategic plans. The study showed existence of employee training but it did not show its influence on SPs implementation as it was silent about its success or failure rate at MDC.

This study advocated for the value of this empirical study, emphasizing its significant contribution to the current body of literature or academic understanding, specifically in determining the effect employee training on skill development for successful SP implementation.

Malusu and Mkulu (2020) undertook research on *"Administrative challenges facing heads of public secondary schools in implementation of strategic plans in Kondoa Town Council"*. The research was conversional parallel design, sampled 70 respondents through stratified sampling with 100% response. Data was collected using questionnaires and analysed through SPSS. Findings found that lack of planning skills, insufficient fund, and inadequate staff affected SP implementation. The study identified obstacles to SP implementation. However, it did not establish the extent to which strategy implementation was not successful, and to what extent did lack of planning skills influence that performance.

The empirical analysis presented here provided the value that skill development has, accentuating its significant contribution in the successfully execution of the strategy.

2.4.2 Effect of Employee Adaptability on Implementation of Strategic Plan

Although empirical research on strategy implementation has grown, there is limited evidence specifically examining the impact of employee adaptability on the execution of strategic plans. Existing literature related to this topic has primarily focused on areas such as organizational performance, operational efficiency, and support for organizational change. Albogami *et al.* (2024) undertook research on *"Organizational culture adaptability by leaders and its influence on firm performance"* which aimed to investigate the effect of managers' adaptability to organization culture on the performance of organizations, precisely centring on advanced training service-oriented institutions in Jeddah, Saudi Arabia.

The study was quantitative research which sampled 100 respondents through stratified purposive sampling. Data was collected through questionnaires and analysed through Regression Analysis (RA) aided by SPSS. The research revealed that the capability to align with or adjust to the organizational culture by the managers affected positively job satisfaction, and that managers who had the capability to align with or adjust to the organizational culture were supplementary successful in handling their workstreams, subsequently enhancing organization's performance. The study managed to show the impact of employee's adaptability on organization's performance. However, the study was silent about the firm's

performance level to the established organizational initiatives and the influence that employee adaptability had on such performance.

This study advocated for the value of this empirical study, emphasizing its robust methodology and significant contribution to the current body of literature or academic understanding, specifically in determining the effect of adaptability capabilities among employees in maximizing organizational performance.

Wahiba and Wafa (2024) conducted a study on *"Adaptability skills and its role in the successful implementation of SAP system in Algeria"* which aimed to establish its significance at Skikda Hydrocarbons Institutions. The study was descriptive analytical approach with a sample of 70 employees. Data was established using questionnaires and analysed through SPSS. Findings indicated that employee adaptability skills facilitated the successful implementation of the Systems, Applications, and Products in Data Processing (SAP) system. The study managed to underline the critical value of adaptability skills in deployment and implementation of SAP system. However, the study did not go far into establishing the extent to which the SAP system was successful and the level of influence that employee adaptability skills had on the same.

This research argued in favour of the value that this empirical study brings into this study, emphasizing its significant influence on the impact of employee adaptability capabilities in enabling successful attainment of selected organizational strategies.

Chang (2024) undertook research on *"Exploring the impact of workforce flexibility on enterprise operation"* which aimed to examine its influence on operational efficiency. The study was an empirical case analysis which selected three companies (Github, Microsoft and Flex) for analysis. The findings indicated that by adopting flexible working arrangements, enterprises not only improved their market adaptability and productivity but also boosted their employee satisfaction and reinforced organizational loyalty. The research was able to identify the outcome of workforce flexibility on achieving enterprise productivity. However, the study did not go far to establish the extent to which productivity in the studied companies was improved and the influence that workforce flexibility had on the same.

This academic study advocated for the value of this empirical study, emphasizing its significant contribution to the current body of literature or academic understanding, specifically in ascertaining the effect of employee flexibility – adaptability capabilities in enabling and strengthening organization loyalty, which is key to successful implementation of SP.

Neves and Van Dam (2024) undertook research on *"Facilitating change: The role of adaptability and LMX for change support"* that intended to determine the position of employee adaptability and Leader-Member Exchange (LMX) in support of the change. Data was collected through questionnaires at two times in a four-week interval, from employees working in different Dutch organizations undergoing substantial changes. Participants were recruited by contacting the respective organizations through email, telephone or social media platforms. In total, 468

individuals completed the questionnaires during the first round, and 244 respondents managed to complete the questionnaires during the second round. Data under this research was analysed under Linear Regression (LR) using SPSS.

The findings revealed that employee adaptability significantly predicted support for change, with trust in management mediating the positive relationship between adaptability and change support. Additionally, the results showed that LMX significantly moderated the relationship between adaptability and trust in management, as well as the relationship between adaptability and change support. The research was able to put into light the role of employee adaptability in supporting change within organizations but it did not go far to establish to what extent changes within the studied organizations were effective and the influence that employee adaptability had on the same.

The analysis presented here provided the value that this empirical study brings into the body of knowledge, accentuating its robust methodology and significant contribution in establishing the effect of employee adaptability in supporting changes within organizations, which is key in enabling successful execution of the strategy.

2.4.3 Effect of Employee Morale on Implementation of Strategic Plan

Consistent with the findings on the effect of employee adaptability on strategic plan implementation, the literature concerning the effect of employee morale on SP implementation also experiences similar challenges that there is still little empirical evidence specifically addressing the influence of employee morale. Existing studies

that may relate to this topic have primarily focused on areas such as staff satisfaction as well as employee morale on organizational performance or organizational success.

Amrutha (2022) undertook research on the *"Impact of employee morale on organizational success"* at Accenture in Bangalore to establish its impact on organizational success. The study was descriptive design which sampled 144 employees through convenient sampling method. Data was collected through questionnaires. The study found that employee morale impacted on organizational success, and that employees felt that their opinions were valued in decision-making which maximized their commitment to the organization. The research showed the impact of employee morale on organizational success, however; the study did not show the extent to which Accenture's performance strategies or strategic initiatives were achieved and the level of influence that employee morale had on that performance.

This study advocated for the value of this empirical study, emphasizing its significant contribution to the current body of literature or academic understanding, specifically in ascertaining the effect of employee morale on organizational success.

Musonda (2022) conducted a study on *"Assessing employee morale in the United Nations Development Programme (UNDP)"* at the UNDP Zambian office. The study was mixed research under pragmatic approach with a sampling framework of 40 employees. Data was established using both questionnaires and interviews. Findings found that employee morale impacted on organizational success, and further found

that 70.97% of employees had low morale caused by inability by the organization to recognize excellent performance, vague description of job, insignificant conflict management, little interaction or communication between staff and management and absence of pure directives from supervisors. The research was able to establish the level of employee morale and factors contributing to it but it did not go far into establishing the extent to which such level of employee morale affected UNDP's strategic initiatives.

The research at hand argued in favour of the value that this empirical study brings into this study, emphasizing its significant influence on the effect of employee morale in enabling organizational success.

Alwi and Shaiq (2021) undertook research on the *"Role of human resources practices and staff satisfaction on organizational performance"* at Karachi schools in Pakistan to establish the role of those HR strategies on organizational performance. The study was quantitative study under cross sectional design which selected a sample of 250 respondents through probability sampling. Data was gathered through questionnaires and analysed through regression analysis aided by SPSS. Findings showed that employee satisfaction had significant impact on organizational productivity. The research managed to show the effect of employee satisfaction on the productivity of the organization, however; it did not show the extent to which studied schools achieved their performance goals or strategic initiatives and the influence that employee satisfaction had on that performance.

This academic study advocated for the value of this empirical study, emphasizing its significant contribution to the current body of literature or academic understanding, specifically in ascertaining the impact of employee satisfaction on enhancing organizational productivity.

Mallik *et al.* (2019) undertook research on the *"Impact of employee morale on organizational success"* which aimed to establish its impact on organizational effectiveness. The research was descriptive research which sampled 100 respondents through convenience sampling method. Data was collected through questionnaires. Findings indicated that employee morale acted as an emotional factor which resulted into employee's positive behaviour that resulted into complete successful performance, driving the organization to the next level. The study identified the impact of employee morale, however less was said about the extent to which strategies selected for the studied organization were achieved and how far did employee morale contribute to that achievement.

The analysis presented here provided the value that this empirical study brings into the body of knowledge, accentuating its significant contribution in instituting the effect of employee morale on driving the effective performance of the organization.

2.4.4 Effect of Employee Awareness of Organizational Goals on Implementation of Strategic Plan

Gande and Hlophe (2023) undertook research on *"Assessing the impact of leadership on strategy implementation in a telecommunication company"* at Botswana

Telecommunications Corporation (BTC). The study was a survey, sampled 58 respondents with 86% response. Data was collected through questionnaires and analysed through SPSS. 90% responded that BTC leaders were conscious about the institute's strategy and they continuously emphasized it to their subordinates. 74% indicated that leaders encouraged their subordinates to be conscious about strategy by reinforcing awareness of the strategic initiatives taken by the organization and availing to them resources and training to enable them to develop capabilities required to execute the strategy. The study managed to show that awareness of organizational strategy and provision of training were key to achieving strategic initiatives. However, it did not show the extent to which such awareness and employee training contributed to strategy success.

The empirical analysis presented here provided the value that employee awareness of organizational strategy has, accentuating its significant contribution in the successfully execution of the strategy.

Dasan (2022) conducted research on *"Driving strategy implementation to success"* in Saudi Arabia which aimed to create practical knowledge to assist the bureaucrats in improving implementation of their strategies. This study was a descriptive design with 203 respondents. Data was collected through SurveyMonkey™ and analysed through SPSS. 63.2% responded that there was a gap between strategy and its implementation. 48% responded that strategies were not effectively implemented because they were not effectively communicated.

The study identified strategy implementation drivers based on their importance to include having a coordinated body for implementation of the strategy; assistance from IT; clear strategic directions; controls for strategy implementation; staff who understands organization's strategy; well written strategy; alignment between HR goals and strategy; and alignment between culture and the strategy. Looking at the drivers, less importance was placed on people who are the foundation for strategy implementation as argued by Kaplan and Norton (1996).

The study advocated for the value that this empirical research brings, emphasizing its significant input to the existing body of literature or academic understanding, specifically in establishing the influence that employee awareness of the organizational strategy brings in enabling successful SP implementation. However, the researcher does not agree with the arrangement of strategy implementation drivers, giving less importance to people who are the foundation for effective strategy implementation.

Nowak (2020) conducted a study on *"Does employee understanding of strategic objectives matter"* to establish if employee's understanding of the organization's strategic objectives could be leveraged to cultivate a type of culture that would drive business performance. This study was a Structural Equation Modelling (SEM), sampled 1,900 staff from over 180 Health Care Organizations (HCOs) in USA. Data was gathered using questionnaires and analysed through SEM. Results found that understanding of strategic objectives by employee was key to improving organization performance. The study established the effect of strategy awareness by

employee on improving performance but it didn't show how far were the organization's objectives achieved and how far employee's awareness of strategic objectives of the organization contributed to the same.

The research at hand argued in favour of the value that this empirical study brings into this study, emphasizing its critical contribution on the effect of employee awareness of the strategy in improving organizational performance.

Nchimbi (2019) conducted a study on *"Implementation of Open Performance Review and Appraisal System (OPRAS) in Tanzania Local Government"* where the District Council of Iramba (IDC) was the case study intending to evaluate if OPRAS was satisfactory enough to enhance the performance of employees. This research was a cross-sectional design, sampled 90 individuals. Data was gathered using questionnaire and analysed by using SPSS. A total of 36.3% of respondents expressed neutrality regarding their awareness of organizational goals while 15.1% indicated dissatisfaction with their level of awareness implying that 51.4% of the respondents were uncertain about what was expected from them by their organization. While the study recognized the need for employee awareness, it did not show how far were the goals at IDC achieved and the level of effect that employee awareness of goals had on it.

This study advocated for the value of this empirical study, emphasizing its significant contribution to the current body of literature or academic understanding, specifically in determining the effect of employee awareness of organizational goals in enabling successful SP implementation.

2.5   Research Gap

2.5.1   Theoretical Research Gap

Despite BSC's global recognition (Fuertes *et al*., 2020), benefits (Kumar *et al.,* 2022), and sustained fame; evidence based on the observation on the significance of application of BSC is still mixed, and its general effect on organizational performance remains undecided (Tawse & Tabesh, 2023), attracting varying opinions from scholars (Kumar *et al.,* 2022). Kaplan and Norton (1992) emphasized that the vital value of BSC lies in the existence of cause-and-effect relationships among the measures across its four dimensions. Remarkably, earlier studies on BSC have provided ambiguous findings regarding to if the assumed relationship exists (Kober & Northcott, 2020).

Guidance provided by Kaplan and Norton on the use of BSC through series of their books and articles from 1992 through 2006 is that BSC is used as a tool for strategy implementation, a strategic management system, and a strategic control system. Its effectiveness stems from two core capabilities: (1) the capability to clearly articulate the strategy through strategy maps, and (2) the capability to connect the strategy to the organization's management system (scorecards), giving net result of its capability to align all organizational units, processes, and systems with the overarching strategy (Kaplan & Norton, 2006). Niven (2002) supported this proposition indicating that BSC represent a system for measurement, system for strategic management and a vehicle for communicating the results and performance initiatives through which business will realise its projected vision.

Similarly, Pandey (2005) claimed that BSC provides an effective way of measuring, assessing and monitoring performance while Boulianne (2006) on examining the scorecard's practical reliability and validity found that BSC was a valid performance model. Awadallah and Allam (2015) showed that the scorecard brought together monetary and non-monetary metrics of business performance enabling business to acknowledge measures i.e., quality, service, client satisfaction and internal process unlike the traditional performance measures which focused only on quantitative performance measures. Furthermore, Madsen and Stenheim (2015) disclosed that through applying strategy maps, organizations can envision the corporate's strategic objectives and in what way they can be realised using the anticipated causative relationship.

Also, Rotaru *et al.* (2020) found that arrangement of the strategic initiatives and performance result pattern under the BSC connect significantly, influencing outcomes in performance evaluation, and similarly, Keshavaznia *et al.* (2020) in the analysis of the causal relationship in BSC reported that the causal relationship provides the specific route for the attainment of the strategy and that in the absence of referred relationship the organization only remains with a list of individual monetary and non-monetary metrics. Findings in the study by Kober and Northcott (2020) and Elbanna *et al.* (2022) also supported empirical existence of cause-and-effect relationship in the BSC.

George *et al.* (2022) discovered that BSC was useful in monitoring the warehouse operational performance through linkage in the envisioned impact of the exterior

environment and the interior activities while Sibarani (2023) showed that the scorecard facilitated improvement in organizational performance through realisation of performance goals by linking strategies to performance measurement. Tawse and Tabesh (2023) reinforced the hypothetical prominence of causal linkage by signifying that the scorecard's efficiency is highly improved when causal linkage between measures of success and strategic goals is established, and similarly, Hristov *et al.* (2024) found that cause-and-effect relationship within the scorecard's dimensions existed, that performance was connected via performance drivers and result indicators.

However, Norreklit (2000) and Norreklit (2003) challenged the rationality of cause-and-effect relationship, claiming that BSC provides invalid assumptions regarding the existence of direct cause-and-effect relationships among the dimensions of the scorecard which results into a gap between strategy planned and strategy implemented. The fundamental notion of the BSC is to develop a causal framework that represents the organization's strategy (Ratnaningrum *et al.*, 2020), but Davis and Albright (2004) in their study discovered that around 77 percent of organizations in the USA that embraced BSC reportedly struggled to achieve this intended objective, and KPMG (DeBusk & Crabtree, 2006) estimated a 70% rate of failure linked to BSC adoption.

Othman (2008) believed that the difficulty in identifying the causal linkages within the strategy was partly due to flaws or limitations in the strategy map itself, lacking flexibility in determining the cause-and-effect relationship as it does not recognize

the likelihood of dynamic linkages that evolve in response to changes in the environment and shifting strategic goals.

The critiques further indicated that BSC was not satisfactorily integrated with managerial accounting studies, missing the practical scholarly features (Norreklit *et al.,* 2012) while Albertsen and Lueg (2014) argued that after more than twenty years, the validity of BSC had not been seen. Yusof *et al.* (2014) on their study to establish if a causal relationship in the BSC existed found that there was inadequacy of deep-rooted causality models, because only 40% of the proposed causal linkages were empirically supported. Lueg (2015) questioned the reliability and accuracy of certain data related to the adoption of BSC arguing that there was lack of consistency on causality. Norreklit *et al.* (2018) further argued that while causality on the association between the scorecard's four perspectives appears logical, there is lack of empirical evidence to substantiate the proposition.

The critiques further argued that some cause-and-effect relationships between success factors have a clear direction but a lot of connections are also reciprocal, resulting into overcomplexities, that everything can be related to everything, hence making it difficult to establish unambiguous cause-and-effect relationship (Kerklaan, 2024). Tawse and Tabesh (2023) reported that scholars who argued in critique of the BSC stated that majority of empirical research that investigated the association between BSC and organizational success used subjective performance measures by conducting surveys that captured the perception of decision makers and managers

who were accountable for the deployment and execution of BSC, something which introduced the possibility of confirmation bias.

Hoque (2014) highlighting on studies that had conflicting results on existence of the cause-and-effect relationship called for more research to create awareness among managers' understanding on the causal relationship measures, and the linkages within the four dimensions of the BSC, which is equally comparable with the results in the research by Cokins (2020) that the causal link which is the critical element of BSC effectiveness is often ignored by organizations, making it difficult to establish if organizations implementing BSC have applied a causal model of the BSC in their implementation. This study wanted to contribute in the ongoing debate by testing the scorecard's cause-and-effect relationship assumption.

2.5.2   Conceptual Research Gap

BSC conceptually emphasizes the need for improving employee capabilities to effectively execute the strategy but it is silent about the effect of employee awareness of organizational goals on strategy implementation, argued by motivational theorist to be critical in improving employee productivity, helping employees to be more engaged (Brady, 2024). Therefore, to meet the objective, this study supplemented the BSC theory with the GST to introduce the role of employee awareness of organizational goals as a construct, so that together with other constructs adopted from BSC may guide this study to examine the effect of employee training on successful implementation of strategic plan in public sector.

2.5.3 Empirical Research Gap

Empirically, little evidence exists regarding the degree to which skill development, employee adaptability, employee morale and employee awareness of organizational goals affect successful implementation of SPs in PS. Studies that this research was able to come across only focused on examining how various factors such as culture (Mgute & Nyakwara, 2022; Dasan, 2022; Nowak, 2020), organizational structure (Mubanga & Lesa, 2024), communication (Torres *et al.,* 2023; Souki *et al.*, 2020), leadership (Gande & Hlophe, 2023; Baluhi, 2022) and resource availability (Torres *et al.,* 2023) influence the implementation of strategic plans.

2.5.4 Contextual Research Gap

Furthermore, to the best knowledge of this research; considering the existing empirical studies that this research was able to access, contextually there is little knowledge about the effect of employee training on successful implementation of strategic plan in public sector.

2.5.5 Methodological Research Gap

Methodologically, previous studies used either descriptive research design, cross sectional research design or conversional parallel design under either social network analysis, linear regression analysis, multi regression analysis, thematic analysis or structural equation modelling to identify factors that affect or influence strategy or strategic plan implementation. Therefore, no study out of those reviewed which used explanatory research design with a survey strategy under multiple regression analysis to ascertain the empirical effect of employee training on successful implementation

of SP in PS. This research wanted to examine the effect of employee training on successful implementation of strategic plan in Tanzania's PS by using explanatory research design with a survey strategy under multiple regression analysis.

2.6 Conceptual Framework

This study's framework provides a pictorial representation of how variables in the study interact with each other as depicted in Figure 2.4. It shows how the independent variables in the study impact or affect the dependent variable. Independent variables under this study were skill development, employee adaptability, employee morale and employee awareness of organizational goals while dependent variable was successful implementation of SP.

Independent Variables   **Dependent Variable**

Skill development
- Upskilling / reskilling of employees
- Availability of capable employees

H_1

Employee adaptability
- Self-awareness of the employee
- Proactivity of employees

H_2

Successful implementation of strategic plan
- Alignment of human resource practices to strategy
- Monitoring and Evaluation
- Completion of goals and objectives

Employee morale
- Participation and Teamwork
- Completion of activities (tasks)

H_3

Employee awareness of organizational goals
- Alignment of goals and objectives
- Commitment and Ownership

H_4

Figure 2.4: Conceptual Framework

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

The proposed framework suggests that the successful implementation of strategic plan can be attributed to factors such as skill development, employee adaptability, employee morale and employee awareness of organizational goals. This framework guided the study in examining the effect of employee training on successful implementation of strategic plans at selected public sector organizations.

2.7 Research Hypotheses

Following the literature review and the conceptual framework formulated for this study, the following *alternative* (H_a) and *null* (H_o) hypotheses were developed under this study.

2.7.1 Effect of Skill Development

Training of employees enables workers to obtain fresh skills or cultivate existing ones (Mullins, 2005), and therefore positively influencing the implementation of strategic plan. BSC theory emphasizes the necessity for changes and improvements that a company must implement to realize its vision, highlighting that employee training will contribute to building essential capabilities such as skills, adaptability, commitment, and morale needed for successful strategy execution (Kaplan & Norton, 1996). Numerous studies (Torres *et al.,* 2023; Mgute & Nyakwara, 2022; Nyerenga, 2021; Dlamini *et al.,* 2020) have documented a positive relationship between skill development and successful strategic plan implementation.

