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EFFECT OF EMPLOYEE AGILITY ON ORGANIZATIONAL PERFORMANCE (A CASE STUDY OF THE STATE DEPARTMENT FOR LABOUR, KENYA)

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CASE STUDY OF THE STATE DEPARTMENT FOR LABOUR, KENYA)**

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Abstract

Purpose: The research sought to assess the effect of employee agility on organization performance with a specific study by the State Department for Labour.

Methodology: The data for this study were collected at the State Department for Labour. The respondents included a sample of the employees working at the department as of the end of 2020. The study population comprised 484 employees working at the State Department for Labour. This study adopted ten percent of the target populace, which translates to 59 participants. Therefore, the sample scope for the research was 59 respondents. The research employed stratified random sampling techniques. In addition, the study depended on key information that was assembled by a designed data assortment tool that was accurately created. Descriptive measurements such as percentages, frequencies, standard deviations, and mean were utilized to summarize composed data. Likewise, inferential tools of regression and correlation analysis were utilized to create the connection between employee agility and organizational performance. The study results were offered using bar charts, tables, pie charts, and graphs.

Results: From the findings of this study, it was resolved that employee agility positively influences organizational performance. The State Department for Labour is critical since its mandate, among others, is to ensure there are harmonious industrial Labour relations. The economic growth and development of the country rely on it to enhance Labour productivity through its Labour dispute resolving mechanism. Therefore the performance of the state Labour department is essential. There is a link between operative agility enablers and general internal performance.

A unique contribution to theory, practice and policy: This study would inform policymakers and Human Resource Practitioners on various approaches to improving employee agility in order to enhance Organizational Performance.

Keywords: *Employee Agility, Organization Performance, State Department for Labour.*

INTRODUCTION

A firm's performance contains of an output distinguished against its deliberate goals and objectives. It is assessed grounded on three focal results; produce market performance, monetary performance and stockholder income (Choong & Islam, 2020). The eventual aim of a firm's presence is to provide services and goods to its clients with high effectiveness and efficiency in its processes, thereby attaining developed performance. At the personal level, structural performance includes quality control. In difference, it contains dimensions such as client satisfaction study to measure performance from the clients' perspective at the administrative level as denoted by Kaplan and Norton (1996). Modification is unavoidable in the account of a company, and establishments are vicinity-dependent. When the exterior surrounding of a firm fluctuates, it will generate pressure for an alteration in the establishment's existing policy. Establishments must acclimatize their essential processes to echo the new outside realities (Ansoff, 1965).

The idea of the agile staff is a comparatively new notion that is typically alarmed with the attitudes, behaviors, and rudiments of a Labour force that is or is becoming nimble. Alike to structural agility, a solitary definition of Labour force agility has not been decided upon (Muduli & Pandya, 2018). Current descriptions and definitions of the nimble Labour force concentrate mostly on an agility-focused attitude or mindset, and agility-emphasized behaviour. An agile attitude or mindset has been well-defined as comprehending the workforce that agile conducts are essential for the business to last in a varying marketplace (Dyer & Shafer, 2003). Further, explanations of the agile mentality highpoint an optimistic assertiveness toward self-development, learning and embracing an optimistic attitude toward transformation (Muduli & Pandya, 2018). From a behavioral viewpoint, Labour force agility has been demarcated along three conduct dimensions (Dyer & Shafer, 2003; Sherehiy & Karwowski, 2014). Agile persons are individuals who have the aptitudes, skills, and knowledge to proactively pursue chances and can rapidly acclimatize to fresh circumstances (Doeze Jager-van Vliet, 2017; Ramzi & Ghasemi, 2015).

At the international glassy, numerous top organizations such as Facebook, Google, and Amazon are amongst the greatest institutions in the U.S. that have adopted the idea of worker agility (Mehrabani, Siyadat & Allameh, 2013). Tseng and Lin (2006) itemized that agility is the company's competence to capture marketplace chances meritoriously and swiftly. It denotes to the planned sensitivity of a company to forestall change and assume essential alterations of actions, resources, and procedures as quick as possible. Establishments that have assumed agile practices offer expertise and skills; in the extended term, they can progress exclusive technical capabilities and competencies from their varied work force. An agile firm can adventure its essential capabilities efficiently and effectively in response to shifting customer needs.

In Africa, firms continue to improve their performance through adoption of the innovation such as employee agility (George *et al.* 2016). Firms in Africa are circumnavigating established voids by scheming around fragile institutional structure and eradicating human and monetary resource

restraints to pursue value formation chances, constructing capabilities, endorsing executive capacity, positive worker behaviour, and moral values, and permitting chances by applying new market admission strategies and accepting supremacy modes and structural designs for working within casual markets (Zoogah, Peng & Woldu, 2015). Additionally, in the continent of Africa, Price water house Cooper (2018) highlighted that utmost companies noted poor performance or nonstop decline in monetary performance resultant from encounters of inappropriate organizational culture with a worldwide commercial idea, political interfering in structural decisions, lack of transparency, policy instability, supervisory uncertainty, continuing infrastructure shortfall, institutional emptiness, general indecision, delays in transitory laws, and mysterious non-implementation of approved legislation.

In Kenya, Asgari *et al.* (2014) detected that in the banking business, agility infers fresh product expansions, speed in provision delivery in line with altering client demands and flexibility well-versed by market intelligence. Agility in profitmaking banks permits the bank workers to use their central competencies to retort to client needs, fulfil and predict consumer needs quickly, and make unceasing produce improvements and innovations.

The state department for Labour Kenya is among government institutions that are battling poor Labour relations between the employees and employers, which points to inadequate reach by the department to the two parties hence increasing Labour strikes among the workers in Kenya (Miring'u, 2019). Ndegwa (2017) categorized poor organizational performance among state departments into employees, institutional and structural, and legal and regulatory factors.

According to Tamtam *et al.* (2020), independently, to be nimble, the staff requires to be flexible or adaptable. Then, an agile staff necessitates to be proactive, which means self-anticipating the actions that absolutely inspires change processes. Also, a Labour force with ground-breaking conduct is an agile staff that can classify the need for a new service, product, process, technology, or to enhance the existing structures.

Statement of the Problem

The state department for labour's mandate, among others, is to ensure there are progressive industrial labour relations in all sectors of the economy. The economic growth and development of a country rely on the labour department to enhance good labour relations and productivity, and therefore its performance is essential (Ndegwa, 2017). However, there have been numerous industrial labour disputes resulting in continuous strikes from teachers, doctors, nurses, and other government organizations, which point to poor labour relations. Similarly, the cases of poor treatment of Kenyan workers, especially in the Middle East, indicate that the department has challenges in its oversight of work conditions of the Kenyan workers in foreign work stations.

Studies conducted in the field of employees' agility and organizational performance include Muduli (2017), who focused on staff agility by scrutinizing the function of firm practices and mental enablement. This study, however, did not test the relationship between employee agility and performance. Arokodare, Asikhia, and Makinde (2019), on the other hand, focused on

planned agility and business performance. However, the focus of this study was on strategic agility, while the current study was focused on employee agility. The existing empirical study gaps on the result of employee agility on structural presentation among the existing studies informed the current study.

Theoretical Framework

This study was anchored on Dynamic Capability Theory and Resources Based Theory. Dynamic capability model entails a firm's capacity to achieve refreshed modest edge by refurbishing the company's competencies and resources to accomplish an equivalence with the change in the establishment's surrounding. Scholars have contended that competence vitality can offer a purposeful framework for planned agility (Roberts & Grover, 2012). Sambamurthy, Bharadwaj and Grover (2003) claimed that tactical agility is a kind of ability dynamism. It is an adequate and timely response to outside vicinity vicissitudes and necessitates manifold capabilities. The model endeavors to elucidate how a firm achieves greater performance and how it can brand it maintainable over time, provided the instability of the commercial situations. It is claimed that competence dynamism is uttered by short produce life series, amplified international competition and quick scientific progressions. An equivalent research was conducted by Mason (2010) and engrossed on matters of theoretical reputation to this research. The research sought to elucidate structural agility as a system of active capability and how companies can utilize it to generate maintainable modest advantage.

Resource-Based theory talks about the contribution of resources available to employees in terms of performance. The resources include organizational assets, processes, competences and data. Powell (1995) denoted that the properties are branded into imperceptible resources: expertise, intellectual property, brand names, symbols and status, and tangible assets or resources, counting inventory, cash, tools and properties, and central capabilities. The theoretical supporting is that structural resources would be utilized to generate industry-wide modest compensations for a focal firm. An agile firm ought to have suitable resources that include all capabilities, assets, structural features, information and knowledge, worker proficiencies, expertise, copyrights, money, and talented management that advance its effectiveness and efficiency hence the consequence of the resource-grounded view model in this study.