In consideration of theoretical and empirical proposition of the significance of skill development in the successful implementation of strategic plan, this study put forth both *alternative* (H_a) and *null* (H_o) hypotheses as follows:

H$_{1a:}$ *Skill development has positive and significant effect on successful implementation of strategic plan in public sector.*

H$_{1o:}$ *Skill development has no positive and significant effect on successful implementation of strategic plan in public sector.*

2.7.2 Effect of Employee Adaptability

Training enables employees to adjust to new technologies, processes, and industry trends, thereby enhancing the organization's agility and competitiveness. Employee adaptability determines the strategic flexibility of the organization (Armstrong, 2006), hence influencing implementation of strategic plan. BSC theory emphasizes the necessity for changes and improvements that a company must implement to realize its vision, highlighting that employee training will contribute to building essential capabilities such as skills, adaptability, commitment, and morale needed for successful strategy execution (Kaplan & Norton, 1996).

Although there is limited empirical evidence regarding the effect of employee adaptability on successful implementation of strategic plan, studies conducted by Albogami *et al.* (2024), Wahiba and Wafa (2024), Changa (2024), and; Neves and Van Dam (2024) have established a positive relationship between employee adaptability and effective organizational performance. In consideration of theoretical and empirical proposition of the significance of employee adaptability on effective organizational performance, this study put forth both *alternative* (*H$_a$*) and *null* (*H$_o$*) hypotheses as follows:

H$_{2a:}$ *Employee adaptability has positive and significant effect on successful*
        implementation of strategic plan in public sector.

H$_{2o:}$ *Employee adaptability has no positive and significant effect on successful*
        implementation of strategic plan in public sector.

2.7.3 Effect of Employee Morale

Training of employees makes employees feel that their organization is investing in their development, hence boosting their morale. Employee morale impacts on organizational effectiveness (Silberman & Auerbach, 2006), hence influencing implementation of strategic plan. BSC theory emphasizes the necessity for changes and improvements that a company must implement to realize its vision, highlighting that employee training will contribute to building essential capabilities such as skills, adaptability, commitment, and morale needed for successful strategy execution (Kaplan & Norton, 1996).

Although there is limited empirical evidence regarding the effect of employee morale on successful implementation of strategic plan, studies conducted by Amrutha (2022), Musonda (2022), Alwi and Shaiq (2021), and; Mallik *et al.* (2019) have documented positive correlation between employee morale and organizational success. In consideration of theoretical and empirical proposition regarding the significance of employee morale on organization's success, this study put forth both *alternative* (*H$_a$*) and *null* (*H$_o$*) hypotheses as follows:

H$_{3a:}$ *Employee morale has positive and significant effect on successful*
        implementation of strategic plan in public sector.

H$_{3o:}$ *Employee morale has no positive and significant effect on successful implementation of strategic plan in public sector.*

2.7.4 Effect of Employee Awareness of Organizational Goals

Employee awareness of organizational goals is critical for improving employee's productivity as it makes them more engaged in their work (Brady, 2024), hence influencing implementation of strategic plan. Goal Setting Theory highlights the crucial link between goals and performance, stressing out that effective performance is more likely when goals are accepted and feedback on progress is provided (Luthans, 2011). Several studies (Gande & Hlophe, 2023; Dasani, 2022; Nowak, 2020; Nchimbi, 2019) have established positive correlation between employee awareness of organizational goal or strategy and successful strategic plan implementation.

In consideration of theoretical and empirical proposition regarding the significance of employee awareness of organizational goals on successful implementation of strategic plan, this study put forth both *alternative* (*H$_a$*) and *null* (*H$_o$*) hypotheses as follows:

H$_{4a:}$ *Employee awareness of organizational goals has positive and significant effect on successful implementation of strategic plan in public sector.*

H$_{4o:}$ *Employee awareness of organizational goals has no positive and significant effect on successful implementation of strategic plan in public sector.*

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Chapter Overview

This chapter focuses on the methodology of the study. It includes research philosophy, research approach, research design and strategy, area of the study, population of the study, as well as sampling techniques and sample size. The chapter also covers data collection, data cleaning and processing, data analysis, validity, reliability and ethical consideration.

3.2   Research Philosophy

It as a system of beliefs and assumptions regarding the development of knowledge, shaped by the researcher's worldview of and perspective on how knowledge is developed. It is grouped under positivism, critical realism, interpretivism, postmodernism, and pragmatism. This study adopted positivism philosophy as it allowed the researcher to utilize existing theory to formulate hypotheses that could be tested and either confirmed or refuted. Positivism aligns with the philosophical perspective of natural scientist and involves engaging with observable social reality to develop law-like generalisations (Saunders *et al*., 2019).

Positivism emphasizes that real-world events can be empirically examined and explained through logical analysis and scientifically validated models, by testing hypotheses to either confirm or refute them (Mustofa *et al.,* 2023). This philosophy was considered appropriate for this study since it aimed to examine the effect of

employee training on successful implementation of strategic plan using the BSC theory supplemented by the GST by developing and testing hypotheses.

3.3   Research Approach

A research approach refers to the overall plan and procedure for collecting and analysing data, guiding how the research is conducted from formulation to conclusion (Grinchenko & Shchapova, 2020). There are three main types of research approaches: qualitative, quantitative and mixed methods. This study employed a quantitative approach, as it focused on gathering numerical data that could be analysed and presented using graphs or statistical methods to determine the relationships between variables in the study. This approach is applied to any data collection method or analysis procedure that involves or produces numerical data. It is typically associated with positivism, particularly when combined with predetermined and highly structured data collection techniques (Saunders *et al*., 2019), which this study has adopted.

3.4   Research Design and Strategy

Research design was defined by Kothari (2004) to mean the systematic plan that outlines how data will be collected and analysed, ensuring that it aligns with the research objectives while maintaining efficiency in the process. The types of research design include exploratory, descriptive, explanatory, evaluative, and combined research designs (Saunders *et al*., 2019). The study used explanatory research design, as such designs are focused on establishing causal relationship between variables. The primary goal of explanatory research is to investigate a situation or a problem so

as to offer clarification regarding the relationship between such variables (Carter *et al.,* 2023).

Story and Tait (2019) further indicated that explanatory researches are most commonly quantitative and they focus on investigating causal relationships, association, and correlations between variables and they can be analysed using a statistical test such as correlation. Explanatory research design was applied in this study since it aimed to examine the cause-and-effect relationship between employee training and successful implementation of strategic plan in public sector as it is appropriate for studies that aim to investigate causal relationships, association, and correlations between variables.

Research strategy refers to the plan or approach that a researcher follows in order to answer his or her research questions. Common research strategies include experiment, survey, case study, action research, grounded theory, ethnography, and archival (Saunders *et al*., 2019). Given that this study was a quantitative, a survey strategy was utilized because it is particularly effective for gathering data through questionnaires. With this strategy, data collection becomes efficient, the exercise becomes cost effective and it establishes a comprehensive comprehension of the population being studied. Survey research strategy also facilitates collecting of data from a large sample by administering standardized questionnaires (Braun *et al.,* 2021).

3.5   Area of the Study

The research was carried out at Medical Stores Department; National Health Insurance Fund; Tanzania Medicine and Medical Devices Authority; National Institute for Medical Research; and National Public Health Laboratory; non-hospital organizations under MoH in Tanzania. Medical Stores Department, established in 1993 undertakes production, procurement, storage and distribution of health products across the country. It is headquartered in Dar es Salaam with 10 zonal offices (*Tovuti Kuu ya Serikali*, 2024).

National Health Insurance Fund was established in 2001 to ensure accessibility of healthcare services to people. It is headquartered in Dodoma with 33 offices. Tanzania Medicine and Medical Devices Authority was established in 2019 to regulate the quality, safety and efficacy of medicines, medical devices, diagnostics, biocidal products, and tobacco products. It is headquartered in Dar es Salaam with 8 zonal offices. National Institute for Medical Research was established in 1979 to carry out health research designed to alleviate disease among the people of Tanzania. It is headquartered in Dar es Salaam with 7 centres and 7 stations. National Public Health Laboratory, based in Dar es Salaam was established in 2020 to carry out public health laboratory services (*Tovuti Kuu ya Serikali*, 2024).

These organizations were proposed as study areas in this study on three grounds, firstly; their strategic position in ensuring effective provision of health services to the public. Strategically, these PSOs were established to assure the health safety of the public through provision of research services to alleviate diseases, provision of health

products such as medicine and medical supplies to fight diseases, and assuring the public access to health care services. Strategies to execute these mandates were defined in their respective strategic plans, whose attainment was very key to ensuring public safety, failure of which puts the public at risk. It was inevitable therefore to develop an understanding of the extent to which such mandates were executed, and the effect that employee training had on such execution levels.

Secondly; strategic initiatives taken to improve their performance as specified in their SPs. These selected PSOs, altogether have had medium-term SPs lasting between 2007 through 2026. Going through the initiatives defined in their respective medium-term SPs, a number of strategic initiatives were defined with target milestone on how service delivery within the respective organizations would be improved to enhance public service delivery. It was therefore considered necessary to undertake a study of these PSOs to develop an understanding of the extent to which such initiatives were executed the effect that employee training had on such execution levels.

Thirdly; findings from CAG reports which indicated that the performance of many public sector organizations remains questionable, highlighting issues such as existence of outdated strategic plans, poor implementation of existing plans, weak monitoring and evaluation systems, inefficiencies in internal control, and inadequate alignment between budgets and strategic plans (CAG, 2023).

3.6   Population of the Study

From the database of employees in the respective PSOs, overall workforce size was 3,070 being the total sum of permanent and non-permanent staff, where permanent

staff were 1,861 as shown in table 3.1. Non-permanent staff included employees under short term contracts and casual workers who were engaged for work on a daily basis. The focus of this study was all permanent employees of the selected PSOs. Population of the study therefore was all 1,861 permanent staff at MSD, NHIF, TMDA, NIMR and NPHL.

However, for the purpose of creating the population of the study that is more manageable, which includes but not limited to easy to access; which is also supported by Saunders *et al*. (2019); this study considered it prudent to redefine the population of the study into a more manageable Target Population, which is a sub set of the population of the study. Consequently, the actual focus or target of the research inquiry under this study was 541 staff as depicted in Table 3.1.

Table 3.1: Population of the Study and Target Population

S/n	Organization	Number of Staff	Number of Permanent Staff	Factor	Target Population	Equiv.
1	MSD	997	654	34.10%	223.0	223
2	NHIF	1,178	693	36.13%	250.4	250
3	TMDA	322	314	16.37%	51.4	51
4	NIMR	433	60	6.10%	7.1	7
5	NPHL	140	140	7.30%	10.2	10
Total		**3,070**	**1,861**	**100%**	**542.2**	**541**

Source: Ofisi ya Rais UTUMISHI, 2024.

3.7 Sampling Techniques and Sample Size

Systematic random sampling was applied to identify sample at a sampling fraction of 1/2, the first case being selected randomly. From the target population of 541 staff; sample size was 230; established through Taro Yamane Formula (Yamane, 1967);

$n = \dfrac{N}{1+Ne^2}$ where; n = sample size, N = population size = 541, and e = level of precision – always set at the value of 0.05.

Therefore,

$$n = N/1+(N \times e^2)$$

$$= 541/1+(541 \times 0.0025)$$

$$= 541/1+(1.352)$$

$$= 541/2.352$$

$$\cong 230$$

Table 3.2: Sampling Design and Sample Size

S/n	Organization	Total Sample	Factor	Sample Size	Instrument	Sampling Design
1	MSD		34.10%	78	Questionnaire	Systematic sampling
2	NHIF		36.13%	83	Questionnaire	Systematic sampling
3	TMDA	230	16.37%	38	Questionnaire	Systematic sampling
4	NIMR		6.10%	14	Questionnaire	Systematic sampling
5	NPHL		7.30%	17	Questionnaire	Systematic sampling
Total		**230**	**100%**	**230**		

Source: Field Data, 2024.

Key: MSD – Medical Stores Department, NHIF – National Health Insurance Fund, TMDA - Tanzania Medicines and Medical Devices Authority, NIMR – National Institute for Medical Research, NPHL – National Public Health Laboratory.

3.8 Data Collection

3.8.1 Primary Data

Primary data refers to data gathered for the first time, and therefore making it original and unique to the specific research study (Kothari, 2004). Since the study could not guarantee availability of appropriate and sufficient secondary data, primary data was applied to provide useful data in the context of this study, which is also

supported by Saunders *et al*. (2019). Data collected under this category included respondents' age, gender, organization, education, work experience and their understanding of the statements given to provide findings to the study's research objectives.

3.8.2   Data Collections Tools

Data was collected using an Odd Likert Scale Questionnaire Format with a five-point Likert scale, because it is most widely used by survey researchers, and it offers optimal range of response options (Taherdoost, 2019). The questionnaires consisted of closed-ended questions to gather focused and quantitative data by providing respondents with limited set of answer options to facilitate easy analysis, comparison, and statistical interpretation of responses because they provide precise numerical measurements and trends. Questionnaires for this study were adopted from various studies (Souki *et al.,* 2020; Nyerenga, 2021; Mgute & Nyakwara, 2022; Gande & Hlophe, 2023) whose language was modified to align with the context and setting of this study.

3.9   Data Cleaning and Processing

3.9.1 Data Coding

Data coding means categorizing data within similar meanings (Saunders *et al*., 2019). Collected data were coded during data entry to enable the researcher to enter data quickly and with accuracy. This made data of interest to this study accessible for further analysis.

3.9.2 Error Term

An error term is a residual variable generated by a statistical model, representing how observed data differs from actual population data (Hayes, 2021). This was minimized by enhancing understanding of the tool when entering data, reading results, ensuring errors were corrected, and improving prediction by exploring interactions or adding predictors to the model.

3.9.3 Missing Data

Missing data refers to data that were not collected for some variables, which must also be coded to signify they were missing as they may affect the extent to which data collected represents the population (Saunders *et al*., 2019). Test method technique such as correlation to compare the difference between complete and incomplete cases and regression models to predict the missing values based on the observed values would be applied under this study to identify missing data if there were any missing data.

3.9.4 Engagement

Engagement is the interaction between researcher and end-users. It increases responses and makes research worthy (Wray, 2022). In this study, this was assured through selection of the right data collection method, Likert scale questionnaires in which respondents were provided with response options from which to select without being required to disclose their identity thus increased confidentiality. Furthermore, researcher guaranteed the participants to the study that data to be collected was for

educational purposes only, which also increased trust and their engagement to the study.

3.9.5 Variables and Measurement Procedures

In this study, independent variables were skill development, employee adaptability, employee morale and employee awareness of organizational goals while dependent variable was successful implementation of SP. Questions were forced choice, in which respondents were provided with response options from which to select (Leavy, 2017). The study used Odd Likert Scale Questionnaires Format with five-point Likert scale to collect data because it is the most widely used data collection tool in survey research because it provides optimal response options. Likert Scale is one of the most popular scaling techniques in social science research (Taherdoost, 2019), it was developed by Rensis Likert in 1932.

Table 3.3: Likert Response Labels for the Study

Options	1	2	3	4	5
5-points	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed

Source: Adopted and modified from Taherdoost (2019).

Referring to the study by Nassar *et al.* (2021) that the closer to five (5) the mean is, the more effective are the findings; the level of agreement to the statements representing a given construct under this study was the weighted mean of 3.5 or above.

Table 3.4: 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)

3.10 Data Analysis

With the aid of SPSS, data was analysed through Multiple Regression Analysis (MRA) as the study involved more than one independent variable to predict the outcome of the dependent variable.

3.10.1 Regression Assumptions

Supported also by Hayes (2023), regression assumptions under this study included linearity, normality, homoscedasticity, no multicollinearity and independence of independent variables. Linearity, that there was a linear relationship between skill development, employee adaptability, employee morale and employee awareness of organizational goals as independent variables and successful implementation of SP as the dependent variable; normality, that the error term or residuals in the model followed a normal distribution; and homoscedasticity, that the variance of data was consistent across all groups being compared.

The assumptions also included no multicollinearity, that the independent variables were not too correlated with each other; and independence of the independent variables, that the independent variables were all linearly independent – that the independent variables did not correlate between themselves. The study examined the

normal probability plot of residuals (P-P Plot) to check linearity, if data points aligned along the diagonal line to represent linearity, and if there was no linearity that the data points did not align along the diagonal line; the study would apply nonlinear transformation to the response variable which is also supported by Bobbitt (2021).

The study also examined the histogram to check the normality, if it resembled a bell curve indicating that the residuals followed a normal distribution, and if the residuals were not normally distributed, the study would conduct an alternative analysis that did not require normality, e.g., a non-parametric regression (Bobbitt, 2021; Statistics Solution, 2024). The study also used scatterplots of residuals versus predicted values to check homoscedasticity, if the case residuals were distributed evenly around zero in a rectangular fashion, indicating consistent variance of data across all groups being compared; and if the residuals were not evenly distributed around zero, the study would modify the model or compute weighted least squares estimator using the hypothesized specification for the variance (Bobbitt, 2021; Statistics Solution, 2024).

The study also used Variance Inflation Factor (VIF) to check multicollinearity, and if the VIF value was greater than 10, indicating that the independent variables were too correlated, the study would deduct the mean of the variable from each score or drop the predictor with high VIF values (Bobbitt, 2021; Tate, 2023; Statistics Solution, 2024). The study also used means correlation analysis to check if the independent variables correlated between themselves, with a general rule that correlation of less than 0.8 is considered good (Statistics Solution, 2024). The correlation coefficient size under this study was provided in Table 3.5 below.

Table 3.5: Correlation Coefficient Size

Coefficient Range	Strength of Association	Remarks
0.80 – 1.00	Strong/High	Not Good
0.50 – 0.79	Moderate	Good
0.30 – 0.49	Low	Good
0.00 – 0.29	Small/Little	Good

Source: Adopted and modified from Cohen, 1988.

The study applied the regression equation $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + E$ where; β_0 = constant, Y = dependent variable (Successful implementation of strategic plan – SP), X_1 = Skill development (SD); X_2 = Employee adaptability (EA); X_3 = Employee morale (EM); X_4 = Employee awareness of organizational goals (EAO) – independent variables; β_1 - β_4 = Regression coefficients of the independent variables; and E = random error term.

3.11 Data Validity

Validity refers to the extent to which a questionnaire accurately measures what it is intended to measure (Saunders *et al*., 2019). In this study, supported also by Leavy (2017); researcher discussed the research instruments with supervisors to judge the suitability of language and assumptions to establish content validity – the level at which the instrument would provide adequacy in coverage, criterion-related validity – the level at which the instrument would make accurate predictions and construct validity – the level at which the instrument would measure what was intended. Validity was also tested by comparing how well the results of the study correspond to other previous studies and established theories.

3.12 Data Reliability

Reliability refers to the ability of the questionnaire to produce consistent results when administered at different times or under varying conditions (Taherdoost, 2022). In this study, Cronbach's Alpha was employed to assess the internal consistency of the research instruments. Following the general guideline that a Cronbach's Alpha of 0.70 is acceptable, 0.80 is good and 0.90 is excellent, a Cronbach's Alpha of 0.70 was set as the cut off in this study.

Table 3.6: Quantitative Ranges of Agreements

S/n	Cronbach's Alpha Value	Reliability Level
1	0.00 – 0.49	Unacceptable
2	0.50 – 0.59	Poor
3	0.60 – 0.69	Questionable
4	0.70 – 0.79	Acceptable
5	0.80 – 0.89	Good
6	0.90 – 1.00	Excellent

Source: Adopted and modified from George and Mallery (2003)

3.13 Ethical Consideration

Ethical consideration refers to the set of principles which guide the study so that the research does not cause any harm to the participants (Leavy, 2017). Owing to this, relevant approvals were sought from relevant authorities including research clearance from the Open University of Tanzania (OUT) and research acceptance letters from studied PSOs as appended in appendices which allowed the researcher to proceed with data collection consequently creating a welcoming environment for the study. Considerations were also made with regard to reasons behind research questions, methodology for data collection and how the research findings would be used.

The researcher paid attention also to proper invitation which assured respondents that data to be collected was for academic purposes only which increased their confidence and participation to the study. The researcher also paid attention to confidentiality and respondent's right to anonymity through selection of the right data collection method where respondents provided their responses without being required to disclose their identity. Plagiarism was also avoided by ensuring that each academic work used in the study was acknowledged and further, falsification and fabrication were avoided by being transparent and honest about data collection, data analysis, findings and conclusion of the study which are also supported by Saunders *et al.* (2019).

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1   Chapter Overview

The objective of this study was to examine the effect of employee training on successful implementation of strategic plan in public sector. The specific objectives of the study were; to determine the effect of skill development on successful implementation of strategic plan in public sector, to assess the effect of employee adaptability on successful implementation of strategic plan in public sector, to measure the effect of employee morale on successful implementation of strategic plan in public sector, and to establish the effect of employee awareness of organizational goals on successful implementation of strategic plan in public sector. This chapter therefore provides the findings of the study, analysis of the findings and discusses those findings by comparing them with other similar studies.