Conceptual framework

This section presented the conceptual framework that showed the hypothesized relation between study variables.

Independent Variables

Dependent Variables

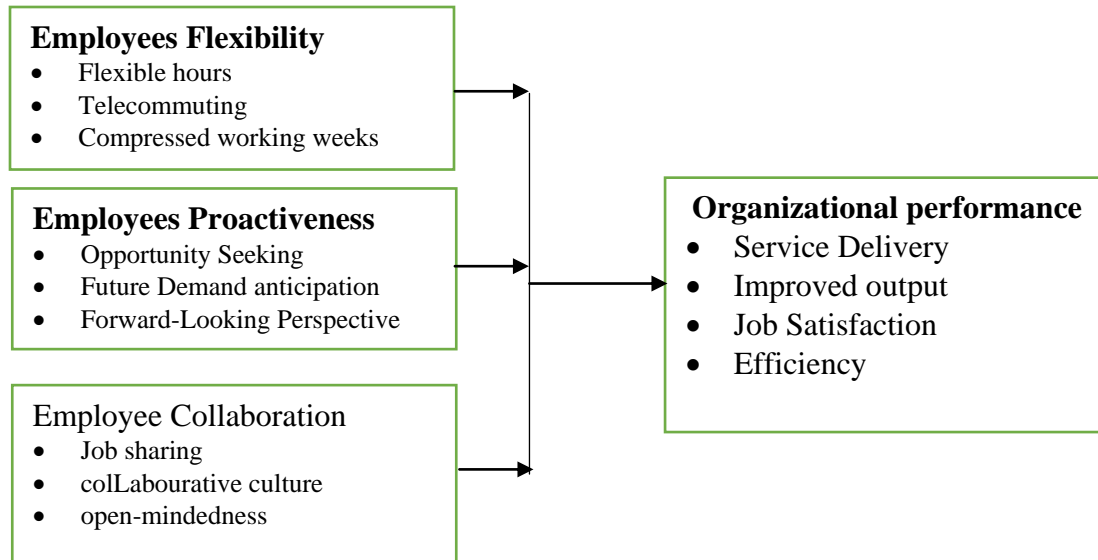


Figure 1: Conceptual framework

Research Gaps

The review of existing literature reviewed existing conceptual and contextual research gaps. For instance, Arokodare, Asikhia and Makinde (2019) and Waweru (2016) focused on strategic agility and its effect on performance, while the current study was more specific and focused on employee agility and organization performance hence addressing the existing conceptual gaps. Similarly, none of the reviewed studies on workforce agility and organizational performance was conducted in government institutions. The majority focused on private sector players. Hence, there is a conceptual gap in the effect of employee agility on organization performance in government state departments. The current study sought to address these existing contextual research gaps.

2.0 METHODOLOGY

The data for this study were collected at the State Department for Labour, and the respondents included a sample of the employees working at the department at the end of 2020. The study population comprised 484 employees working at the State Department for Labour. This study adopted ten percent of the target populace, which translates to 59 participants. Therefore, the sample size for the study was 59 respondents. The study employed stratified random sampling techniques. In addition, the study relied on primary data that was gathered using a structured data collection tool that was objectively constructed. Descriptive statistics such as frequencies, percentages, mean, and standard deviations were used to summarize collected data. In addition,

inferential tools of correlation and regression analysis were used to establish the relationship between employee agility and organizational performance. The study findings were presented using tables, bar charts, graphs and pie charts.