4.2   Response Rate

Response rate measures the percentage of employees who completed the questionnaires relative to the number of employees who were invited to participate in the study (Saunders *et al*., 2019). This study distributed 230 questionnaires to Medical Stores Department; National Health Insurance Fund; Tanzania Medicine and Medical Devices Authority; National Institute for Medical Research; and National Public Health Laboratory staff where 223 (96.9%) questionnaires were successfully completed and received back. According to Easterby-Smith *et al.* (2012) surveys with response rates greater than 30% are considered acceptable.

Table 4.1: 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
Total		**230**	**223**	**96.9**

Source: Field Data, 2024.

4.3 Demographic Characteristics of Respondents

Respondents' characteristics in this study included variables such as age, gender, the organization of the respondent, their educational background, and their work experience as shown in Table 4.2. Furthermore, demographic characteristics of respondents included also crosstabulation of respondent's level of education and organization as well as the respondent's experience with organization as presented in Table 4.3 and Table 4.4 respectively. These highly structured data allowed the researcher to describe respondents who participated in this research study, which aimed to examine the effect of employee training on successful implementation of strategic plan in public sector.

4.3.1 Respondents' Age

Respondents' age was grouped into four levels, namely; 20-29 years, 30-39 years, 40-49 years, and 50-59 years. With their percentages in brackets, majority of the respondents (43.5%) were in the age between 30-39 years while minority respondents (13.5%) were in the age between 50-59 years. This implies that the highest number of active work force in the studied PSOs conformed to the median

age of the global labour force. In the study by Dyvik (2024) it was reported that the median age of the global workforce between 1990 and 2025 was 38.9 years as at 2019, and the figure was expected to increase to 39.6 years in 2025.

Different age groups may have varying views based on generational experiences, which therefore may impact differently on their perception about the drivers for successful execution of strategic plan. Younger participants in the research might be more open to change, adaptation and other strategic directions compared to older respondents who might rely more on traditional methods or maintain a more conservative view hence affecting the focus on the success measures that should drive strategy implementation.

4.3.2 Respondents' Gender

Respondents' gender was grouped into male and female. With their percentages in brackets, a significant number of participants (55.2%) were male, whereas female gender was the minority (44.8%). This implies that male representation in the studied PSOs was below the average global statistics by 2.9% while for female, their representation was above the average global statistics by 2.9%. Global workforce representation for male and female across industries in 2023 was 58.1% for male and 41.9% for female (Zahid, 2023).

Men and women may approach situations differently based on social, cultural or psychological conditioning. Gender based social dynamics might influence how confidently employees participate in the collection of data, specifically in respect of

this study, may also influence decisions regarding their participation in training sessions, or discussions, and may influence differently on the perceived relevance or fairness of the strategic plan, especially if the plan involves departmental changes or workforce restructuring, which could affect the overall findings of this study.

4.3.3 Respondents' Organization

The study was a case of five selected public sector organizations, namely; Medical Stores Department, National Health Insurance Fund, Tanzania Medicine and Medical Devices Authority, National Institute for Medical Research, and National Public Health Laboratory. The study therefore targeted employees from these five public sector organizations, where; with their percentages in brackets, majority of the respondents (37.2%) were from National Health Insurance Fund and the minority of the respondents (6.3%) were from National Institute for Medical Research. This implies that National Institute for Medical Research had less core activities compared to other studied PSOs.

Organization culture, structure, size, and industry type can all shape responses. Employees from a highly hierarchical organization might report more differently on issues such as skill development, employee adaptability capabilities, employee awareness of organizational goals, and alignment between strategy and employee commitment compared to respondents from a flat, and team-oriented organization. Furthermore, organization resources and policies within organizations may influence respondents' experience with training, support and strategic alignment. These could affect the overall findings of the study.

4.3.4 Respondents' Education Level

Respondents' level of education under this study was grouped into five levels, namely; Certificate, Diploma, Advanced Diploma, Bachelor Degree, and Master's Degree. With their percentages in brackets, a significant number of participants (35.4%) were holding Bachelor Degree while minority of the respondents (4.5%) were holding Certificate. This implies that the studied public sector organizations had a large number of employees with Bachelor Degree education and above, as from the findings; staff with Bachelor Degree accounted for 35.4% of all respondents while staff with Master's Degree accounted for 34.1% of all respondents.

Education level can affect how participants interpret survey questions, understand complex concepts, or articulate their experience. Highly educated respondents may have higher expectations or offer more critical feedback – developing better understanding of strategic concepts, frameworks, linking of training to practical tasks in improving the effectiveness of strategy execution, and critically assessing the strategic plan, leading to more constructive feedback compared to respondents with low level of education. These could influence the respondent's participation to the survey questions and might therefore impact on the findings of the study.

4.3.5 Respondents' Experience

Respondents' working experience under this study was grouped into five levels, namely; 0-3 years, 4-7 years, 8-11 years, 12-15 years, and 16 years or more. With their percentages in brackets, a significant number of participants (35.0%) had work experience ranging between 4-7 years whereas work experience ranging between 12-

15 years and between 16 years and above were the minority respondents (12.6%) each. This implies that, in the scale of very low; low; average; high; and very high working experience; majority of the staff in the studied PSOs had low working experience.

Participants with more experience in the field or role are likely to offer deeper and more nuanced insights. Experienced individuals may be more resistant to new methods if they have long relied on certain practices or, conversely, they may be more supportive if they see the need for innovation. Respondents with more experience may evaluate employee training based on the practical value it brings to the attainment of the strategy, and based on their experience with the organization. They might also be more skilled at executing strategic tasks, making the training more impactful for them or, they may resist change if they feel the training contradicts with their long-standing practices. Moreover, senior or highly experienced employees most often shape team culture, therefore; their acceptance or rejection of training can significantly influence how strategic plan is implemented organization-wide, which could influence the general findings of the study.

Table 4.2: Demographic Characteristics of Respondents

		Frequency	Percent
Age			
	20-29 years	37	16.6
	30-39 years	97	43.5
	40-49 years	59	26.5
	50-59 years	30	13.5
	Total	223	100.0
Gender			
	Male	123	55.2
	Female	100	44.8
	Total	223	100.0
Organization			
	MSD	71	31.8
	NHIF	83	37.2
	TMDA	38	17.0
	NIMR	14	6.3
	NPHL	17	7.6
	Total	223	100.0
Education Level			
	Certificate	10	4.5
	Diploma	32	14.3
	Advanced Diploma	26	11.7
	Bachelor Degree	79	35.4
	Master's Degree	76	34.1
	Total	223	100.0
Working Experience			
	0-3 years	56	25.1
	4-7 years	78	35.0
	8-11 years	33	14.8
	12-15 years	28	12.6
	16 years and above	28	12.6
	Total	223	100.0

Source: Field Data, 2024.

4.3.6 Education Level and Organization Cross Tabulation

From the categories of educational levels such as Certificate, Diploma, Advanced Diploma, Bachelor Degree, and Master's Degree; with the number of employees in brackets, NHIF had the majority of staff with Master's Degree (39); MSD had majority of staff with Bachelor Degree (31); both NHIF and MSD had majority of staff with Advanced Diploma (11) each; MSD also had the majority of staff with

Diploma (14) and both NHIF and MSD had the majority of staff with Certificate (4) each. NPHL had the minority of staff with Master's Degree (2), NIMR had the minority of staff with Bachelor Degree (5), NIMR and NPHL had no staff with Advanced Diploma (0), TMDA had the minority of staff with Diploma (1), and NPHL had the minority of staff with Certificate (2). This implies that MSD and NHIF had the majority of highly educated staff among the studied PSOs.

Table 4.3: Education Level and Organization Crosstabulation

Education_Level * Organization Crosstabulation							
		Organization					
		MSD	NHIF	TMDA	NIMR	NPHL	TOTAL
Education Level	Certificate	4	4	0	0	2	10
	Diploma	14	9	1	4	4	32
	Advanced Diploma	11	11	4	0	0	26
	Bachelor Degree	31	20	14	5	9	79
	Master's Degree	11	39	19	5	2	76
Total		71	83	38	14	17	223

Source: Field Data, 2024.

Cross tabulation of education level and organizational affiliation can offer deeper insights into how employee training effectiveness and implementation of strategic plan vary across different contexts. Employees with higher education qualification in well-resourced or strategically matured organizations may be better equipped to understand and apply training content, leading to more effective implementation of strategic plans compared to employees in less supportive or resource-constrained organizations who become frustrated by the gap between their capabilities and the organization's ability to execute strategic initiatives. These could affect the perception of the participants and therefore affect the general findings of this research study.

4.3.7 Organization Experience Cross Tabulation

With employees' number in brackets, MSD had the majority of staff with work experience between 0-3 years, and 4-7 years (27) in each category while NHIF had majority of staff with work experience between 8-11 years; 12-15 years and 16 years and above (17, 17 and 13) respectively in each category. This implies that NHIF had a significant number of participants with significant years of work experience.

Table 4.4: Organization and Experience Crosstabulation

Organization * Experience Crosstabulation						
		Count EXPERIENCE				
		0-3 years	4-7 years	8-11 years	12-15 years	16 years and above	Total
Organization	MSD	27	27	10	3	4	71
	NHIF	10	26	17	17	13	83
	TMDA	4	16	6	5	7	38
	NIMR	7	2	0	1	4	14
	NPHL	8	7	0	2	0	17
Total		56	78	33	28	28	223

Source: Field Data, 2024.

Analysing the intersection of organizational affiliation and employee experience can reveal patterns in how long-term employees perceive and respond to training. Experienced employees may act as champions of strategic change due to their deep institutional knowledge in certain organizations, but they may resist new strategies in other organizations due to entrenched practices or scepticism. Furthermore, newer employees in highly dynamic or innovative organizations may embrace training more readily, contributing positively to strategy implementation. These could affect the perception of the participants and therefore influence on the general findings of this research study.

4.4 Reliability of Results

In this study analysis of reliability was done using Cronbach's Alpha. The overall principle is that a minimum Cronbach's Alpha reliability coefficient of 0.70 indicates acceptable internal consistency between items representing a construct. The computed Cronbach's Alpha coefficients ranged from 0.848 to 0.941, indicating a strong internal consistency among the items representing each given construct as indicated in Table 4.5.

Analysis of individual items did not result any improvement upon removal, as a result all items were retained for each construct. After verification of reliability of items, composite scores (means) were computed for further analysis of the relationship between independent variables (skill development, employee adaptability, employee morale and employee awareness of organizational goals) and dependent variable (successful implementation of strategic plan) through correlation and regression analysis.

Table 4.5: Reliability Score of Results

Construct	Coding	No. of Questions	Cronbach's Alpha
Effect of skill development	SD	12	0.885
Effect of employee adaptability	EA	11	0.848
Effect of employee morale	EM	12	0.917
Effect of employee awareness of organizational goals	EAO	13	0.910
Successful implementation of strategic plan	SP	13	0.941

Source: Data Analysis, 2024.

4.5   Descriptive Statistics Results

This part provides a summary of response given by respondents to the statements established to measure a given construct under this study using measures such as minimum, maximum, mean and standard deviation. Analysis also included measures such as median, mode, range, skewness, and kurtosis. This study had five constructs, namely; Skill Development, Employee Adaptability, Employee Morale, Employee Awareness of Organizational Goals, and Successful Implementation of Strategic Plan. Each construct contained Likert scale with items ranging from 11 to 13 in the questionnaires.

After reliability tests (presented in subsection 4.4), each construct maintained its original Likert scale items. As it can be seen from Table 4.6, all scales had overall means falling in the range of agreement with given statements (3.5 and above). More detailed statistics on each construct is given under subsection 4.5.1 through 4.5.5.

Table 4.6: Likert Scale Summary Statistics

Scale(Construct)	Mean	Std. Deviation
Effect of skill development	4.155	0.206
Effect of employee adaptability	4.039	0.155
Effect of employee morale	3.938	0.068
Effect of employee awareness of organizational goals	4.100	0.118
Successful implementation of strategic plan	3.995	0.054

Source: Field Data, 2024.

The descriptive statistics for the dataset indicated that the data were well-behaved and approximately normally distributed. Measures of central tendency and variability, such as the mean and standard deviation, were complimented by skewness and kurtosis values that fell within acceptable ranges. Specifically,

skewness values ranged between -1 and 1, suggesting a relatively symmetrical distribution with no significant skew in either direction. Similarly, kurtosis values were between -2 and 2, indicating that the data did not exhibit extreme peakedness or flatness compared to a normal distribution. These results, which are also supported by Orcan (2020) supported the assumptions of normality, enhancing the validity of subsequent statistical analysis.

Table 4.7: Descriptive Statistics Summary

	N	Range	Minimum	Maximum	Variance	Skewness		Kurtosis	
							Std.		Std.
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Error
SD_MEAN	223	3	3	5	.315	-.570	.163	-.227	.324
EA_MEAN	223	3	2	5	.263	-.911	.163	1.831	.324
EM_MEAN	223	3	2	5	.390	-.722	.163	.265	.324
EAO_MEAN	223	3	2	5	.348	-1.113	.163	1.937	.324
SP_MEAN	223	4	1	5	.448	-.941	.163	.897	.324
Valid N (listwise)	223								

Source: Field Data, 2024.

4.5.1 Effect of Skill Development Descriptive Statistics

Descriptive statistics were calculated to determine the effect of skill development on successful implementation of the strategic plan in public sector, with the highest mean of 4.54 and a standard deviation of 0.206 (M=4.54 SD=0.206). In evaluating the statements under this construct, participants rated very high the availability of employees with relevant skills agreeing that it was crucial in strategic plan implementation (M=4.54 SD=0.620) and also rated very high training and development of employees agreeing that it was critical for strategic plan implementation as it increased the skill level within organizations (M=4.49 SD=0.670).

Respondents also agreed and rated high that staff were trained on numerous skills to enable them to effectively implement the strategic plan timely (M=4.26 SD=0.819); they were motivated to learn from experience (M=4.17 SD=0.685); they were encouraged to share knowledge (M=4.29 SD=0.663); and that an annual training plan existed within the organization designed to address inadequacy of skills among workers in performing their responsibilities (M=3.90 SD=1.094).

Participants rated also high the availability of fund within the annual budget to facilitate execution of skills development programs to entitled employees (M=4.00 SD=0.968). They also agreed and rated high that training attended by employees had enabled workers to develop skills needed to successfully implement the organization's strategic plan (M=4.15 SD=0.896); that there was adequate knowledge among employees translated into effective implementation of strategic plan (M=4.04 SD=0.781); and that assessment of training needs was conducted before workers were allocated for any training program received (M=4.00 SD=0.970).

Respondents also agreed and rated high that employees were able to keep track their performance results which included improved job performance and increased efficiency (M=4.07 SD=0.824); and they were placed into various skills development programs designed to tackle shortage of skills in executing the strategic plan (M=3.95 SD=0.992).

The overall findings on the effect of skill development showed that all participants had perception falling in the range of agreement (M=4.155 SD=0.206). Therefore,

the results under this skill development construct implied that all respondents under this research felt that skills development among employees within the organization affected implementation of strategic plan.

Table 4.8: Skill Development Descriptive Statistics

	Statement	Min	Max	Mean	Std. Dev.
1.	The availability of employees with required skills is crucial in strategic plan implementation.	3.9	4.54	4.54	.620
2.	Training and development of staff to increase the level of skills within organizations is crucial for strategic plan implementation.	3.9	4.54	4.49	.670
3.	Employees are trained on various skills in order to effectively implement the strategic plan timely.	3.9	4.54	4.26	.819
4.	Employees are encouraged to learn from experience.	3.9	4.54	4.17	.685
5.	Employees are encouraged to share knowledge.	3.9	4.54	4.29	.663
6.	There is annual training plan within the organization designed to address shortage of skills among employees in executing their responsibilities.	3.9	4.54	3.90	1.094
7.	There is fund set aside in the annual budget to facilitate implementation of skills development programs to eligible employees.	3.9	4.54	4.00	.968
8.	Trainings attended by employees have enabled employees to develop skills required to successfully implement the organization's strategic plan.	3.9	4.54	4.15	.896
9.	There is adequate knowledge among employees translated into effective implementation of strategic plan.	3.9	4.54	4.04	.781
10.	Training needs assessment is conducted before employees are allocated for any training program.	3.9	4.54	4.00	.970
11.	Employees are able to track their performance outcomes such as improved job performance and increased efficiency.	3.9	4.54	4.07	.824
12.	Employees are allocated into various training programs designed to address shortage of skills in implementing strategic plan.	3.9	4.54	3.95	.992

Source: Field Data, 2024.

4.5.2 Effect of Employee Adaptability Descriptive Statistics

Descriptive statistics were calculated to assess the effect of employee adaptability on successful implementation of the strategic plan in public sector, with the highest mean of 4.24 and a standard deviation of 0.115 (M=4.24 SD=0.115). In evaluating the statements under this construct, participants rated high employees' awareness to their personal skills (M=4.19 SD=0.691); their ability to plan 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 employees' ability to research and make analysis of their personal skills, abilities and tendencies with their environment (M=3.71 SD=0.828).

Respondents also agreed and rated high the ability of the employee to battle with problems, difficulties and find solutions to possible future problems (M=3.91 SD=0.766); employees' awareness of the changes brought up by the strategic plan of the organization (M=3.89 SD=0.911); employee's willingness to work additional hours every day to achieve their daily set target (M=4.04 SD=0.960); and employee's willingness to adjust their plans and learning priorities to achieve their newly assigned thought-provoking responsibilities (M=4.13 SD=0.792). Respondents also agreed and rated high employees' willingness to learn new techniques, processes and systems to attain the requirements for successful execution of the strategic plan (M=4.24 SD=0.785).

The results further showed that participants agreed and rated high the willingness of employee to take several and thought-provoking responsibilities to successfully

execute the strategic plan (M=4.11 SD=0.879); and further, they agreed and rated high employee's openness and readiness to new ideas, perspectives, and feedback (M=4.13 SD=0.788).

The overall results of effect of employee adaptability showed that all participants had perception falling in the range of agreement (M=4.039 SD=0.155). This implied that all respondents felt that employee adaptability determined the strategic flexibility of the organization and therefore influenced execution of strategic plan.

Table 4.9: 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 with his or her environment.	3.71	4.24	3.71	.828
5.	Employees are able to struggle with problems, difficulties and find solutions to possible future problems.	3.71	4.24	3.91	.766
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

Source: Field Data, 2024.

4.5.3 Effect of Employee Morale Descriptive Statistics

Descriptive statistics were calculated to measure the effect of employee morale on successful implementation of the strategic plan in public sector, with the highest mean of 4.10 and a standard deviation of 0.068 (M=4.10 SD=0.068). In evaluating the statements under this construct, participants rated high the involvement of staff in decision making (M=3.86 SD=0.952); the organization to have established a system that encourages employees to offer feedback and ideas (M=3.91 SD=0.924); that employees were satisfied with the work conditions (M=3.90 SD=0.782); and the capability among workers to complete tasks according to time set by the organization (M=3.96 SD=0.835).

Furthermore, respondents rated high their participation in strategic planning (M=3.95 SD=0.850); the organization's ability to execute the planned strategy precisely (M=3.95 SD=0.866); management and employees' continuously sharing of their thoughts, goals and ideas (M=4.01 SD=0.827); timely issuing of reward and other incentives to motivate employees (M=3.82 SD=1.042); employees' participation in setting strategic goals for the organization (M=3.90 SD=0.880); that their leaders motivated and encouraged employees to reach their greatest potential (M=4.03 SD=0.785); availability of collective spirit, dedication and teamwork among employees in implementing the SP (M=4.03 SD=0.794); and trust among employees which enabled effective implementation of organization' strategic plan (M=4.10 SD=0.773).

The overall results of effect of employee morale showed that all participants had perception falling in the range of agreement (M=3.938 SD=0.068). This implied that all respondents felt that employee morale impacted on organizational effectiveness, hence influenced execution of strategic plan.

Table 4. 10: Employee Morale Descriptive Statistics

	Statement	Min	Max	Mean	Std. Dev.
1.	The organization involves employees in decision making.	3.82	4.1	3.86	.952
2.	The organization has a system in place that encourages employees to offer feedback and ideas.	3.82	4.1	3.91	.924
3.	I am satisfied with the conditions of work in the organization.	3.82	4.1	3.90	.782
4.	Employees are able to complete tasks according to time set by the organization.	3.82	4.1	3.96	.835
5.	There is employee participation in strategic planning.	3.82	4.1	3.95	.850
6.	Our organization executes the planned strategy precisely.	3.82	4.1	3.95	.866
7.	Management and employees are continuously encouraged to share their thoughts, goals and ideas.	3.82	4.1	4.01	.827
8.	Reward and other incentives are given on time to motivate employees.	3.82	4.1	3.82	1.042
9.	Employees participate in setting strategic goals for the organization.	3.82	4.1	3.90	.880
10.	My leader inspires and motivates me to reach my greatest potential.	3.82	4.1	4.03	.785
11.	There is collective spirit, dedication and teamwork among employees in implementing the strategic plan.	3.82	4.1	4.03	.794
12.	Trust among employees enables effective implementation of organization' strategic plan.	3.82	4.1	4.10	.773

Source: Field Data, 2024.

4.5.4 Employee Awareness of Organizational Goals Descriptive Statistics

Descriptive statistics were calculated to establish the effect of employee awareness of organizational goals on successful implementation of the strategic plan in the public sector, with the highest mean of 4.36 and a standard deviation of 0.118 (M=4.36

SD=0.118). In evaluating the statements under this construct, participants rated high employees' understanding and putting maximum emphasis on the organization's mission statement (M=4.06 SD=0.828); putting maximum emphasis on the organization's annual goals (Mean=4.08 Std=0.784); and employees' understanding and putting maximum emphasis on their organization's short-term goals (M=4.13 SD=0.753).

Respondents also rated high employee's ability to understand and put maximum emphasis on the organization's activity plan (M=4.09 SD=0.817); strategy centric activities (tasks) as insisted by their leaders (M=3.91 SD=0.766); and existence of relationship between the work that employees do and the overall objective of the organization (M=4.18 SD=0.725). Respondents also rated high that the organization's strategy guided their daily decision making (M=4.04 SD=0.960); rated also high awareness of organizational goals among employees (M=4.01 SD=0.875); and rated very high awareness among employees of what was expected from them in their job (M=4.36 SD=0.676).

The results further showed that participants rated high employees' awareness of the performance standards set within the organization (M=4.20 SD=0.763); employee's ability to prioritize their tasks based on the strategic plan of the organization (M=4.04 SD=0.799); their commitment to implementing organization's SP (M=4.11 SD=0.800); and employees' understanding of where they fit in the bigger picture of the organization (strategic plan) (M=4.15 SD=0.824). The overall results of effect of

employee awareness of organizational goals showed that all participants had perception falling in the range of agreement (M=4.100 SD=0.118).

This implied that all respondents felt that employee awareness of organizational goals was critical for improving employee's productivity as it made them more engaged in their work, hence influenced implementation of strategic plan.

Table 4. 11: Employee Awareness of Organizational Goals Descriptive Statistics

	Statement	Min	Max	Mean	Std. Dev.
1.	In our organization, employees understand and put a lot of emphasis on our mission statement.	3.91	4.36	4.06	.828
2.	In our organization, employees understand and put a lot of emphasis on our annual goals.	3.91	4.36	4.08	.784
3.	In our organization, employees understand and put a lot of emphasis on our short-term goals.	3.91	4.36	4.13	.753
4.	In our organization, employees understand and put a lot of emphasis on our action plans.	3.91	4.36	4.09	.817
5.	My leader insists on strategy centric activities (tasks)	3.91	4.36	3.91	.766
6.	There is a link between the work I do and the overall objective of the organization.	3.91	4.36	4.18	.725
7.	Our strategy guides our daily decision making.	3.91	4.36	4.04	.960
8.	There is awareness of organizational goals among employees.	3.91	4.36	4.01	.875
9.	I am aware of what is expected from me in my job.	3.91	4.36	4.36	.676
10.	I am aware of the performance standards set within the organization.	3.91	4.36	4.20	.763
11.	Employees prioritize their tasks based on the organization's strategic plan.	3.91	4.36	4.04	.799
12.	Employees commit to implementing Organization's strategic plan.	3.91	4.36	4.11	.800
13.	I understand where I fit in the bigger picture of the organization (strategic plan)	3.91	4.36	4.15	.824

Source: Field Data, 2024.

4.5.5 Successful Implementation of Strategic Plan Descriptive Statistics

Descriptive statistics were calculated to establish the extent to which organizations under the study implement their strategic plans, with the highest mean of 4.07 and a standard deviation of 0.054 (M=4.07 SD=0.054). In evaluating the statements under this construct participants rated high that progress on implementation of strategic plan was continuously communicated by management (M=3.95 SD=0.873) and the ability of M&E to ensure successful execution of the strategic plan (M=3.94 SD=0.931).

Respondents also rated high existence of the link between strategic plan and other performance management tools i.e., DRIVE or PEPMIS in assessing employee performance (M=4.07 SD=0.870); and the organization's ability to attract for employment individuals with relevant experience, technical skills, and soft skills required to speedup strategy implementation (M=4.06 SD=0.800). DRIVE is a performance management system which was used at Medical Stores Department to set employee performance plan and assess employee performance while PEPMIS is a performance management system replacing OPRAS, recently introduced across all PSOs in Tanzania to set employee performance plan and assess employee performance.

Respondents also rated high provision of training to employees in multiple skills within the organization which ensured they met their assigned targets (M=4.07 SD=0.885); commitment by the organization to constant employee training to speedup strategy implementation (M=3.96 SD=0.955); and that the organization

executed its strategic plan precisely (M=3.94 SD=0.888). Participants also rated high existence of an effective monitoring and evaluation system which ensured successful execution of strategic plan (M=3.94 SD=0.980); and availability of employees within the organization who understood the strategic plan of the organization (M=4.02 SD=0.875).

The findings also showed that participants rated high availability of support and clear strategic direction from the organization's management (M=4.02 SD=0.813); alignment of human resources with the strategic plan of the organization (M=3.97 SD=0.811); integration of human resources activities into the organization's strategic plan (M=4.04 SD=0.758); and availability of sufficient knowledge amongst employees translated into attainment of organizational goals (M=3.94 SD=0.913).

The overall results of successful implementation of strategic plan showed that all participants had perception falling in the range of agreement (M=3.995 SD=0.054). This implied that all respondents under this study felt that their organizations successfully implemented their strategic plans.

Table 4.12: Successful Implementation of Strategic Plan Descriptive Statistics

	Statement	Min	Max	Mean	Std. Dev.
1.	Progress on implementation of strategic plan is continuously communicated by management.	3.94	4.07	3.95	.873
2.	Our strategic plan is subjected to M & E to ensure its effective implementation.	3.94	4.07	3.94	.931
3.	Strategic plan is linked with other performance management tools such as DRIVE or PEPMIS in assessing employee performance.	3.94	4.07	4.07	.870
4.	The organization attracts employees with necessary experience, technical skills and soft skills required to speedup strategy implementation.	3.94	4.07	4.06	.800
5.	Employees are trained on multiple skills which ensure they meet their assigned targets.	3.94	4.07	4.07	.885
6.	Our organization is committed to constant employee training to speedup strategy implementation.	3.94	4.07	3.96	.955
7.	Our organization executes its strategic plan precisely.	3.94	4.07	3.94	.888
8.	There is an effective Monitoring and Evaluation system ensuring effective implementation of SP.	3.94	4.07	3.94	.980
9.	My organization has employees who understand the organization's strategic plan.	3.94	4.07	4.02	.875
10.	There is support and clear strategic direction from the organization's management.	3.94	4.07	4.02	.813
11.	There is alignment of HR with strategic plan.	3.94	4.07	3.97	.811
12.	There is integration of human resources activities into the organization's strategic plan.	3.94	4.07	4.04	.758
13.	There is adequate knowledge among employees translated into attainment of organizational goals.	3.94	4.07	3.94	.913

Source: Field Data, 2024.

4.6   Inferential Results

4.6.1 Regression Assumption Results

Regression assumptions aimed to establish if there was a linear relationship between dependent and independent variables (linearity), if residuals followed a normal distribution (normality), if data were consistent across all groups being compared (homoscedasticity), if the independent variables were not too correlated with each other (no multicollinearity) and if the independent variables did not correlate between themselves (independence of independent variables). All assumptions associated with this study were checked and were in order with the VIF ranging from 1.780 to 2.321 (VIF<10) as depicted in Table 4.16 that the predictors were not too correlated (Tate, 2023; Statistics Solution, 2024). The histogram (as depicted in Figure 4.1) illustrated the distribution of residuals. The shape of the histogram resembled a bell curve, indicating that the residuals followed a normal distribution, which is also supported by Bobbitt (2021) and Statistics Solution (2024).
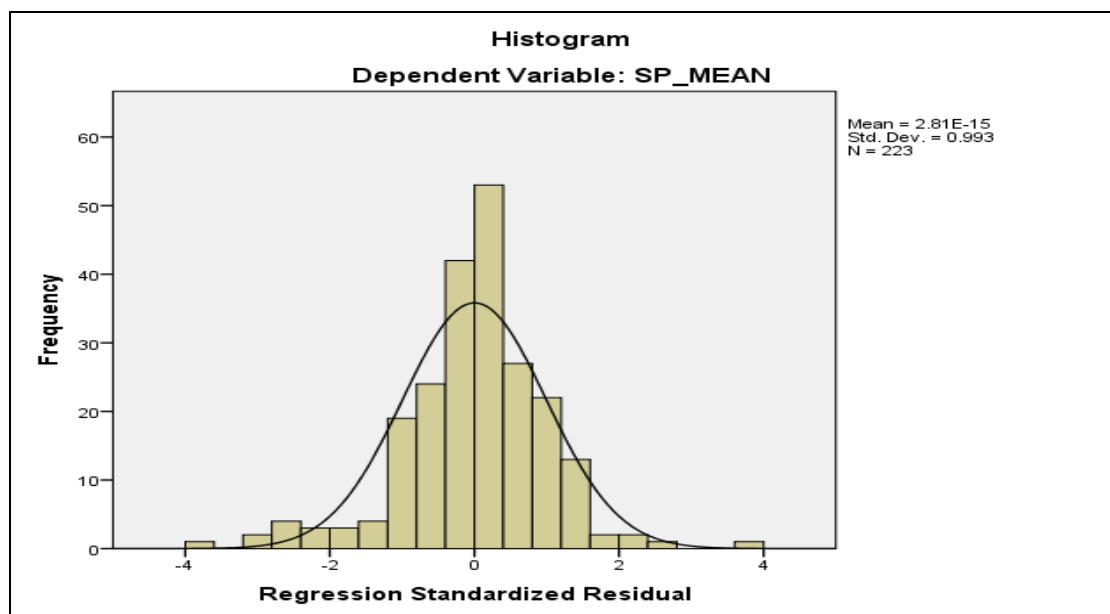
Figure 4.1: Regression Standardized Residual

Source: Field Data, 2024.

This normality was evident as the mean of the residuals was essentially 0 (2.81E-15), and the standard deviation was close to 1 (0.993) suggesting that data was centred around zero, as expected in normal distribution, matching the spread of a standard normal distribution respectively. Figure 4.2 further confirmed this normal distribution by showing that the residuals aligned closely along the diagonal line, although some insignificant outliers were present. The presence of outliers was noticeable because the histogram in Figure 4.1 revealed that certain residuals fell outside the cut off threshold of 3. Skewness and kurtosis values ranged within acceptable ranges of (-1,1) and (-2,2) respectively indicating normality, which is also supported by Orcan (2020). Although some residuals were outside the line, signifying outliers; the majority of data points aligned along the diagonal line. This alignment showed that the data exhibited linearity which is also supported by Bobbitt (2021).
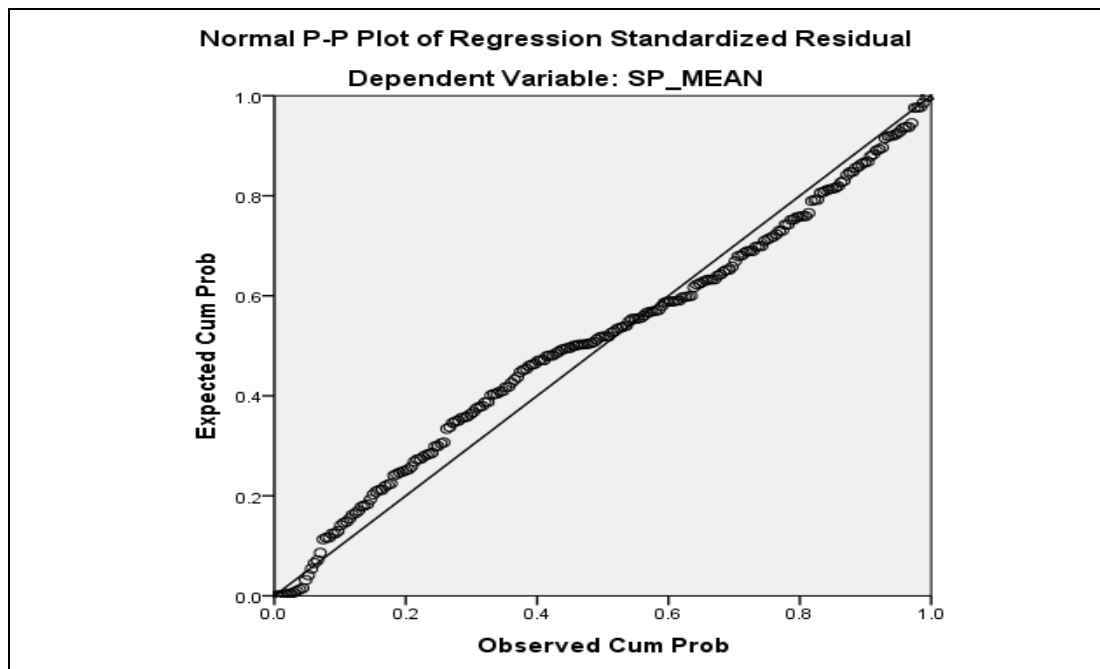
Figure 4.2: Normal P-P Plot of Regression Standardized Residual
Source: Field Data, 2024.

Furthermore, Figure 4.3 examined if the case residuals were distributed evenly around zero in a rectangular fashion to indicate consistent variance of data across all groups being compared (Bobbitt, 2021; Statistics Solution, 2024). The figure showed that the case residuals were distributed evenly around zero in a rectangular fashion, suggesting homoscedasticity. This suggests that the variance of the data remained consistent across all groups being compared. As a result, there was no need for any worry concerning heteroscedasticity, which would imply unequal variance in the data.
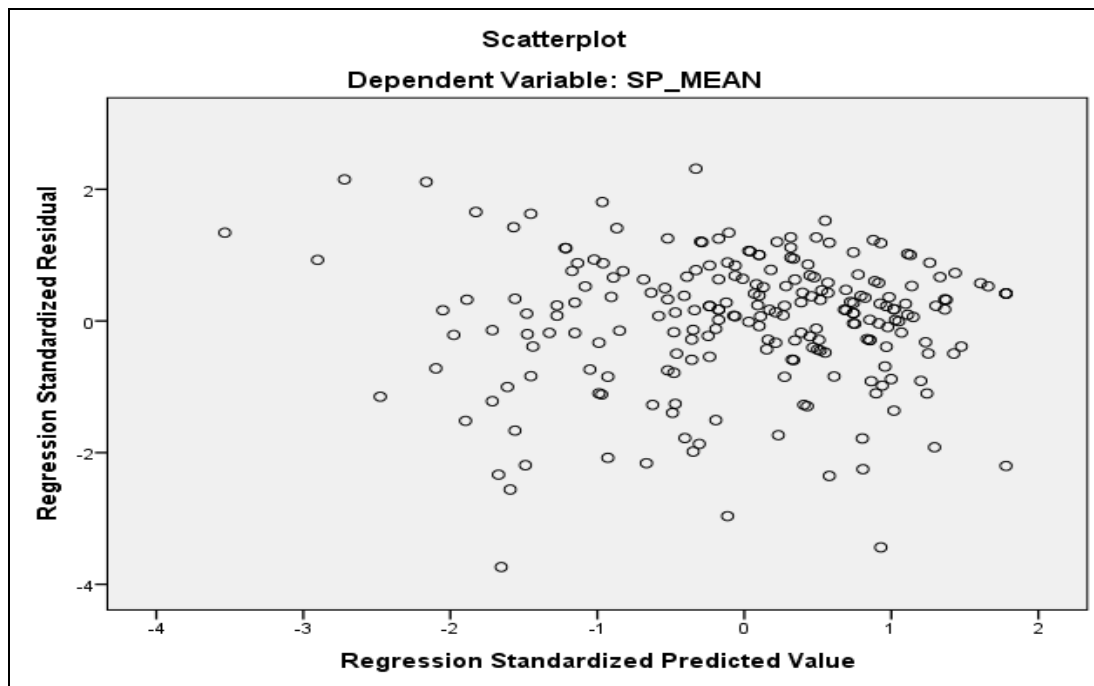
Figure 4.3: Scatter Plot for Standardized Residual
Source: Field Data, 2024.

Means correlation analysis which indicated the level at which independent variables correlated between themselves, with a general rule that correlation of less than 0.8 is considered good, that the independent variables are not too correlated between themselves (Statistics Solution, 2024) showed that the independent variables were

not too correlated between themselves, all with correlation ranging from 0.533 to 0.627 which was less than 0.8 as depicted in Table 4.13

Table 4.13: Means Correlation Analysis Results

		SP_MEAN	EA_MEAN	SD_MEAN	EM_MEAN
		Correlations			
Pearson	SP_MEAN	1.000	.	.	.
Correlation	EA_MEAN	.533	1.000	.	.
	SD_MEAN	.644	.598	1.000	.
	EM_MEAN	.774	.563	.627	1.000
Sig. (1-tailed)	SP_MEAN	.	.	.	.
	EA_MEAN	.000	.	.	.
	SD_MEAN	.000	.000	.	.
	EM_MEAN	.000	.000	.000	.

Source: Field Data, 2024.

Furthermore, based on the correlation analysis, all methods, both parametric and non-parametric indicated that independent variables had a positive and significant (at 1%<5%) correlations (ranging from 0.533 to 0.780) with dependent variable, suggesting that each independent variable under this study had a positive effect on the dependent variable (see Appendix VIII and Appendix IX).

4.7 Multiple Regression Analysis Results

The multiple regression analysis was carried out to estimate the effect of independent variables (Skill development, Employee adaptability, Employee morale and Employee awareness of organizational goals) on dependent variable (Successful implementation of strategic plan). The analysis included testing of Model Fit, Analysis of Variance (ANOVA) and Regression Coefficient.

4.7.1 Model Fit Summary Results

The model fit provided the proportion of variation in the dependent variable that could be explained by independent variables. The regression analysis showed that the model had an R-square of 0.736, which indicated that 73.6% of variability in the dependent variable could be explained by independent variables. The adjusted R-square value was 0.731 which was slightly lower than the R-square value, which was due to the fact that the adjusted R-square value considered the number of predictors in the model. The standard error of the estimate was 0.347 meaning that the average predicted value of successful implementation of strategic plan was off the actual value by 0.347 units. The overall regression model summary suggested that the model was statistically a significant predictor of successful implementation of strategic plan.

Table 4.14: 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.

4.7.2 ANOVA Results

The analysis of variation indicated that independent variables affected significantly the dependent variable ($F=152$, p-value=0.0<0.05). The variables which were attributed with this effect are depicted in Table 4.16 and the result regression equation was given by SP=-0.415+0.217*SD+-0.031*EA+0.403*EM+0.495*EAO.

Table 4.15: ANOVA Results

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

Source: Field Data, 2024.

4.7.3 Regression Coefficient Results

All coefficients were positive and statistically significant from zero except the coefficient of EA which had a negative coefficient but non-significant p-value (p-value=0.609>0.05). The removal of this variable did not change the value of R-square hence it had no effect on the dependent variable. However, since this variable had a positive and significant correlation as well as a positive and significant coefficient when entered alone and when entered together with skill development in the regression model (see Appendix VI), it could be considered that there is a variable which was mediating or mediated by this variable.

Table 4.16: Regression Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.415	.207		-1.999	**.047**		
	SD	.217	.058	.182	3.731	**.000**	.510	1.960
	EA	-.031	.061	-.024	-.512	.609	.562	1.780
	EM	.403	.057	.376	7.094	**.000**	.431	2.321
	EAO	.495	.056	.436	8.770	**.000**	.489	2.044

Source: Field Data, 2024.

The t-value for each predictor meant a measure of the statistical significance of the coefficient. A t-value greater than 2.00 or less than -2.00 is considered to be statistically significant. The p-value for each predictor referred to the probability of obtaining a t-value as large as or larger than the observed t-value, assuming that the null hypothesis (i.e., the coefficient is equal to zero) was true. A p-value less than 0.05 is generally considered to be statistically significant. The collinearity statistics (tolerance and VIF) measured the degree to which the predictors were correlated with each other. A tolerance value less than 0.1 or a VIF value greater than 10 indicates that the predictors are highly correlated, which might lead into problems with the interpretation of the regression results.

Therefore, all three predictors (Skill development, Employee morale and Employee awareness of organizational goals) were statistically significant predictors of successful implementation of strategic plan (p-value<0.05). The collinearity statistics indicated that the predictors were not too highly correlated; hence the interpretation of the regression results was not likely to be affected by collinearity.