3.0 RESULTS

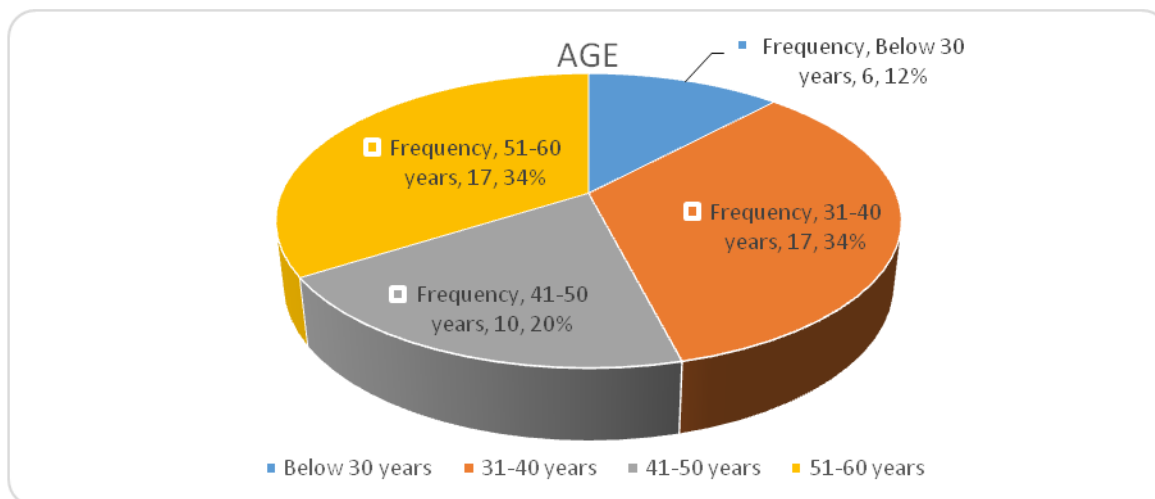
3.1 Demographic information

The respondents' background information who filled the questionnaire was taken is their age, highest level of education, and Labour involvement.

3.1.1 Age

The research assessed the employee's age working in the state department of Labour. From the findings, the majority of the respondents (34%) indicated that they were between the ages of 34-40 years and 51-60 years consecutively, (20%) of the respondent indicated being between the age of 41-50 years while (12%) of the remainder indicated to be below 30 years of age. This implies that most of the employees working in the state department of Labour had worked for more than 15 years.

Figure 1: Age



3.1.2 Level of Education

The research assessed the education level of each of the respondents. The illustrations are in Figure 2