4.7.4 Results for the Hypotheses

Following the findings given under subsection 4.7.3, results for the hypotheses under this study are as follow:

i) **Hypothesis 1**

$H_{1a:}$ *Skill development has positive and significant effect on successful implementation of strategic plan in public sector.*

$H_{1o:}$ *Skill development has no positive and significant effect on successful implementation of strategic plan in public sector.*

In the multi linear regression analysis P value was less than 0.05 (p=0.000) at 5% significant level as indicated in Table 4.16 above. Therefore, the *null hypothesis (H_{1o})* was rejected, *alternative hypothesis (H_{1a})* was accepted; that *Skill development had positive and significant effect on successful implementation of strategic plan in public sector.*

ii) Hypothesis 2

$H_{2a:}$ *Employee adaptability has positive and significant effect on successful implementation of strategic plan in public sector.*

$H_{2o:}$ *Employee adaptability has no positive and significant effect on successful implementation of strategic plan in public sector.*

In the multi linear regression analysis P value was greater than 0.05 (p=0.609) at 5% significant level as indicated in Table 4.16 above. Therefore, the *alternative hypothesis (H_{2a})* was rejected, *null hypothesis (H_{2o})* was accepted; that *Employee adaptability had no positive and significant effect on successful implementation of strategic plan in public sector.*

iii) Hypothesis 3

$H_{3a:}$ *Employee morale has positive and significant effect on successful implementation of strategic plan in public sector.*

H₃ₒ: *Employee morale has no positive and significant effect on successful implementation of strategic plan in public sector.*

In the multi linear regression analysis P value was less than 0.05 (p=0.000) at 5% significant level as indicated in Table 4.16 above. Therefore, the *null hypothesis (H₃ₒ)* was rejected, *alternative hypothesis (H₃ₐ)* was accepted; that *Employee morale had positive and significant effect on successful implementation of strategic plan in public sector.*

iv) Hypothesis 4

H₄ₐ: *Employee awareness of organizational goals has positive and significant effect on successful implementation of strategic plan in public sector.*

H₄ₒ: *Employee awareness of organizational goals has no positive and significant effect on successful implementation of strategic plan in public sector.*

In the multi linear regression analysis P value was less than 0.05 (p=0.000) at 5% significant level as indicated in Table 4.16 above. Therefore, the *null hypothesis (H₄ₒ)* was rejected, *alternative hypothesis (H₄ₐ)* was accepted; that *Employee awareness of organizational goals had positive and significant effect on successful implementation of strategic plan in public sector.*

4.8   Discussion of Findings

4.8.1 Effect of Skill Development on Successful Implementation of Strategic

Plan in Public Sector

The findings disclosed that skill development had positive and significant effect on successful implementation of strategic plan in public sector. The specific findings indicated that, skill development highly enhanced availability of employees with skills that were critical in strategic plan implementation; increased skills levels within the organizations that were critical for strategic plan implementation; enhanced successful and timely implementation of strategic plan; encouraged employees to learn from personal experience; enhanced sharing of knowledge among employees; and provided employees with the capability to track their performance outcomes.

The findings did not reveal any unexpected results because employees will need to obtain new skills or improve those which are already existing to achieve breakthrough performance. These skills may include technical skills, leadership skills, and many more which eventually make employees more resourceful, which is also supported by Mullins (2005). This implies that, for public sector organizations to experience the benefits of skill development and therefore increase their performance breakthrough, efforts must be dedicated towards implementing training programs that will ensure continuous improvement of employee skills. The BSC theory provides that business will have to enhance employee capabilities through reskilling in order to achieve significant performance improvements (Kaplan & Norton, 1996).

The findings therefore are supported by the BSC theory on the scorecard's learning and growth assumptions, that business should focus on identifying the necessary infrastructure that organization must build to create growth and improvement, emphasizing on the need to reskill employees. Nevertheless, the study's findings are similar with previous studies by Mgute and Nyakwara (2022) that skills among employees positively and significantly influenced execution of strategic plan; Torres *et al.* (2023), Aipinge and Shopati (2022), and Dlamini *et al.* (2020) that skills development was one among the factors which were key for effective strategy implementation; and Malusu and Mkulu (2020) that inadequate skills affected successful SP implementation.

The findings are equally similar with the findings in the research conducted by Mikula *et al.* (2020) in defining the position of learning and growth in the BSC framework in supporting skills development where it was found that the framework supported development of relevant skills and knowledge which were crucial in moving the studied organization ahead in the market. The findings furthermore are also similar with the findings in the research conducted by Nafari and Rezaei (2022) on the relationship between HR strategies (staff training and compensation) and organizational performance based on the BSC where it was discovered that a positive and significant relationship existed between human resources strategies and organizational performance.

Training of employees enable them to obtain new skills or cultivate existing ones, hence; skills development among employees will influence implementation of

strategic plan. With these findings, public sector organizations should strengthen provision of employee training to develop and increase the level of appropriate skills among their employees which will be critical within their organizations for successful implementation of their strategic plans.

As empirical literature on strategy or strategic plan implementation is still evolving, which is supported also by the findings in the study by Vigfusson *et al*. (2021) and Madumuse and Qutieshat (2024); there is still little evidence of empirical studies with inconsistent findings on the effect of skill development on successful implementation of SP in PS. Therefore, this study was not able to compare the findings under this construct with other inconsistent findings on the construct since it did not manage to come across studies that had inconsistent findings with the findings under this study.

4.8.2 Effect of Employee Adaptability on Successful Implementation of Strategic Plan in Public Sector

The findings disclosed that employee adaptability had no positive and significant effect on successful implementation of strategic plan in public sector. From the findings it may be considered that there is a variable between employee morale and employee awareness of organizational goals which is mediating or mediated by employee adaptability, something which requires further analysis since employee adaptability seems to have a positive and significant correlation as well as a positive and significant coefficient when entered alone and when entered together with skill development in the regression model.

The findings have revealed surprising results because employee adaptability helps employees to adjust to emerging technologies, evolving processes, and industry trends, thereby enhancing the organization's agility and flexibility, defining the firm's strategic flexibility (Armstrong, 2006). In the study by Albogami *et al.* (2024) it was reported that the capability to cope with organization culture by leaders affected positively job satisfaction, and those leaders who had the capability to adjust and cope with organizational culture were extra effectual in managing workstreams, consequently improving firm's performance.

In the study by Wahiba and Wafa (2024) the findings showed that employee adaptability skills enabled effective execution of the SAP system while in the study by Chang (2024) the findings showed that by adopting flexible working arrangements, enterprises not only improved their market adaptability and productivity but also boosted their employee satisfaction and reinforced organizational loyalty; and Neves and Van Dam (2024) showed that adaptability capabilities among employee was a significant predictor for supporting change.

Despite the general findings; specific findings showed that employee adaptability increased employees' awareness of their personal competencies; enabled employees to make plans based on their capabilities; increased their willingness to adjust their plans and learning priorities to be able to meet their newly assigned challenging responsibilities; increased the willingness of employees to learn new methods, procedures and techniques to meet the requirements for successful execution of the SP; increased the willingness of employees to take multiple and thought-provoking

responsibilities to efficiently execute the strategic plan; and enabled workers to be open to new ideas, perspectives, and feedback.

From these findings, further analysis or study may be conducted to find out what could be the possible reason(s) for rejection of the hypothesis that employee adaptability has positive and significant effect on successful implementation of strategic plan in public sector in the general findings of the multi linear regression model while when entered alone and when entered together with skill development in the regression model, the variable had a positive and significant correlation as well as a positive and significant coefficient. The analysis or study may include establishing which variable between employee morale and employee awareness of organizational goals is mediating or mediated by employee adaptability.

Despite the fact that there has been increase in empirical researches on strategy implementation, empirical literature on strategy or strategic plan implementation is still evolving, which is supported also by Vigfusson *et al*. (2021) and Madumuse and Qutieshat (2024); hence, there is still little evidence of empirical studies with consistent findings on the effect of employee adaptability on successful implementation of SP in PS. This study therefore was not able to compare the findings under this construct with other consistent findings on the construct since it did not manage to come across studies that had such consistent findings with the findings under this study.

4.8.3 Effect of Employee Morale on Successful Implementation of Strategic Plan in Public Sector

The findings disclosed that employee morale had positive and significant effect on successful implementation of strategic plan in public sector. The specific findings indicated that, employee morale highly enabled employees to complete tasks according to time set by the organization; enhanced employee participation in strategic planning; enabled the organization to execute the planned strategy precisely; encouraged continuous sharing of thoughts, goals and ideas between management and employees; inspired and motivated employees to reach their greatest potential; enabled collective spirit, dedication and teamwork among employees in implementing the strategic plan; and enhanced trust among employees which ultimately enabled effective execution of organization's SP.

The findings did not reveal any unexpected results because when employees feel that their organization is investing in their development, it boosts their morale and therefore impacts on organizational effectiveness. This includes identification and allocation of employees into training programs that will improve their capabilities to transact effectively in their allocated work areas, which is also supported by Silberman and Auerbach (2006). This implies that, for public sector organizations to experience the benefits of employee morale and increase their performance breakthrough, efforts must also be dedicated towards implementing programs that will continually improve employee morale.

The BSC theory emphasizes the necessity for changes and improvements that a

company must implement to realize its vision, stressing that employee training will contribute to building essential capabilities such as skills, adaptability, commitment, and morale needed for successful strategy execution (Kaplan & Norton, 1996). Therefore, the findings are supported by BSC theory on the scorecard's learning and growth assumptions, that business should focus on identifying the necessary infrastructure that organization must build to create growth and improvement, emphasizing on the need for changes and improvements that a company must achieve to run its vision.

Nevertheless, the findings are similar with prior studies by Cignitas *et al.* (2021) on the impact of BSC on employee well-being where it was found that BSC strategies under the L&G that were implemented in the organization increased employee happiness which translated into increased employee morale, consequently improved organizational performance. Alwi and Shaiq (2021) in their study on the role of human resource practices and staff satisfaction on organizational performance also had similar findings that employee satisfaction – the level at which staffs are fulfilled with their job, employment experience, growth opportunities, and the organization they work for had significant impact on organizational productivity.

Similarly, Mallik *et al.* (2019) in their study on the impact of employee morale on organizational success had similar findings that employee morale acted as a psychological factor which resulted into a positive behaviour of the employee which totally resulted into complete successful performance, driving the organization to the next level. The findings are also similar with the findings in the study by Amrutha

(2022) that employee morale impacted on organizational success; and Musonda (2022) that employee morale impacted on organizational success. Training makes employees feel that their organization is investing in their development, hence boosting their morale, which impacts on organizational effectiveness and therefore influencing implementation of strategic plan. With these findings, public sector organizations should strengthen provision of employee training to improve employee morale and eventually increase their dedication and commitment toward successful execution of their SP.

Attention needs also to be given to the management style to ensure that it is a kind of management style that allows and provides opportunities for growth equally to all employees. Although there has been increase in empirical studies on implementation of strategies, empirical literature on strategy or strategic plan implementation is still evolving, which is also supported by Vigfusson *et al.* (2021) and Madumuse and Qutieshat (2024). Therefore, there is still little evidence of empirical studies with inconsistent findings on the effect of employee morale on successful implementation of SP in PS. Consequently, this research was not able to compare the findings of this study with other inconsistent findings on the construct since it did not manage to come across studies that had inconsistent findings with the findings under this study.

4.8.4 Effect of Employee Awareness of Organizational Goals on Successful Implementation of Strategic Plan in Public Sector

The findings disclosed that employee awareness of organizational goals had positive and significant effect on successful implementation of strategic plan in public sector.

The specific findings indicated that, employee awareness of organizational goals highly enhanced employees' understanding of their organizational priorities and enabled them to put emphasis on their short-term goals, established and enhanced a link between the work that employees do and the overall objective of the organization, increased staffs' awareness of what was expected from them in their job, enhanced employees' awareness of the performance standards, enhanced employees' commitment in implementing organization's strategic plan, and enabled employees to understand where they fit in the bigger picture of the organization.

These findings are not surprising since employees need to be aware of their organization's strategic plan so that they can fit in accordingly and enable the organization to achieve its breakthrough performance. Employee awareness of organizational goals is critical for improving employee's productivity as it gives them an increased sense of direction through clarity of tasks (Brady, 2024). This implies that, for public sector organizations to experience the benefits of employee awareness of organizational goals and therefore increase their productivity, efforts must also be dedicated towards implementing programs that will continually create and increase employee awareness of their organizational goals.

Goal Setting Theory (Luthans, 2011) highlights the crucial link between goals and performance, stressing out that effective performance is more likely when goals are accepted and feedback on progress is provided. The findings are therefore supported by this theory that employees are more motivated when they have clearly defined

goals to work with as it makes them more engaged in their work – giving them an increased sense of direction through clarity of tasks.

Similarly, these findings are consistent with prior studies by Gande and Hlophe (2023) that employee awareness of organizational strategy was key to achieving strategic initiatives; and Dasan (2022) that the strategy of the studied organization was not effectively implemented since it was not effectively communicated. Also, the findings are similar with the findings in the study by Gogoi and Bauah (2021) on the impact of goal setting on employee outcome where it was found that employee awareness of the set organizational goal positively and significantly affected employee outcome.

Greco and Kraimer (2020) in their study on goal setting in career management had similar findings that goal setting positively influenced selection and attainment of goals as it created clarity and awareness of goals, and in the study by Sides and Cuevas (2020); findings indicated that elementary students who were engaged in setting goals demonstrated increase in their mathematical performance. Nowak (2020) reported that employee's understanding of strategic objectives was key to improving organization performance; and Nchimbi (2019) opined that employees' awareness of their organizational goals was key to successful attainment of organizational strategy.

George *et al.* (2019) in the study whether strategic planning improves organizational performance had similar findings that setting of clear goals improved organizational

performance. Employee awareness of organizational goals is critical for improving employees' productivity as it gives them an increased sense of direction through clarity of tasks, hence influencing implementation of strategic plan. With these findings, public sector organizations should strengthen provision of employee awareness on organizational goals to enhance employee's understanding, dedication and commitment towards successful implementation of the organization's SP.

Since empirical literature on strategy or strategic plan implementation is still evolving, which is also supported by Vigfusson *et al*. (2021) and Madumuse and Qutieshat (2024); there is still little evidence of empirical studies with inconsistent findings on the effect of employee awareness of organizational goals on successful implementation of SP in PS. This study therefore was not able to compare the findings under this construct with other inconsistent findings on the construct since it did not manage to come across studies that had inconsistent findings with the findings under this study.

4.8.5 Successful Implementation of Strategic Plan

The findings disclosed that all participants felt that their organizations successfully implemented their SPs. The specific findings showed that, SP was linked with other performance management tools i.e., DRIVE or PEPMIS in assessing employee performance; the organization attracted employees who possess appropriate experience, technical skills and soft skills required to speedup strategy implementation; that employees were trained on multiple skills within the organization which ensured that they met their assigned targets; that organizations

had employees who understood the organization's strategic plan; and that there was support and clear strategic direction from the organization's management.

Findings also showed that there was an integration of human resources activities into the organization's strategic plan. Both BSC and GST support these findings. The BSC theory provides that business will have to enhance employee capabilities through reskilling in order to achieve significant performance improvements (Kaplan & Norton, 1996) while GST provides that most successful performance is more likely when specific goals are accepted and feedback on progress and results is provided (Luthans, 2011).

These findings equally are similar with findings reported in the study by Gande and Hlophe (2023) on the impact of leadership on strategy execution where it was found that awareness of the organization strategy by employees and leadership support were key to achieving strategic initiatives. Mgute and Nyakwara (2022) also had similar findings that training allowed employee to acquire or improve skills, affecting successful implementation of SPs in the respective organizations; and similarly, Dasan (2022) in his study on driving strategy implementation to success reported that availability of staff who understood the strategy and alignment between human resources goals and strategy were among the key factors that drive strategy implementation to success.

Malusu and Mkulu (2020) also had similar findings that absence or inadequacy of appropriate skills within the organization affected successful implementation of SPs

in the respective organizations. The findings under this study also are similar with the findings reported in the study by Nchimbi (2019) on implementation of OPRAS in Tanzania Local Government where it was found that SP was linked with OPRAS to ensure fair and effective management of employee performance.

As argued in previous sections, which is also supported by Vigfusson *et al.* (2021) and Madumuse and Qutieshat (2024) that empirical literatures on strategy or strategic plan implementation is still evolving, there is still little evidence of empirical studies with inconsistent findings on successful implementation of SP. The study therefore was not able to compare the findings of this study with other inconsistent findings on the construct since it did not manage to come across studies that had inconsistent findings with the findings under this study.

4.8.6 Effect of Employee Training on Successful Implementation of Strategic Plan in Public Sector

The findings disclosed that all three predictors (Skill development, Employee morale and Employee awareness of organizational goals) were statistically significant predictors of successful implementation of strategic plan (p-value < 0.05).

The findings further indicated that, independent variables under employee training (skill development, employee morale and employee awareness of organizational goals) had positive and significant correlation with successful implementation of strategic plan in public sector, which implied that each independent variable in this study, except for employee adaptability had positive and significant effect on the

dependent variable. Furthermore, findings of the regression analysis showed that 73.6% of variability in the dependent variable (successful implementation of strategic plan) could be explained by independent variables which implied that independent variables affected significantly the dependent variable.

The findings further showed that removal of employee adaptability variable, whose overall findings indicated that it had no positive and significant effect on successful implementation of strategic plan in public sector did not change the value of R-square hence it had no effect on the dependent variable. With these findings, it can therefore be stated that employee training has positive and significant effect on successful implementation of strategic plan in public sector. The finding is supported by the BSC theory which provides existence of a cause-and-effect relationship between developing employee capabilities and SP implementation (Kaplan & Norton, 1992).

Although little has been written regarding the effect of employee training on successful implementation of SPs in PS, this study's finding can be related to the findings in the study by Bakir (2019) in his study on the role of human resource development strategies such as training, development, and learning in supporting employees strategic thinking competencies where it was revealed that a significant relationship existed between development (ensuring needed future talents are available) and learning (obtaining, generating and developing knowledge, capabilities, attitudes and behaviours) and strategic thinking competencies (aligning organizational structure to its strategic plan so that the strategy can be achieved).

The finding is also similar to the findings reported in the study by Amha and Brhane (2020) on determinant of employee performance in public sector organizations where it was reported that employee training enhanced employee's level of competency and provided support when it came to filling the gaps between available performance versus desired performance. The referred study by Amha and Brhane further found that employee training in the studied organization enhanced the skills, knowledge, attitude, and ability of the employees to enhance their performance and attain the organization's goals.

Moreover, the finding under this study is also similar with the findings reported in the study by Vigfusson et al. (2021) on the obstacles to strategy execution, which was a literature review of empirical studies on strategy implementation; where it was found that inadequate staff capabilities was among the obstacles within organizations affecting successful strategy implementation.

Aipinge and Shopati (2022) also had similar findings in their study on success factors for effective turnaround strategy execution where it was reported that employee training was critical to strategy implementation since it provided skills required to manage its complete delivery timely. Similarly, Mubanga and Lesa (2024) in their research on factors affecting the execution of SPs in public universities discovered that resources availability, leadership capabilities, and organizational culture had significant effect on strategy execution, and therefore suggested that a robust and operative pool of competencies and human capital were critical assets for strategy

success incorporating an adaptable structure and flexible employees who are prepared to make procedural adjustments and process improvements.

Considering that little has been written about the effect of employee training on successful implementation of SP in PS as the empirical literatures on the effect of employee training on successful implementation of strategic plan within public sector is still evolving, this study was not able to compare the findings of this study with other inconsistent findings on the effect of employee training on successful implementation of strategic plan on the ground that the study did not manage to come across studies that had inconsistent findings with the findings under this study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

The purpose of this study was to examine the effect of employee training on successful implementation of strategic plan in public sector. The study sought to provide an understanding of the effect that employee training has on successful implementation of strategic plan by either confirming or nullifying the hypotheses which were developed under the constructs in this study. This chapter therefore presents summary of the findings, conclusion and implications of the study. The chapter further provides recommendations following the findings of the study, limitation of the study and finally presents areas for future study.

5.2 Summary of the Main Findings

This study had five constructs, namely; Skill Development, Employee Adaptability, Employee Morale, Employee Awareness of Organizational Goals, and Successful Implementation of Strategic Plan. Each construct consisted Likert scale with items ranging from eleven (11) to thirteen (13) in the questionnaire. Questions were forced choice, in which respondents were provided with response options from which to select. Summary of findings under these constructs is given under subsection 5.2.1 through 5.2.5.

5.2.1 Effect of Skill Development

The objective under this construct was to determine the effect of skill development on successful implementation of strategic plan in public sector. The construct had

twelve (12) statements intended to collect information which after analysis would either confirm or reject the hypothesis that skill development has positive and significant effect on successful implementation of strategic plan in public sector.

Findings after multi linear regression analysis indicated that P value was less than 0.05 (p=0.000) at 5% significant level, therefore; the *null hypothesis (H_{1o})* was rejected, *alternative hypothesis (H_{1a})* was accepted, that *skill development had positive and significant effect on successful implementation of strategic plan in public sector.*

5.2.2 Effect of Employee Adaptability

The objective under this construct was to assess the effect of employee adaptability on successful implementation of strategic plan in public sector. The construct had eleven (11) statements intended to collect information which after analysis would either confirm or reject the hypothesis that employee adaptability has positive and significant effect on successful implementation of strategic plan in public sector.

Findings after multi linear regression analysis indicated that P value was greater than 0.05 (p=0.609) at 5% significant level, therefore; the *alternative hypothesis (H_{2a})* was rejected, *null hypothesis (H_{2o})* was accepted, that *employee adaptability had no positive and significant effect on successful implementation of strategic plan in public sector.*

5.2.3 Effect of Employee Morale

The objective under this construct was to measure the effect of employee morale on

successful implementation of strategic plan in public sector. The construct had twelve (12) statements intended to collect information which after analysis would either confirm or reject the hypothesis that employee morale has positive and significant effect on successful implementation of strategic plan in public sector.