Figure 2: Education Level

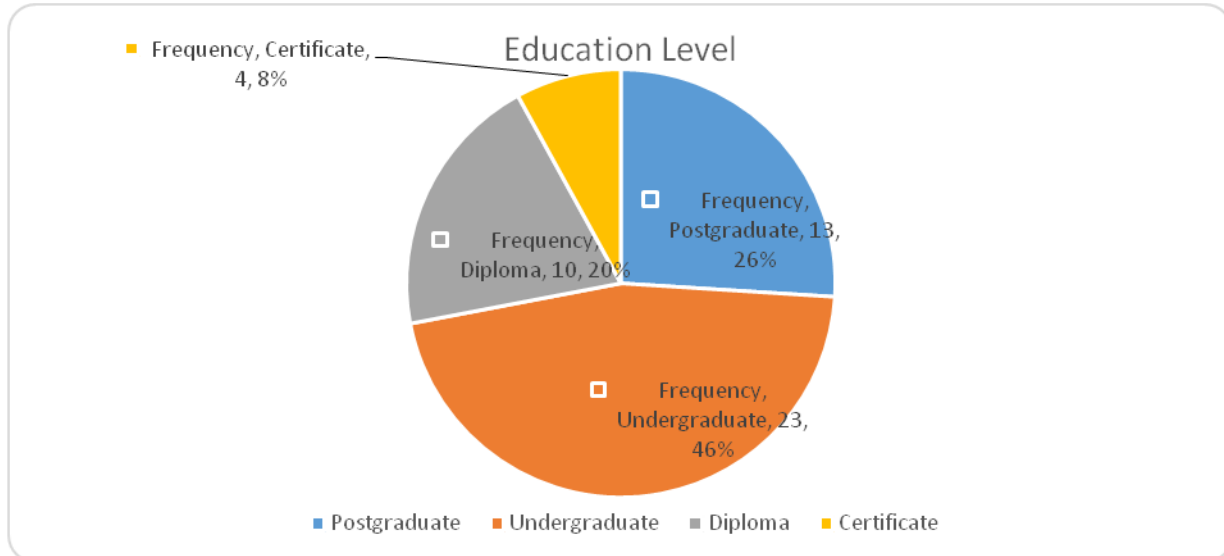


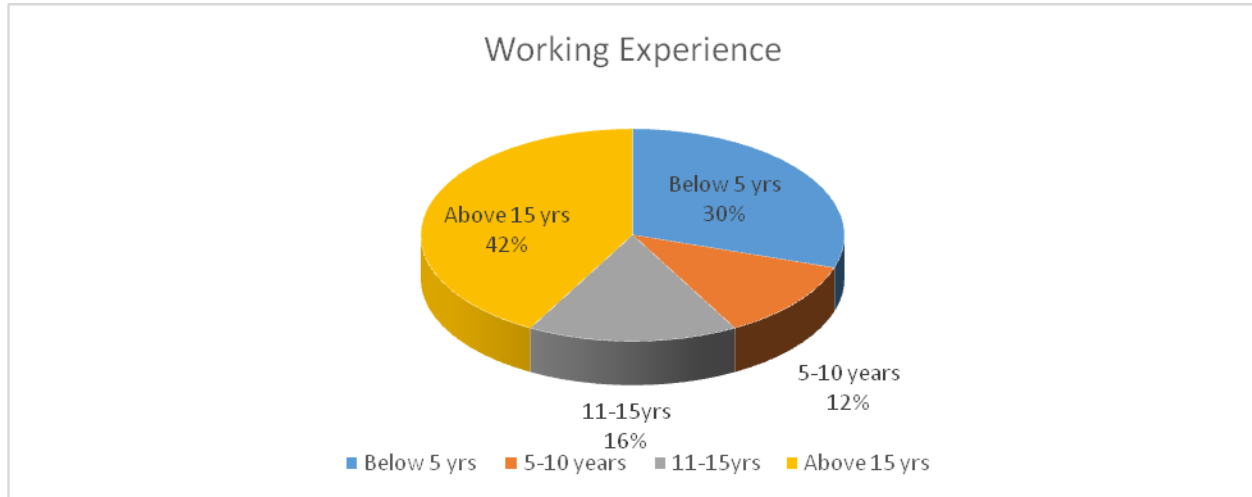
Figure 3 Level of education

From the findings, the majority of the respondents (46%) had attained an undergraduate level of education, (26%) had acquired a postgraduate level of education, and (20%) the respondent had attained a diploma level of education. In comparison, the remaining (8%) had attained a certificate. This implies that the majority of the employees were intellectual.

3.1.3 Working Experience

The research assessed the working experience of each of the respondents. From the findings, the majority of the respondents (42%) had worked above 15 years, (30%) had worked below five years, (16%) of the respondent had worked for 11-15 years, while the remaining (12%) had worked for 5-10 years. This implies that most of the employees working with a high percentage of working experience had worked in the organization for a long time.

Figure 4 Working Experience



3.2 Employee Flexibility

The research was assessed to seek the level of employee flexibility. Therefore, the statements therein were designed to measure the level of employee flexibility in this organization. The illustrations are shown in Table 1 below.

Table 1 Employee Flexibility descriptive statistics

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
The organization has flexible working hours to enable employees to respond to other issues	0.00%	4.00%	18.00%	54.00%	24.00%	3.98	0.77
Employees in this organization are encouraged to telecommute in cases where they can't access the office premises	0.00%	8.00%	38.00%	40.00%	14.00%	3.6	0.83
The management allows employees to compress their work to allow time to attend to other job issues	6.00%	20.00%	32.00%	34.00%	8.00%	3.18	1.04
Total						3.59	0.88

The respondents were asked to indicate the level of employee flexibility. The result from Table 1 showed that the majority of the respondent (54%) indicated that they agreed with the statement that their organization has flexible working hours to enable employees to respond to other issues. In comparison (4%) of the employees disagreed that their organization had flexible working hours to enable employees to respond to other issues. The result showed that the mainstream of the respondent (40%) denoted that they decided with the statement that employees in their