Findings after multi linear regression analysis indicated that P value was less than 0.05 (p=0.000) at 5% significant level, therefore; the *null hypothesis (H_{1o})* was rejected, *alternative hypothesis (H_{1a})* was accepted, *that employee morale had positive and significant effect on successful implementation of strategic plan in public sector.*

5.2.4 Effect of Employee Awareness of Organizational Goals

The objective under this construct was to establish the effect of employee awareness of organizational goals on successful implementation of strategic plan in public sector. The construct had thirteen (13) statements intended to collect information which after analysis would either confirm or reject the hypothesis that employee awareness of organizational goals has positive and significant effect on successful implementation of strategic plan in public sector.

Findings after multi linear regression analysis indicated that P value was less than 0.05 (p=0.000) at 5% significant level, therefore; the *null hypothesis (H_{1o})* was rejected, *alternative hypothesis (H_{1a})* was accepted, that *employee awareness of organizational goals had positive and significant effect on successful implementation of strategic plan in public sector.*

5.2.5 Successful Implementation of Strategic Plan

The aim of this construct was to establish the level of confidence that employees had on their organizations in implementing their strategic plans. The construct had thirteen (13) statements intended to collect information which after analysis would provide the confidence level of employees towards their organizations in implementing their strategic plans. The findings of the study indicated that all respondents felt that their organizations successfully implemented their strategic plans. Furthermore, findings of the regression analysis showed that 73.6% of variability in the dependent variable (successful implementation of strategic plan) could be explained by independent variables (skill development, employee morale and employee awareness of organizational goals).

5.3   Conclusion

This study had four specific objectives, namely; to determine the effect of skill development on successful implementation of strategic plan in public sector, to assess the effect of employee adaptability on successful implementation of strategic plan in public sector, to measure the effect of employee morale on successful implementation of strategic plan in public sector, and to establish the effect of employee awareness of organizational goals on successful implementation of strategic plan in public sector. Each objective consisted of both alternative and null hypotheses, which had to be either confirmed or rejected by the study findings. After analysis of findings, conclusion provided by the findings of this study under each objective is given under subsection 5.3.1 through 5.3.5.

5.3.1 Effect of Skill Development on Successful Implementation of Strategic Plan in Public Sector

The study set out to determine the relationship between skill development and successful implementation of strategic plan in public sector. The empirical evidence gathered demonstrates a positive and significant effect, indicating that organizations that invest in continuous skill enhancement are more likely to achieve their strategic goals effectively. These findings underscore the critical importance of human capital development as a strategic enabler, reinforcing the idea that well developed competencies among employees directly contribute to the execution and sustainability of strategic initiatives. As such, organizations aiming for long term success should prioritize targeted skill building programs as an integral component of their strategic planning process.

5.3.2 Effect of Employee Adaptability on Successful Implementation of Strategic Plan in Public Sector

This study aimed to assess the effect of employee adaptability on successful implementation of strategic plan in public sector. Contrary to initial expectations and prevailing literature, the findings revealed that employee adaptability did not have a positive or statistically significant effect on strategic implementation outcomes. This surprising result suggests that adaptability alone may not directly contribute to strategic success in certain organizational contexts or may be mediating or being mediated by other variables such as employee morale, and, or employee awareness of organizational goals to be precise. These findings invite a reconsideration of commonly held assumptions about the role of adaptability and point to the need for

further research to explore the conditions under which adaptability becomes a strategic asset. Organizations may benefit from focusing not only on adaptability but also on ensuring that it is effectively integrated with clear guidance, aligned goals, and coordinated strategy execution efforts.

5.3.3 Effect of Employee Morale on Successful Implementation of Strategic Plan in Public Sector

This study was set to measure the effect of employee morale on successful implementation of strategic plan in public sector. The findings revealed a strong and positive relationship between employee morale and successful implementation of strategic plan, suggesting that high levels of employee morale significantly contribute to better engagement, alignment with organizational goals, and overall execution of strategic initiatives. These results highlight the pivotal role of psychological and emotional wellbeing in organizational performance, emphasizing that an employee is not merely a by-product of success, but a driving force behind it. Therefore, fostering a positive work environment and addressing the factors that enhance employee morale should be considered essential components of any strategic planning and implementation process.

5.3.4 Effect of Employee Awareness of Organizational Goals on Successful Implementation of Strategic Plan in Public Sector

This study intended to establish the effect of employee awareness of organizational goals on successful implementation of strategic plan in public sector. The results demonstrated a clear and positive relationship, indicating that when employees have

a strong understanding of the organization's direction and objectives, they are more likely to contribute meaningfully to strategic outcomes. These findings emphasize the importance of transparent communication and goal alignment within organizations. Ensuring that employees are not only informed but also engaged with the strategic vision, it enhances coherence across departments and fosters a sense of shared purpose. As such, cultivating goal awareness among employees should be a strategic priority for organizations seeking to improve execution of and drive long term strategy success.

5.3.5 The Effect of Employee Training on Successful Implementation of Strategic Plan in Public Sector

This study was set to examine the effect of employee training in enhancing skill development, developing employee adaptability capabilities, boosting employee morale, and increasing employee awareness of organizational goals, all in relation to the successful implementation of strategic plan in public sector. The findings provided strong evidence that well designed employee training programs positively and significantly influence skill development, employee morale, and employee awareness of organizational goals, consequently enabling successful implementation of strategic plan. Specifically, employee training contributes to the development of critical skills, fosters a more motivated and engaged workforce, and ensures greater clarity and alignment with organizational goals. These results underscore the strategic value of investing in employee training as a multifaceted tool that not only builds capacity but also strengthens the overall execution of strategic initiatives.

Consequently, organizations aiming to improve strategic outcomes should integrate comprehensive employee training programs that address both technical competencies and organizational alignment.

5.4 Implications of the Study

5.4.1 Theoretical Implication of the Study

This 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; Tawse & Tabesh, 2023) that a cause-and-effect relationship exists between developing employee capabilities and SP implementation as championed by BSC by empirically establishing that, supplemented by GST on the role of employee awareness of organizational goals, as championed by motivational theorist; there is a positive and significant relationship between employee training and successful implementation of strategic plan in public sector, that; employee training positively and significantly affects successful implementation of strategic plan.

With over-complexity in the BSC theory in deriving the cause-and-effect relationship as argued by some scholars (Kerklaan, 2024) that everything could be related to everything, the study has contributed to the theory by adding skill development, employee morale and employee awareness of organizational goals to the cause-and-effect drivers for clarity in successful strategy implementation.

Following the empirical findings of the study, this study has further confirmed the GST assumption that there is relationship between goals and performance (Luthans,

2011), stressing out that, effective performance results when goals are accepted and feedback on progress is provided because the findings of this study have shown that employee awareness of organizational goals positively and significantly affect successful implementation of strategic plan in public sector.

Furthermore, the study has contributed to the BSC theory by adding employee awareness of organizational goals to the drivers for successful implementation of a strategy, supporting the existence of a cause-and-effect relationship in the four dimensions of the scorecard theory, that; relationship exists between employee training and successful implementation of the strategy.

5.4.2 Empirical Implication of the Study

With less or limited empirical data on the extent to which skill development, employee morale and employee awareness of organizational goals affect implementation of strategic plan, this study serves as reference material for future studies on the constructs as it has contributed to the existing body of knowledge by establishing the effect of these constructs on successful implementation of strategic plan, that; skill development, employee morale and employee awareness of organizational goals positively and significantly affect successful implementation of strategic plan in public sector.

5.4.3 Contextual Implication of the Study

While most studies to the best knowledge of this research hardly covered the effect of employee training on successful implementation of strategic plan in public sector as most reviewed studies focused on factors affecting strategy or strategic plan

implementation, some combining two or more variables between culture, structure, communication, leadership and resources to establish how they affect SP implementation; this study has contributed to the existing body of knowledge by establishing the effect of employee training on implementation of strategic plan, that; employee training positively and significantly affect successful implementation of strategic plan in public sector therefore providing reference materials for future studies.

5.4.4 Methodological Implication of the Study

Since there was a methodological gap in terms of research design and strategy that previous studies used either descriptive research design, cross sectional research design or conversional parallel design under either social network analysis, linear regression analysis, multi regression analysis, thematic analysis or structural equation modelling to identify factors that affect or influence strategy or strategic plan implementation; and that, no study out of those reviewed which used explanatory research design with a survey strategy under multiple regression analysis to establish the effect of employee training on successful implementation of strategic plan in public sector; the findings of this study therefore, under this study's methodology have contributed to the existing body of knowledge and therefore serving as reference materials for future studies.

5.4.5 Managerial and Practical Implication of the Study

Following the findings of the study, discussion and conclusion on the findings of the study, the following managerial and practical implications have been highlighted for

effective and successful implementation of strategic plan in public sector:

i) There is a cause-and-effect relationship between employee training and strategy implementation, that employee training positively and significantly affects successful implementation of strategic plan in public sector. Proper understanding of this assumption by the management will assist them in deciding appropriate actions to enhance successful implementation of their strategic plans.

ii) Despite the general findings, each construct (skill development, employee adaptability, employee morale, employee awareness of organizational goals, and successful implementation of strategic plan) had high perception on each statement. Some of the statements with high perception included availability of annual training plan within the organization; availability of funds in the budget to support skill development among employees; ability of employees to make decisions about their future; and awareness of the employee about the changes brought up by the organization's strategic plan.

Other statements with high perception were involvement of employees in decision making; improvement in the working condition; provision of reward and incentives timely; understanding and putting emphasis on the organization's mission statement; understanding and putting emphasis on the organization's annual goals; leadership focus on the organization's strategic agenda; awareness of organizational goals among employees; existence of an effective M&E within the organization; the organization's commitment towards constant employee training; and alignment of human resources with the organization's strategic plan.

Employee perception may be affected by various factors, including but not limited to motivation, emotions and expectation (Rawashdeh & Tamimi, 2020). Management will therefore need to sustain their performance in those areas by dedicating their time and resources, failure of which may negatively affect implementation of their SPs since they depict the level at which employees feel that the management is committed and they (employees) feel belonging to the organization.

iii) Management within public sector organizations should ensure that there is budgetary allocation on employee training to support implementation of skill development programs that will enhance availability of critical skills within their organizations for successful implementation of their strategic plan.

iv) Management should allocate budget for employee training to ensure that they continually plan and allocate employees for skill development programs which will improve their morale and eventually increase their dedication and commitment toward successful implementation of their strategic plan.

v) Management should strengthen its management style to ensure that it continues to provide opportunities for growth equally to all employees.

vi) Management should continue to improve their budgetary allocation on employee training to ensure that they continually plan and implement awareness programs on organizational goals to employees in a bid to enhance their understanding,

dedication and commitment towards successful implementation of the organization's SP.

5.5   Recommendations

From the conclusion depicted under subsection 5.3; this study suggests to stakeholders the recommendations given under subsection 5.5.1 through subsection 5.5.3 so as to improve success rate in the execution of SP within PS:

5.5.1 Effect of Skill Development to Stakeholders

Based on the findings that skill development is positively and significantly related to successful implementation of strategic plan in public sector, the following recommendations are provided should the organization wish to experience the benefits of skill development. Organizations should ensure the availability of employees with required skills since it is crucial in strategic plan implementation and they should ensure that programs aimed at developing employee capabilities are conducted to escalate skill level within their organizations which is also crucial for strategic plan implementation. Organizations should also ensure that workers are educated and coached on various competencies to enable them to develop appropriate capabilities required to successfully execute their strategic plans timely.

Organizations should also ensure that employees are encouraged to learn from experience and encourage them to share knowledge among themselves as they have been noted to have significant effect on strategic plan implementation. Generally, public sector organizations should continue to improve their budgetary allocation on

employee training to ensure that they continually plan and implement skill development programs that will enhance availability of critical skills among their employees and increase the level of skills within their organizations for successful implementation of their strategic plans.

5.5.2 Effect of Employee Morale to Stakeholders

Based on the findings that employee morale is positively and significantly related to successful implementation of strategic plan in public sector, the following recommendations are provided should the organization wish to experience the benefits of employee morale. Organizations should continue to enhance employee capabilities so that they are able to complete tasks according to the time set by the organization, which includes among others increasing their understanding and participation in strategic planning. Organizations should also ensure that they execute their planned strategy precisely and encourage employees to continuously share their thoughts, goals and ideas with management.

Leaders should also inspire and motivate employees to reach their greatest potential and enhance collective spirit, dedication and teamwork among employees which will eventually increase success rate in implementing the strategic plan, and make sure that trust among employees is enhanced since it enables effective implementation of organization's strategic plan. Generally, public sector organizations should continue to improve their budgetary allocation on employee training to ensure that they continually plan and allocate employees for capabilities development programs

which will improve their morale and eventually increase their dedication and commitment toward successful implementation of their strategic plan.

5.5.3 Effect of Employee Awareness of Organizational Goals to Stakeholders

Based on the findings that employee awareness of organizational goals is positively and significantly related to successful implementation of strategic plan in public sector, the following recommendations are provided should the organization wish to experience the benefits of employee awareness of organizational goals. Organizations should ensure that staff are made aware of and pay attention to organization's short-term goals and be able to guarantee that there is a link between the activities that employees do and the overall objective of the organization. Furthermore, there should be strategy awareness programs among employees so that they fully understand what is expected from them in their job and that they are aware of the performance standards set within the organization.

Organizations should also ensure that employees commit themselves to execute the organization's strategic plan and they (employees) should be able to describe where they fit in the bigger picture of the organization. Generally, public sector organizations should continue to improve their budgetary allocation on employee training to ensure that they continually plan and implement awareness programs on organizational goals to all employees in a bid to enhance their understanding, dedication and commitment towards successful implementation of the organization's strategic plan.

5.6   Limitations of the Study

This study might have inadequate sample size, which possibly may affect its generalizability to a much bigger population but this had no effect on the findings and conclusion of the study by ensuring that the sample was reflective of the study population, only that the results may not be a representative of all public sector organizations.

The study further acknowledges that data which are collected under survey research strategy may be subject to personal report bias since employees may provide responses which they perceive as more socially desirable which might affect the accuracy of the findings and the understanding of the effect of employee training on successful implementation of strategic plan in public sector. This was minimized by asking neutrally worded questions in the questionnaire statements.

Due to the scope of this study, which was restricted only to a set of specific research objectives, and time limitation which could not allow the researcher to reorganize and mobilize additional resources to collect additional data or information as the case would require to run the analysis further; the study was not able to go into further analysis to establish what could be the reason(s) for rejection of the study hypothesis on employee adaptability in the general findings of the multi linear regression model, which showed that the variable had no positive and significant effect on successful implementation of strategic plan in public sector. The variable had positive and significant correlation as well as positive and significant coefficient only when

entered alone and when entered together with skill development in the multi linear regression model.

The study was specific to MSD, NHIF, TMDA, NIMR and NPHL; selected public sector organizations under the Ministry of Health in the United Republic of Tanzania; hence, the findings may not be applicable to organizations or public sector organizations with culture and structure different to the studied organizations.

5.7   Areas for Future Study

Since this study was not able to go into further analysis to establish the reason(s) for rejection of the employee adaptability construct on successful implementation of strategic plan in public sector when entered together with other constructs (skill development, employee morale and employee awareness of organizational goals) in the multi linear regression model, future studies may analyse possible reason(s) for such rejection or conduct a study to establish which variable between employee morale and employee awareness of organizational goals is mediating or mediated by employee adaptability.

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APPENDICES

Appendix I – Questionnaires

INTRODUCTION

Thank you for your acceptance to participate in this research. This research is an academic study which intends to gather data on the relationship between employee training and successful implementation of strategic plan in public sector, where 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) have been selected as the case study. Hence, you are kindly requested to respond to the below questions to facilitate attainment of the objectives of this study.

SECTION A: Demographic Information

Instructions: *Tick where appropriate*

1. **Personal Details**

    a) Age

    20 – 29 ( )   30 – 39 ( )   40 – 49 ( )   50 – 59 ( )   60   and above ( )

    b) Sex

    Male ( )   Female ( )

2. **Employment, Education and Work Experience**

    a) Organization

    MSD ( )   NHIF ( )   TMDA ( )   NIMR ( )   NPHL ( )

    b) Highest level of education

    PhD ( )   Master's Degree ( ) Bachelor Degree ( ) Advanced Diploma ( ) Diploma ( ) Certificate ( )

    c) Duration served within the Organization

    0 – 3 ( )   4 – 7 ( )   8 – 11 ( )   12 – 15 ( )   16   and above ( )

SECTION B: Skill Development

Instructions: *Put a tick to the most correct answer (**SA** = Strongly agree, **A** = Agree,*

*N = Not sure, **D** = Disagree, and **SD** = Strongly disagree)*

	Statement	SA	A	N	D	SD
1.	The availability of employees with required skills is crucial in strategic plan implementation.					
2.	Training and development of staff to increase the level of skills within organizations is crucial for strategic plan implementation.					
3.	Employees are trained on various skills in order to effectively implement the strategic plan timely.					
4.	Employees are encouraged to learn from experience.					
5.	Employees are encouraged to share knowledge.					
6.	There is annual training plan within the organization designed to address shortage of skills among employees in executing their responsibilities.					
7.	There is fund set aside in the annual budget to facilitate implementation of skills development programs to eligible employees.					
8.	Training attended by employees have enabled employees to develop skills required to successfully implement the organization's strategic plan.					
9.	There is adequate knowledge among employees translated into effective implementation of strategic plan.					
10.	Training needs assessment is conducted before employees are allocated for any training program.					
11.	Employees are able to track their performance outcomes such as improved job performance and increased efficiency.					
12.	Employees are allocated into various training programs designed to address shortage of skills in implementing strategic plan.					

SECTION C: Employee Adaptability

Instructions: *Put a tick to the most correct answer (**SA** = Strongly agree, **A** = Agree,*

*N = Not sure, **D** = Disagree, and **SD** = Strongly disagree)*

	Statement	SA	A	N	D	SD
1.	Employees are aware of their personal skills.					
2.	Employees are able to make plans based on their capabilities (skills, tools, processes, and behaviours).					
3.	Employees are able to make decisions about their future.					
4.	Employees research and make analysis about personal skills, abilities and tendencies and with his or her environment.					
5.	Employee are able to struggle with problems, difficulties and find solutions to possible future problems.					
6.	Employees are aware of the changes brought up by the organization's strategic plan.					
7.	Employees are willing to work extra hours every day to meet their					

		SA	A	N	D	SD
	daily set target.					
8.	Employees are willing to adjust their timetable and learning priorities to meet their newly assigned challenging responsibilities.					
9.	Employees are willing to learn new methods, procedures and techniques to meet the requirements for effective implementation of the strategic plan.					
10.	Employees are willing to take multiple and challenging responsibilities to effectively implement the strategic plan.					
11.	Employees are open to new ideas, perspectives, and feedback					

SECTION D: Employee Morale

Instructions: *Put a tick to the most correct answer (**SA** = Strongly agree, **A** = Agree, **N** = Not sure, **D** = Disagree, and **SD** = Strongly disagree)*

	Statement	SA	A	N	D	SD
1.	The organization involves employees in decision making.					
2.	The organization has a system in place that encourages employees to offer feedback and ideas.					
3.	I am satisfied with the conditions of work in the organization.					
4.	Employees are able to complete tasks according to the time set by the organization.					
5.	There is employee participation in strategic planning.					
6.	Our organization executes the planned strategy precisely.					
7.	Management and employees are continuously encouraged to share their thoughts, goals and ideas.					
8.	Reward and other incentives are given on time to motivate employees.					
9.	Employees participate in setting strategic goals for the organization.					
10.	My leader inspires and motivates me to reach my greatest potential.					
11.	There is collective spirit, dedication and teamwork among employees in implementing the strategic plan.					
12.	Trust among employees enables effective implementation of organization' strategic plan.					

SECTION E: Employee Awareness of Organizational Goals

Instructions: *Put a tick to the most correct answer (**SA** = Strongly agree, **A** = Agree, **N** = Not sure, **D** = Disagree, and **SD** = Strongly disagree)*

	Statement	SA	A	N	D	SD
1.	In our organization, employees understand and put a lot of emphasis on our mission statement.					
2.	In our organization, employees understand and put a lot of emphasis on our annual goals.					
3.	In our organization, employees understand and put a lot of emphasis on our short-term goals.					
4.	In our organization, employees understand and put a lot of emphasis on our action plans.					
5.	My leader insists on strategy centric activities (tasks)					

6.	There is a link between the work I do and the overall objective of the organization.					
7.	Our strategy guides our daily decision making.					
8.	There is awareness of organizational goals among employees.					
9.	I am aware of what is expected from me in my job.					
10.	I am aware of the performance standards set within the organization.					
11.	Employees prioritize their tasks based on the organization's strategic plan.					
12.	Employees commit to implementing Organization's strategic plan.					
13.	I understand where I fit in the bigger picture of the organization (strategic plan)					

SECTION F: Successful Implementation of Strategic Plan

Instructions: *Put a tick to the most correct answer (**SA** = Strongly agree, **A** = Agree,*

***N** = Not sure, **D** = Disagree, and **SD** = Strongly disagree)*

	Statement	SA	A	N	D	SD
1.	Progress on implementation of strategic plan is continuously communicated by management.					
2.	Our strategic plan is subjected to M & E to ensure its effective implementation.					
3.	Strategic plan is linked with other performance management tools such as DRIVE or PEPMIS in assessing employee performance.					
4.	The organization attracts employees with necessary experience, technical skills and soft skills required to speedup strategy implementation.					
5.	Employees are trained on multiple skills within the organization which ensures they meet their assigned targets.					
6.	Our organization is always committed to constant employee training to speedup strategy implementation.					
7.	Our organization executes its strategic plan precisely.					
8.	There is an effective Monitoring and Evaluation system ensuring effective implementation of strategic plan.					
9.	My organization has employees who understands the organization's strategic plan.					
10.	There is support and clear strategic direction from the organization's management.					
11.	There is alignment of human resources with the organization's strategic plan.					
12.	There is integration of human resources activities into the organization's strategic plan.					
13.	There is adequate knowledge among employees translated into attainment of organizational goals.					

Appendix II – Summary of Empirical Literature Review

S/n	Author	Title	Country	Methodology	Main Findings
1	Albogami *et al.* 2024	*Organizational culture adaptability by leaders and its influence on firm performance*	Saudi Arabia	Quantitative research	The study found that the ability to adapt to organization culture among leaders affected in a positive way job satisfaction, and that leaders who have the ability to adapt to organizational culture were more effective in managing work teams which leads to raising the level of cooperation among employees, consequently improving firm's performance
2	Wahiba & Wafa, 2024	*Adaptability skills and its role in the successful implementation of SAP system in Algeria*	Algeria	Descriptive analytical approach	The study found that employee adaptability skills enabled successful implementation of the SAP system.
3	Chang, 2024	*Exploring the impact of workforce flexibility on enterprise operation*	Thailand	Empirical case analysis	The findings showed that adopting flexible working arrangements, enterprise not only improved their market adaptability and productivity, but also increased employee satisfaction and strengthen organization loyalty
4	Neves & Van Dam, 2024	*Facilitating change: The role of adaptability and LMX for change support*	Dutch	Netherland	The findings showed that employee adaptability was a significant predictor of change support and that trust in management mediated the positive relationship between adaptability and change support. The study further found out that LMX was a significant moderator of the relationship between adaptability and trust in management and that it (LMX) also moderated the relationship between adaptability and change support.
5	Torres *et al.* 2023	*Prioritizing factors for effective strategy implementation in small and medium size organizations*	Mexico	Soft Systems Methodology with Social Network Analysis	The study found that skills and competencies were key to strategy implementation because they allowed a consistent strategy to be implemented in the short term and also helped employees to adopt to the appropriate planning perspectives when using resources.
	Gande & Hlophe, 2023	*Assessing the impact of leadership on strategy implementation in a*	Botswana	Descriptive research with Simple	BTC leaders were aware of the organizational strategy and they emphasized the strategy to their followers by insisting on strategy-centric initiatives and reviewing progress towards attaining objectives.

S/n	Author	Title	Country	Methodology	Main Findings
		telecommunication company		Regression Analysis	They encouraged their followers to be strategy sensitive by reminding them of the strategic objectives and providing resources and training required to achieve the strategic initiatives.
6	Dasan, 2022	*Driving Strategy Implementation to Success*	Saudi Arabia	Descriptive research design	There was a gap between organization strategy and its implementation, a statement supported by 63.2% of respondents; caused by inadequate understanding of the strategy among staff and poor alignment between organization's strategy and human resource.
7	Mgute & Nyakwara, 2022	*Factors influencing implementation of strategic plans in public secondary schools in Kenya*	Kenya	Descriptive research with Multiple Regression Analysis	The findings of the study noted that skills and training positively and significantly influenced implementation of strategic plan at the level of quality education, development of talent, good learning environment and processes of strategy implementation.
8	Aipinge & Shopati, 2022	*Identifying the success factors for effective turnaround strategy implementation and outcomes in public sector organization in Namibia*	Namibia	Descriptive research with Survey strategy	The study found that staff member training and education on the turnaround strategy was critical to strategy implementation because a strategy requires the necessary skills to manage its complete delivery within a specific timeframe, adherence to budgetary limits, achievement of the intended goals and ensuring that a specified set of performance characteristics are taken care of during the implementation.
9	Baluhi, 2022	*Assessing the barriers to effective strategic leadership on corporate strategy implementation in Tanzania*	Tanzania	Qualitative, Case study research strategy	There was poor performance on resource allocation affecting training and development in implementing corporate strategy as there were activities which needed workers to build their capacity to operationalize the strategy which were not executed, and those executed, some were not executed on time while others executed on a basis not related to corporate strategy implementation.
10	Amrutha, 2022	*Impact of employee morale on organizational success*	India	Descriptive research	The study found that employee morale impacted on organizational success. The study further pointed out that employees felt that their opinions were considered and valued in the decision-making process which made them feel that they are an integral part of the organization consequently maximizing their commitment to the organization.
11	Musonda,	*Assessing employee*	Zambia	Mixed	The study found that employee morale impacted on organizational

S/n	Author	Title	Country	Methodology	Main Findings
	2022	*morale in the United Nations Development Programme (UNDP*		research methods, pragmatic approach	success. The study found out that 70.97% of employees had low morale, resulting from inability to recognize excellent performance, unclear job description, poor conflict management, low engagement between employees and supervisors and lack of clear instructions from supervisors.
12	Nyerenga, 2021	*Factor influencing implementation of strategic plan in Tanzania*	Tanzania	Case study research strategy	Respondents on whether employees were trained on various skills to effectively implement the strategic plan, 94.9% opined that MDC had regular training sessions to employees for them to be skilled to support strategic plan implementation.
13	Alwi & Shaiq, 2021	*Role of human resources practices and staff satisfaction on organizational performance*	Pakistan	Quantitative research, cross sectional design	The study found that employee satisfaction had significant impact on organizational productivity.
14	Nowak, 2020	*Does employee understand of strategic objectives matter?*	USA	Descriptive research design with Structural Equation Modelling	The study found out that employee understanding of strategic objectives was key to improving organizational performance, with a positive structural coefficient.
15	Dlamini *et al.* 2020	*Challenges to strategic planning in public institutions*	South Africa	Case study research strategy	Challenges in strategic planning included among others skills shortage in strategic planning. There was strategy execution gap which led to poor organizational performance and that poorly managed staff were a consequence of poorly executed strategic objectives, resulted in a lack of transparency and accountability.
16	Malusu & Mkulu, 2020	*Administrative challenges facing heads of public secondary schools in implementation of strategic plans in*	Tanzania	Conversional parallel design	Lack of skills in planning among heads of schools and insufficient fund among public secondary schools, which provides access to the materials for strategy implementation resulted in poor implementation of strategic plans. The study also noted that inadequate number of teachers affected implementation of strategic plan, which was supported by 14.8% of the respondents.

S/n	Author	Title	Country	Methodology	Main Findings
		Kondoa Town Council			
17	Nchimbi, 2019	*Implementation of Open Performance Review and Appraisal System (OPRAS) in Tanzania Local Government*	Tanzania	Cross sectional research design	51.4% of the respondents (36.3% neutral and 15.1% dissatisfied) were uncertain about what was expected from them in terms of their performance towards organizational goals; hence, they were in no position to enable the organization to achieve its vision and mission; which is an issue in organization strategy implementation.
18	Mallik *et al.* 2019	*Impact of employee morale on organizational success*	India	Descriptive research	The study found that employee morale acted as a psychological factor which resulted into a positive behaviour of the employee which totally resulted into overall effective performance, driving the organization to the next level.

Appendix III – Startup Failure Rates in Selected African Countries

Economy & Politics › Economy

Startup failure rate in selected African countries as of 2020

Country	Failure rate
Ethiopia	75%
Rwanda	75%
Ghana	74%
Zimbabwe	67%
DR Congo	67%
South Africa	42%
Nigeria	33%
Egypt	29%
Kenya	24%
Africa	54%

Failure rate

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Release date
March 2020

Region
Africa

Survey time period
2020

Number of respondents
500 companies in 35 African countries*

Special properties
startups founded and operated from 2010 to 2018

Startup failure rate in Africa 2020, by country
Published by Saifaddin Galal, Apr 28, 2023

Appendix IV – Summary of Research Instruments Descriptive Statistics

Construct No. 1:   **Effect of skill development**

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
1.	The availability of employees with required skills is crucial in strategic plan implementation.	0	2(0.9)	9(4)	78(35)	134(60.1)	3.9	4.54	4.54	.620	Very high perception
2.	Training and development of staff to increase the level of skills within organizations is crucial for strategic plan implementation.	0	4(1.8)	10(4.5)	81(36.3)	128(57.4)	3.9	4.54	4.49	.670	Very high perception
3.	Employees are trained on various skills in order to effectively implement the strategic plan timely.	1(0.4)	8(3.6)	23(10.3)	91(40.8)	100(44.8)	3.9	4.54	4.26	.819	High perception
4.	Employees are encouraged to learn from experience.	0	5(2.2)	21(9.4)	127(57)	70(31.4)	3.9	4.54	4.17	.685	High perception
5.	Employees are encouraged to share knowledge.	1(0.4)	3(1.3)	11(4.9)	124(55.6)	84(37.7)	3.9	4.54	4.29	.663	High perception
6.	There is annual training plan within the organization designed to address shortage of skills among employees in executing their responsibilities.	9(4)	19(8.5)	34(15.2)	84(37.7)	77(34.5)	3.9	4.54	3.90	1.094	High perception
7.	There is fund set aside in the annual budget to facilitate implementation of skills development programs to eligible employees.	4(1.8)	15(6.7)	35(15.7)	92(41.3)	77(34.5)	3.9	4.54	4.00	.968	High perception
8.	Training attended by employees have enabled employees to develop skills required to successfully implement the organization's strategic plan.	2(0.9)	12(5.4)	27(12.1)	92(41.3)	90(40.4)	3.9	4.54	4.15	.896	High perception

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
9.	There is adequate knowledge among employees translated into effective implementation of strategic plan.	2(0.9)	4(1.8)	39(17.5)	115(51.6)	63(28.3)	3.9	4.54	4.04	.781	High perception
10.	Training needs assessment is conducted before employees are allocated for any training program.	3(1.3)	20(9)	27(12.1)	98(43.9)	75(33.6)	3.9	4.54	4.00	.970	High perception
11.	Employees are able to track their performance outcomes such as improved job performance and increased efficiency.	1(0.4)	12(5.4)	26(11.7)	115(51.6)	69(30.9)	3.9	4.54	4.07	.824	High perception
12.	Employees are allocated into various training programs designed to address shortage of skills in implementing strategic plan.	4(1.8)	22(9.9)	25(11.2)	102(45.7)	70(31.4)	3.9	4.54	3.95	.992	High perception
	Overall scale mean								4.155	0.206	High perception

Source: Field Data, 2024.

Construct No. 2:   **Effect of employee adaptability**

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
1.	Employees are aware of their personal skills.	1(0.4)	4(1.8)	18(8.1)	129(57.8)	71(31.8)	3.71	4.24	4.19	.691	High perception
2.	Employees are able to make plans based on their capabilities (skills, tools, processes, and behaviours).	1(0.4)	5(2.2)	25(11.2)	129(57.8)	63(28.3)	3.71	4.24	4.11	.717	High perception
3.	Employees are able to make decisions about their future.	2(0.9)	9(4)	35(15.7)	125(56.1)	52(23.3)	3.71	4.24	3.97	.796	High perception
4.	Employees research and make analysis about personal skills, abilities and tendencies and his or her environment.	0	20(9)	58(26)	112(50.2)	33(14.8)	3.71	4.24	3.71	.828	High perception
5.	Employee are able to struggle with problems, difficulties and find solutions to possible future problems.	1(0.4)	11(4.9)	37(16.6)	132(59.2)	42(18.8)	3.71	4.24	3.91	.766	High perception
6.	Employees are aware of the changes brought up by the organization's strategic plan.	2(0.9)	20(9)	34(15.2)	112(50.2)	55(24.7)	3.71	4.24	3.89	.911	High perception
7.	Employees are willing to work extra hours every day to meet their daily set target.	8(3.6)	9(4)	23(10.3)	109(48.9)	74(33.2)	3.71	4.24	4.04	.960	High perception
8.	Employees are willing to adjust their timetable and learning priorities to meet their newly assigned challenging responsibilities.	4(1.8)	4(1.8)	21(9.4)	124(55.6)	70(31.4)	3.71	4.24	4.13	.792	High perception
9.	Employees are willing to learn new methods, procedures and	2(0.9)	7(3.1)	15(6.7)	110(49.3)	89(39.9)	3.71	4.24	4.24	.785	High perception

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
	techniques to meet the requirements for effective implementation of the strategic plan.										
10.	Employees are willing to take multiple and challenging responsibilities to effectively implement the strategic plan.	6(2.7)	6(2.7)	21(9.4)	115(51.6)	75(33.6)	3.71	4.24	4.11	.879	High perception
11.	Employees are open to new ideas, perspectives, and feedback	3(1.3)	6(2.7)	20(9.0)	123(55.2)	71(31.8)	3.71	4.24	4.13	.788	High perception
	Overall scale mean								4.039	0.155	High perception

Source: Field Data, 2024.

Construct No. 3:   Effect of employee morale

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
1.	The organization involves employees in decision making.	2(0.9)	24(10.8)	35(15.7)	105(47.1)	57(25.6)	3.82	4.1	3.86	.952	High perception
2.	The organization has a system in place that encourages employees to offer feedback and ideas.	2(0.9)	20(9)	33(14.8)	108(48.4)	60(26.9)	3.82	4.1	3.91	.924	High perception
3.	I am satisfied with the conditions of work in the organization.	1(0.4)	13(5.8)	35(15.7)	132(59.2)	42(18.8)	3.82	4.1	3.90	.782	High perception
4.	Employees are able to complete tasks according to the time set by the organization.	2(0.9)	13(5.8)	31(13.9)	123(55.2)	54(24.2)	3.82	4.1	3.96	.835	High perception
5.	There is employee participation in strategic planning.	1(0.4)	14(6.3)	38(17)	112(50.2)	58(26.0)	3.82	4.1	3.95	.850	High perception
6.	Our organization executes the planned strategy precisely.	2(0.9)	13(5.8)	38(17)	111(49.8)	59(26.5)	3.82	4.1	3.95	.866	High perception
7.	Management and employees are continuously encouraged to share their thoughts, goals and ideas.	1(0.4)	16(7.2)	21(9.4)	127(57)	58(26)	3.82	4.1	4.01	.827	High perception
8.	Reward and other incentives are given on time to motivate employees.	3(1.3)	30(13.5)	36(16.1)	89(39.9)	65(29.1)	3.82	4.1	3.82	1.042	High perception
9.	Employees participate in setting strategic goals for the organization.	1(0.4)	16(7.2)	44(19.7)	105(47.1)	57(25.6)	3.82	4.1	3.90	.880	High perception
10.	My leader inspires and motivates me to reach my greatest potential.	2(0.9)	7(3.1)	32(14.3)	123(55.2)	59(26.5)	3.82	4.1	4.03	.785	High perception
11.	There is collective spirit, dedication and teamwork among employees in implementing the strategic plan.	0	14(6.3)	25(11.2)	125(56.1)	59(26.5)	3.82	4.1	4.03	.794	High perception
12.	Trust among employees enables	1(0.4)	8(3.6)	26(11.7)	120(53.8)	68(30.5)	3.82	4.1	4.10	.773	High

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
effective implementation of organization' strategic plan.										perception
Overall scale mean								3.938	0.068	High perception

Source: Field Data, 2024.

Construct No. 4: **Effect of employee awareness of organizational goals**

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
1.	In our organization, employees understand and put a lot of emphasis on our mission statement.	2(0.9)	12(5.4)	22(9.9)	122(54.7)	65(29.1)	3.91	4.36	4.06	.828	High perception
2.	In our organization, employees understand and put a lot of emphasis on our annual goals.	1(0.4)	9(4)	27(12.1)	120(53.8)	66(29.6)	3.91	4.36	4.08	.784	High perception
3.	In our organization, employees understand and put a lot of emphasis on our short-term goals.	1(0.4)	7(3.1)	23(10.3)	122(54.7)	70(31.4)	3.91	4.36	4.13	.753	High perception
4.	In our organization, employees understand and put a lot of emphasis on our action plans.	3(1.3)	9(4)	20(9)	124(55.6)	67(30)	3.91	4.36	4.09	.817	High perception
5.	My leader insists on strategy centric activities (tasks)	0	10(4.5)	27(12.1)	125(56.1)	61(27.4)	3.91	4.36	3.91	.766	High perception
6.	There is a link between the work I do and the overall objective of the organization.	0	5(2.2)	26(11.7)	117(52.5)	75(33.6)	3.91	4.36	4.18	.725	High perception
7.	Our strategy guides our daily decision making.	2(0.9)	10(4.5)	25(11.2)	125(56.1)	61(27.4)	3.91	4.36	4.04	.960	High perception
8.	There is awareness of organizational goals among employees.	4(1.8)	12(5.4)	24(10.8)	121(54.3)	62(27.8)	3.91	4.36	4.01	.875	High perception
9.	I am aware of what is expected	1(0.4)	3(1.3)	10(4.5)	110(49.3)	99(44.4)	3.91	4.36	4.36	.676	High

	from me in my job.										perception
10.	I am aware of the performance standards set within the organization.	2(0.9)	6(2.7)	17(7.6)	119(53.4)	79(35.4)	3.91	4.36	4.20	.763	High perception
11.	Employees prioritize their tasks based on the organization's strategic plan.	1(0.4)	12(5.4)	24(10.8)	125(56.1)	61(27.4)	3.91	4.36	4.04	.799	High perception
12.	Employees commit to implementing Organization's strategic plan.	2(0.9)	10(4.5)	18(8.1)	124(55.6)	69(30.9)	3.91	4.36	4.11	.800	High perception
13.	I understand where I fit in the bigger picture of the organization (strategic plan)	2(0.9)	10(4.5)	19(8.5)	113(50.7)	79(35.4)	3.91	4.36	4.15	.824	High perception
	Overall scale mean								4.100	0.118	High perception

Source: Field Data, 2024.

Construct No. 5:   Successful implementation of strategic plan

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
1.	Progress on implementation of strategic plan is continuously communicated by management.	1(0.4)	19(8.5)	28(12.6)	118(52.9)	57(25.6)	3.94	4.07	3.95	.873	Low perception
2.	Our strategic plan is subjected to M & E to ensure its effective implementation.	3(1.3)	15(6.7)	40(17.9)	99(44.4)	66(29.6)	3.94	4.07	3.94	.931	Low perception
3.	Strategic plan is linked with other performance management tools such as DRIVE or PEPMIS in assessing employee performance.	3(1.3)	12(5.4)	23(10.3)	114(51.1)	71(31.8)	3.94	4.07	4.07	.870	High perception
4.	The organization attracts employees with necessary experience, technical skills and soft skills required to speedup strategy implementation.	3(1.3)	5(2.2)	32(14.3)	119(53.4)	64(28.7)	3.94	4.07	4.06	.800	High perception
5.	Employees are trained on multiple skills within the organization which ensures they meet their assigned targets.	2(0.9)	14(6.3)	26(11.7)	106(47.5)	75(33.6)	3.94	4.07	4.07	.885	High perception
6.	Our organization is always committed to constant employee training to speedup strategy implementation.	3(1.3)	20(9)	28(12.6)	104(46.6)	68(30.5)	3.94	4.07	3.96	.955	Low perception
7.	Our organization executes its strategic plan precisely.	2(0.9)	17(7.6)	32(14.3)	114(51.1)	58(26)	3.94	4.07	3.94	.888	Low perception
8.	There is an effective Monitoring and Evaluation system ensuring effective implementation of strategic plan.	3(1.3)	21(9.4)	33(14.8)	96(43)	70(31.4)	3.94	4.07	3.94	.980	Low perception
9.	My organization has employees who understands the organization's	4(1.8)	11(4.9)	26(11.7)	118(52.9)	64(28.7)	3.94	4.07	4.02	.875	High perception

	Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Min	Max	Mean	Std. Dev.	Remarks
	strategic plan.										
10.	There is support and clear strategic direction from the organization's management.	1(0.4)	11(4.9)	32(14.3)	117(52.5)	62(27.8)	3.94	4.07	4.02	.813	High perception
11.	There is alignment of human resources with the organization's strategic plan.	0	11(4.9)	43(19.3)	110(49.3)	59(26.5)	3.94	4.07	3.97	.811	Low perception
12.	There is integration of human resources activities into the organization's strategic plan.	0	9(4)	32(14.3)	122(54.7)	60(26.9)	3.94	4.07	4.04	.758	High perception
13.	There is adequate knowledge among employees translated into attainment of organizational goals.	2(0.9)	20(9)	28(12.6)	113(50.7)	60(26.9)	3.94	4.07	3.94	.913	Low perception
	Overall scale mean								3.995	0.054	High perception

Source: Field Data, 2024.