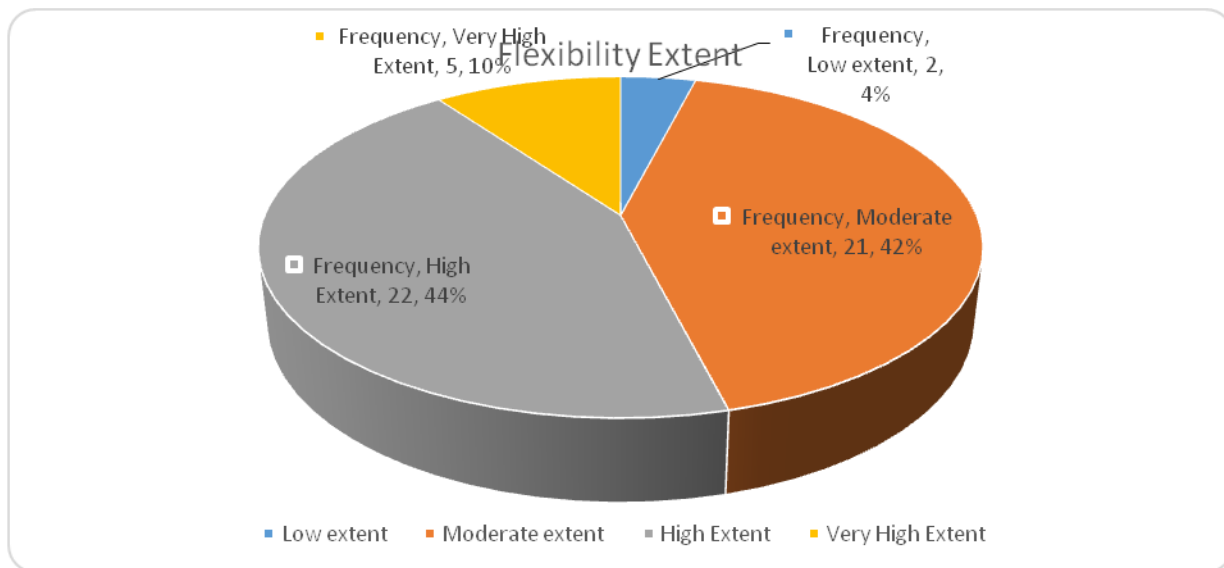
organization are encouraged to telecommute in cases where they can't access the office premises. In comparison (8%) of the respondent disagreed that employees in this organization are encouraged to telecommute in cases where they can't access the office premises. The result further showed that (34%) of the respondent agreed that the management allows employees to compress their work to allow time to attend to other job issues.

In comparison (20%) disagreed with the statement that the management allows employees to compress their work to allow time to attend to other job issues. The statements were supported by a standard deviation of 0.88 and a mean of 3.59. This implies that the majority of the respondent agreed with the statement.

Employee Flexibility Extent

The respondent was asked to indicate the extent of employee flexibility. The result from figure 5 revealed that the majority of the respondent (44%) indicated that employee flexibility affects organization performance to a great extent, (42%) indicated that employee flexibility affected performance moderately, (10%) indicated that employee flexibility affected with a very great extent. In comparison (4%), the remainder indicated that employee flexibility affects performance to a low extent.

Figure 5: Employee Extent



3.4 Employee Proactiveness

The respondent was asked to indicate the level of employee proactiveness. The result from table 2 indicated that the mainstream of the respondent (62%) denoted that they settled with the statement that they are always focused and seeking opportunities to improve the organization. The result showed that the popular of the respondent (58%) denoted that they decided with the

statement that they engaged in activities that increased in efficiency and effectiveness of our organization.

The result further showed that (46%) of the respondent agreed that they recommend to their seniors and colleagues innovative ways of doing things, while (2%) disagreed with recommending their seniors and colleagues' innovative ways of doing things. The result further showed that (46%) of the respondent agreed that they recommend to their seniors and colleagues innovative ways of doing things, while (2%) disagreed with recommending their seniors and colleagues' innovative ways of doing things.

The result further showed that (44%) of the respondent agreed that their organization encourage employees to be proactive in delivering services to customers, while (6%) of the respondent disagreed with the statement that their organization encourage employees to be proactive in delivering services to customers. The statements were supported by an average deviation of 0.74 besides a mean of 4.31. This implies that the majority of the respondent agreed with the statement.