Appendix V – Regression Coefficients Results

Regression between independent variables and dependent variable – Coefficients and Collinearity Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.415	.207		-1.999	**.047**	-.823	-.006		
	SD	.217	.058	.182	3.731	**.000**	.102	.331	.510	1.960
	EA	-.031	.061	-.024	-.512	.609	-.150	.088	.562	1.780
	EM	.403	.057	.376	7.094	**.000**	.291	.515	.431	2.321
	EAO	.495	.056	.436	8.770	**.000**	.384	.606	.489	2.044

Source: Field Data, 2024.

Appendix VI – Regression between independent variables and dependent variable Hierarchical Models

Model		R-square	Coefficients	Sign.	Remarks
1	EA	0.284	0.695	**0.000**	Significant
2	EA	0.449	0.300	**0.000**	Significant
	SD		0.604	0.000	
3	EA	0.643	0.073	**0.290**	Not significant
	SD		0.285	0.000	
	EM		0.636	0.000	
4	EA	0.731	-0.031	**0.609**	Not significant
	SD		0.217	0.000	
	EM		0.403	0.000	
	EAO		0.495	0.000	

Source: Field Data, 2024.

Appendix VII – EA is related to SP although in Multi Linear Regression is not significant
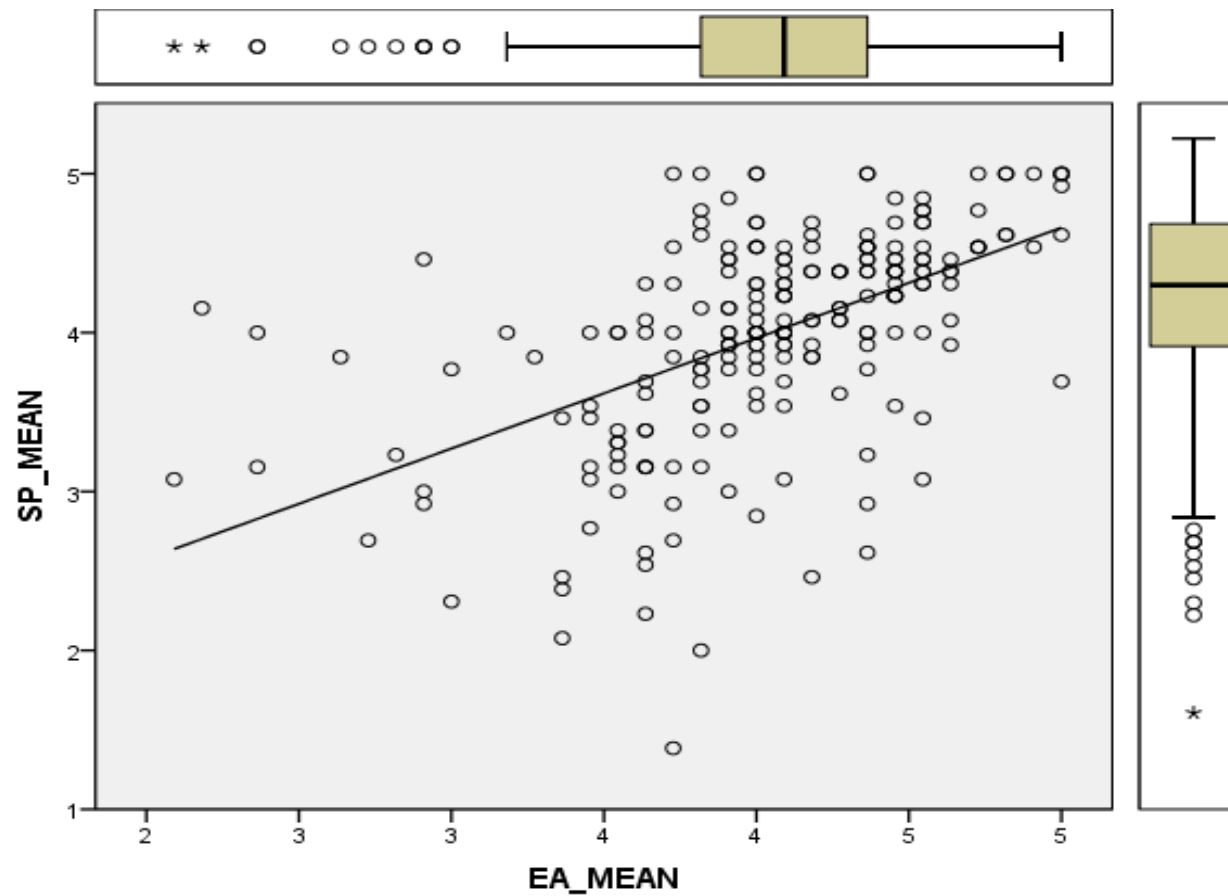
Source: Field Data, 2024.

Appendix VIII – Correlation between Independent Variables and Dependent Variable

		SD	EA	EM	EAO
Correlations (parametric)					
SP	Pearson Correlation	**.644**[**]	**.533**[**]	**.774**[**]	**.780**[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	223	223	223	223
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Field Data, 2024.

Appendix IX – Correlation between Independent Variables and Dependent Variable

Correlations (non-parametric)		SD	EA	EM	EAO
SP	Spearman's rho Correlation	**.626**[**]	**.585**[**]	**.761**[**]	**.727**[*]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	223	223	223	223
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Field Data, 2024

Appendix X – Means Correlation Analysis Results

		SP_MEAN	EA_MEAN	SD_MEAN	EM_MEAN
Correlations					
Pearson Correlation	SP_MEAN	1.000	.	.	.
	EA_MEAN	.533	1.000	.	.
	SD_MEAN	.644	.598	1.000	.
	EM_MEAN	.774	.563	.627	1.000
Sig. (1-tailed)	SP_MEAN	.	.	.	.
	EA_MEAN	.000	.	.	.
	SD_MEAN	.000	.000	.	.
	EM_MEAN	.000	.000	.000	.
N	SP_MEAN	223	223	223	223
	EA_MEAN	223	223	223	223
	SD_MEAN	223	223	223	223
	EM_MEAN	223	223	223	223

Source: Field Data, 2024.

Appendix XI – Descriptive Statistics Results

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SD_MEAN	223	3	3	5	927	4.16	.038	.561	.315	-.570	.163	-.227	.324
EA_MEAN	223	3	2	5	901	4.04	.034	.513	.263	-.911	.163	1.831	.324
EM_MEAN	223	3	2	5	881	3.95	.042	.624	.390	-.722	.163	.265	.324
EAO_MEAN	223	3	2	5	918	4.12	.040	.590	.348	-1.113	.163	1.937	.324
SP_MEAN	223	4	1	5	890	3.99	.045	.670	.448	-.941	.163	.897	.324
Valid N (listwise)	223												

Descriptive Statistics

Source: Field Data, 2024.

Appendix XII – Skill Development Descriptive Statistics

		SD1	SD2	SD3	SD4	SD5	SD6	SD7	SD8	SD9	SD10	SD11	SD12
							Statistics						
N	Valid	223	223	223	223	223	223	223	223	223	223	223	223
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		4.54	4.49	4.26	4.17	4.29	3.90	4.00	4.15	4.04	4.00	4.07	3.95
Median		5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		5	5	5	4	4	4	4	4	4	4	4	4
Skewness		-1.250	-1.334	-1.110	-.662	-1.049	-.947	-.932	-1.055	-.765	-.946	-.913	-.962
Std. Error of Skewness		.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163
Kurtosis		1.568	1.946	1.177	.835	2.978	.253	.523	.886	1.189	.414	.924	.434
Std. Error of Kurtosis		.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324
Range		3	3	4	3	4	4	4	4	4	4	4	4
Minimum		2	2	1	2	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5	5	5	5

Source: Field Data, 2024.

Appendix XIII – Employee Adaptability Descriptive Statistics

		EA1	EA2	EA3	EA4	EA5	EA6	EA7	EA8	EA9	EA10	EA11
						Statistics						
N	Valid	223	223	223	223	223	223	223	223	223	223	223
	Missing	0	0	0	0	0	0	0	0	0	0	0
Mean		4.19	4.11	3.97	3.71	3.91	3.89	4.04	4.13	4.24	4.11	4.13
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4	4	4	4
Skewness		-.928	-.834	-.862	-.373	-.757	-.786	-1.345	-1.334	-1.301	-1.418	-1.245
Std. Error of Skewness		.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163
Kurtosis		2.267	1.694	1.334	-.302	1.034	.310	2.020	3.320	2.596	2.836	2.797
Std. Error of Kurtosis		.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324
Range		4	4	4	3	4	4	4	4	4	4	4
Minimum		1	1	1	2	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5	5	5

Source: Field Data, 2024.

Appendix XIV – Employee Morale Descriptive Statistics

		EM1	EM2	EM3	EM4	EM5	EM6	EM7	EM8	EM9	EM10	EM11	EM12
							Statistics						
N	Valid	223	223	223	223	223	223	223	223	223	223	223	223
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.86	3.91	3.90	3.96	3.95	3.95	4.01	3.82	3.90	4.03	4.03	4.10
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4	4	4	4	4
Skewness		-.719	-.799	-.794	-.909	-.704	-.786	-.980	-.648	-.607	-.901	-.812	-.889
Std. Error of Skewness		.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163
Kurtosis		-.035	.263	.978	1.105	.324	.601	1.109	-.439	-.012	1.546	.656	1.261
Std. Error of Kurtosis		.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324
Range		4	4	4	4	4	4	4	4	4	4	3	4
Minimum		1	1	1	1	1	1	1	1	1	1	2	1
Maximum		5	5	5	5	5	5	5	5	5	5	5	5

Source: Field Data, 2024.

Appendix XV – Employee Morale Awareness of Organizational Goals Descriptive Statistics

		EAO1	EAO2	EAO3	EAO4	EAO5	EAO6	EAO7	EAO8	EAO9	EAO10	EAO11	EAO12	EAO13
							Statistics							
N	Valid	223	223	223	223	223	223	223	223	223	223	223	223	223
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		4.06	4.08	4.13	4.09	4.06	4.18	4.04	4.01	4.36	4.20	4.04	4.11	4.15
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4	4	4	4	4	4
Skewness		-1.070	-.878	-.929	-1.217	-.734	-.573	-1.026	-1.157	-1.199	-1.209	-.938	-1.163	-1.167
Std. Error of Skewness		.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163
Kurtosis		1.575	1.152	1.548	2.351	.665	.431	1.689	1.759	3.022	2.643	1.229	2.115	1.838
Std. Error of Kurtosis		.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324
Range		4	4	4	4	3	4	4	4	4	4	4	4	4
Minimum		1	1	1	1	2	2	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	6	5	5	5	5	5	5	5

Source: Field Data, 2024.

Appendix XVI – Successful Implementation of Strategic Plan Descriptive Statistics

		SP1	SP2	SP3	SP4	SP5	SP6	SP7	SP8	SP9	SP10	SP11	SP12	SP13
							Statistics							
N	Valid	223	223	223	223	223	223	223	223	223	223	223	223	223
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.95	3.94	4.07	4.06	4.07	3.96	3.94	3.94	4.02	4.02	3.97	4.04	3.94
Median		4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4	4	4	4	4	4	4	4
Skewness		-.837	-.797	-1.125	-1.010	-.997	-.920	-.850	-.830	-1.134	-.801	-.514	-.639	-.878
Std. Error of Skewness		.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163	.163
Kurtosis		.463	.366	1.552	1.949	.901	.450	.581	.142	1.711	.755	-.136	.400	.478
Std. Error of Kurtosis		.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324	.324
Range		4	4	4	4	4	4	4	4	4	4	3	3	4
Minimum		1	1	1	1	1	1	1	1	1	1	2	2	1
Maximum		5	5	5	5	5	5	5	5	5	5	5	5	5

Source: Field Data, 2024.

Appendix XVII: Research Clearance Letters

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202286702   24th June, 2024

Director General,

Medical Stores Department,

Keko Mwanga, Off Nyerere Road,

P.O Box 9081,

Dar es Salaam

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. BAHATI NKONE REG NO: PG202286702

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1stMarch 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1stJanuary 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3.   To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Bahati Nkone, Reg.No:**

PG202286702), pursuing **PhD**. We here by grant this clearance to conduct a research titled **"Effect of Employee Training on Successful Implementation of Strategic Plan in Public Sector: A Case of Selected Institutions under the Ministry of Health".** He will collect his data at your office from 25th June to 30th December 2024.

4.   In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,
THE OPEN UNIVERSITY OF TANZANIA

Prof.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202286702   24ᵗʰ June, 2024

Director General,

National Health Insurance Fund (NHIF),

P.O Box 1437,

DODOMA.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. BAHATI NKONE REG NO: PG202286702

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1ˢᵗMarch 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1ˢᵗJanuary 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

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in Public Sector: A Case of Selected Institutions under the Ministry of Health". He will collect his data at your office from 25th June to 30th December 2024.

4.   In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202286702   24th June, 2024

Director General,

Tanzania Medicine & Medical Devices Authority,

Nelson Mandela Road,

P.O Box 77150,

Dar es Salaam

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. BAHATI NKONE REG NO: PG202286702

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.
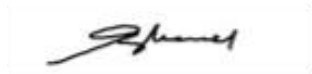
3.   To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Bahati Nkone, Reg.No:**

PG202286702), pursuing **PhD.** We here by grant this clearance to conduct a research titled **"Effect of Employee Training on Successful Implementation of Strategic Plan in Public Sector: A Case of Selected Institutions under the Ministry of Health".** He will collect his data at your office from 25th June to 30th December 2024.

4.   In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202286702

24th June, 2024

Director General,

National Institute for Medical Research (NIMR),

P.O Box 9653,

DAR ES SALAAM.

Dear Director,

RE: <u>RESEARCH CLEARANCE FOR MR. BAHATI NKONE REG NO: PG202286702</u>

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1stMarch 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1stJanuary 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

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in Public Sector: A Case of Selected Institutions under the Ministry of Health". He will collect k
your office from 25th June to 30th December 2024.

4.   In case you need any further information, kindly do not hesitate to contact the Deputy Vice
Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel:
022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of
this research academic activity.

Yours sincerely,
THE OPEN UNIVERSITY OF TANZANIA

Prof.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202286702   24th June, 2024

Director General,

National Public Health Laboratory (NHPL),

P.O Box 9083,

DAR ES SALAAM.

Dear Director,

RE: <u>RESEARCH CLEARANCE FOR MR. BAHATI NKONE REG NO: PG202286702</u>

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3.   To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Bahati Nkone, Reg.No: PG202286702)**, pursuing **PhD.** We here by grant this clearance to conduct a research titled **"Effect of Employee Training on Successful Implementation of Strategic Plan**

in Public Sector: A Case of Selected Institutions under the Ministry of Health". He will collect hi your office from 25th June to 30th December 2024.

4.   In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

<div align="center">

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

</div>

Appendix XVIII – Research Acceptance Letters

UNITED REPUBLIC OF TANZANIA

MINISTRY OF HEALTH

MEDICAL STORES DEPARTMENT

msd
medical stores department

In reply please quote:

Ref. No.EA.253/309/01B/25   09th July, 2024

VICE CHANCELLOR,
OPEN UNIVERSITY OF TANZANIA,
P.O BOX 23409,
DAR ES SALAAM

RE: RESEARCH CLEARANCE FOR MR. BAHATI NKONE REG NO.PG202286702

Refer to the above subject matter.

2.   We acknowledge the receipt of your letter to conduct the research at our organization on the effect of employee training on the successful implementation of strategic plans in the public sector.

3.   We are pleased to confirm that our organization have accepted your request and will provide the necessary support. Please let us know if you require any specific arrangements or documentation for your data collection.

4.   With this letter, I hereby accept the request for data collection at MSD – HQ in Dar es Salaam.

Yours Sincerely,

Mavere Tukai
DIRECTOR GENERAL

UNITED REPUBLIC OF TANZANIA

MINISTRY OF HEALTH

NATIONAL HEALTH INSURANCE FUND

ISO 9001:2015 CERTIFIED

In reply, please quote:

Head Office Dodoma

2 Audit Road,
P. O. Box 1437,
41104 Tambukareli,
DODOMA

Ref. No. AE.17/324/01/97

10th July, 2024

Vice Chancellor,
The Open University of Tanzania,
Kinondoni Biafra, Kawawa Road, P. O. Box
23409,
DAR ES SALAAM.

Re: **RESEARCH CLEARENCE FOR MR. BAHATI NKONE REG NO: PG202286702**

Please refer to your letter with **Ref No. OUT/ PG202286702**, dated 24th June, 2024 regarding the above-captioned heading.

2.   The Fund is pleased to inform you that it has granted permission to Mr Bahati Nkone, the student pursuing a PhD at your university to conduct research at NHIF on his academic research titled **"The Effect of Employee Training on Successful implementation of Strategic Plan in Public Sector: a Case of Selected Institutions under the Ministry of Health"**

3.   The student is required to come with this letter at NHIF Head Quarters offices in Dodoma where the data will be collected. The collected data from NHIF should be used for the aforementioned purpose and treated with **strict confidentiality.**

4.   Yours sincerely,

Baraka J. Maduhu
For: **DIRECTOR GENERAL**

Telephone +255 26 2 963 888, email: info@nhif.or.tz, Web: www.nhif.or.tz

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF HEALTH

TMDA
Tanzania Medicines & Medical Devices Authority

TANZANIA MEDICINES AND MEDICAL DEVICES AUTHORITY

On responding please quote:

Ref. No: DA.170/396/01E/214   16th July, 2024

Vice Chancellor,
The Open University of Tanzania,
Kinondoni Biafra, Kawawa Road,
P.O Box 23409,
DAR ES SALAAM.

RE: PERMISSION FOR COLLECTING DATA FOR MR. BAHATI NKONE

Reference is made to your letter with reference No. OUT/PG202286702 dated 24th June, 2024 regarding the above subject.

2.   I wish to inform you that, the student mentioned above has been allowed to collect data for his research project at Tanzania Medicines and Medical Devices Authority (TMDA) for the period of one (01) month commencing from 25th June to 30th December, 2024 as requested.

3.   Mr. Bahati Nkone has been placed at the Directorate of Human and Veterinary Medicine (DMC) and shall report to Human Resource office on the date of commencing his practical training.

4.   Regards,

Moses B. Magoma
FOR: DIRECTOR GENERAL

Cc: DMC

TMDA Headquarters, Plot No. 56/1, Block E, Kisasa B Centre, Hombolo Road, P. O. Box 1253, Dodoma – Tanzania,
Telephone: +255 (26) 2961989/2061990/+255 (22) 2450512/2450751/2452108, Email: info@tmda.og.tz,
Website: www.tmda.go.tz Toll free: 0800110084

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF HEALTH

NATIONAL INSTITUTE FOR MEDICAL RESEARCH

In reply please quote:
Our Ref: No. CD.27/465/01/24

24th July, 2024

Mr. Bahati Nkone,
The Open University of Tanzania,
P.O. Box 23409,
DAR ES SALAAM.

U.F.S: Vice Chancellor,
The Open University,
P.O. Box 23409,
DAR ES SALAAM.

Dear Bahati,

RE: PERMISSION TO MR. BAHATI NKONE TO COLLECT RESEARCH DATA

Reference is made to your letter with Ref. No OUT/PG202001637 dated 28th February, 2024.

2.   Permission has been granted to Mr. Bahati Nkone **Reg. No. PG202286702** to collect data on Research **titled Effect of Employee training on Successful Implemention of Strategic Plan in Public Sector: 'A case of selected Institutions in Tanzania** at the National Institute for Medical Research (NIMR), within the specified study period beginning from 25th June to 30th December, 2024.

3.   By this letter you can report to our office for further procedures.

Yours sincerely,

Flora E. Mazeleng'we
ACTING DIRECTOR GENERAL

All official correspondences should be addressed to the Director General

Headquarters: 3 Barack Obama Drive, P.O. Box 9653, 11101 Dar es Salaam, Tanzania,
Phone: +255222121400, Email: info@nimr.or.tz, Website: www.nimr.or.tz

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF HEALTH

Telegrams.. "AFYA", DODOMA
Telephone: + 255 026 2323267
Email No. ps@health.go.tz
(All Letters should be addressed to
The Permanent Secretary)

Government City – Mtumba,
Health Road/Street,
P.O Box. 743,
40478 DODOMA.

Ref. No.BA.208/273/02/356

30th June, 2024

The Open University of Tanzania,
Vice Chancellor,
P.O. Box 23409,
DAR ES SALAAM.

RE: RESEARCH CLERANCE FOR MR.BAHATI NKONE.

Reference is made to the above mentioned subject.

We have received your letter with reference OUT/PG202286702 dated 24th June, 2024 Concern the above subject.

We are glad to inform you that, your student named **Bahati Nkone – Reg.No.PG202286702** has been offered an opportunity at National Public Health Laboratory to conduct a research as per his Research tittle for a period of two weeks from 01st July, to 15th July,2024 he will be attached at **Administration and Human Resources Management Section** . He has to report to the Head of Department for further instructions.

Thank you for your co-operation.

Masesa,A.T

**For: DIRECTOR
NATIONAL PUBLIC HEALTH LABORATORY**

Cc: **Head of Department:**
ADMN& hrm – NPHL

Mr.Bahati Nkone