Table 2 Employee Proactiveness descriptive statistics

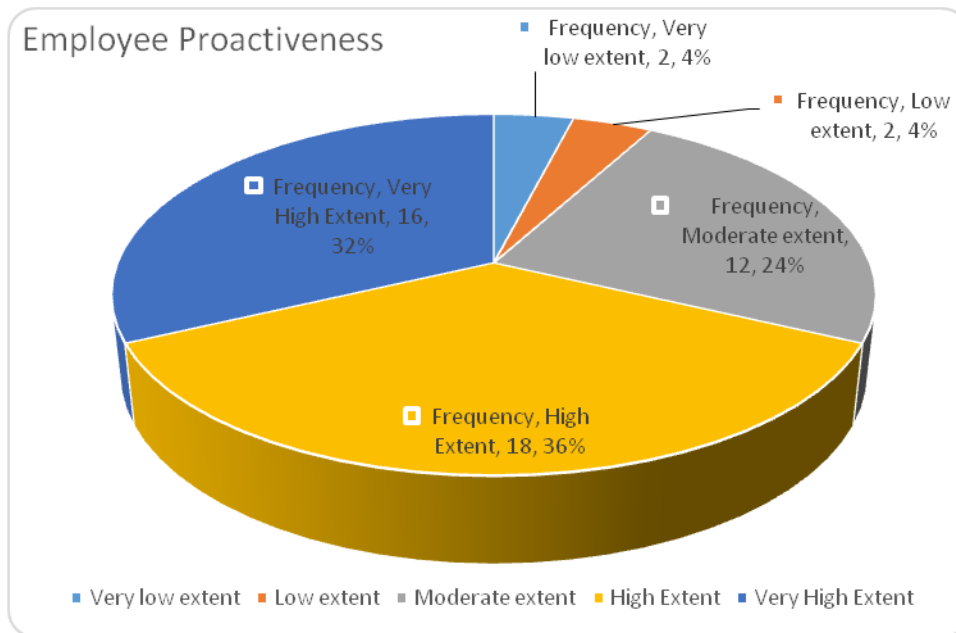
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
I am always focused and seeking opportunities to improve the organization	0.00%	0.00%	2.00%	36.00%	62.00%	4.6	0.53
I engage in activities that will increase in efficiency and effectiveness of our organization	0.00%	0.00%	2.00%	40.00%	58.00%	4.56	0.54
I recommend to my seniors and colleagues' innovative ways of doing things	2.00%	0.00%	10.00%	42.00%	46.00%	4.3	0.81
Our organization encourage employees to be proactive in delivering services to customers	0.00%	6.00%	16.00%	44.00%	34.00%	4.06	0.87
Total						4.31	0.74

Employee Proactiveness Extent

The respondent was asked to indicate the extent of employee Proactiveness. The result from figure 6 revealed that the majority of the respondent (36%) indicated that employee proactiveness affects organization performance to a great extent,(32%) indicated that employee proactiveness affects performance to a great extent,(24%) indicated that employee proactiveness

affected the organization performance moderately, while (4%) of the remainder indicated that employee proactiveness affects performance to a low and very low extent consequently.

Figure 6 Employee Proactiveness



4.6 Employee Collaboration

The respondent was asked to indicate the level of employee Collaboration in their organization. Results from table 3 indicated that the mainstream of the respondent (58%) denoted that they decided with the statement that employees in their organization had embraced job sharing to exploit strengths among one another, while (6%) of the respondent indicated that they disagreed with the statement that employees in their organization had embraced job sharing to exploits strengths among one another.

The result showed that the mainstream of the respondent (52%) denoted that they approved with the statement that there is a Collaborative culture in our organization, while (4%) of the respondent indicated that they disagreed with the statement that there was a Collaborative culture in our organization.

The result further showed that (46%) of the respondent agreed that they recommend to their seniors and colleagues innovative ways of doing things, while (2%) disagreed with recommending their seniors and colleagues' innovative ways of doing things. The result further showed that (46%) of the respondent agreed that they recommend to their seniors and colleagues innovative ways of doing things, while (2%) disagreed with recommending their seniors and colleagues' innovative ways of doing things.

The result further showed that (38%) of the respondent agreed with the statement that there was a spirit of open-mindedness among employees in this organization, while (12%) of the respondent disagreed with the statement that there was a spirit of open-mindedness among employees in this organization.

The result further showed that (26%) of the respondent agreed with the statement that employees support one another and show a high level of teamwork to achieve organization, while (4%) of the respondent indicated that they disagreed with the statement that employees support one another and show a high level of teamwork to achieve organization. The statements were supported by a normal deviation of 0.83 plus an average of 3.75. This implies that the majority of the respondent agreed with the statement.

Table 4 Employee Collaboration descriptive statistics

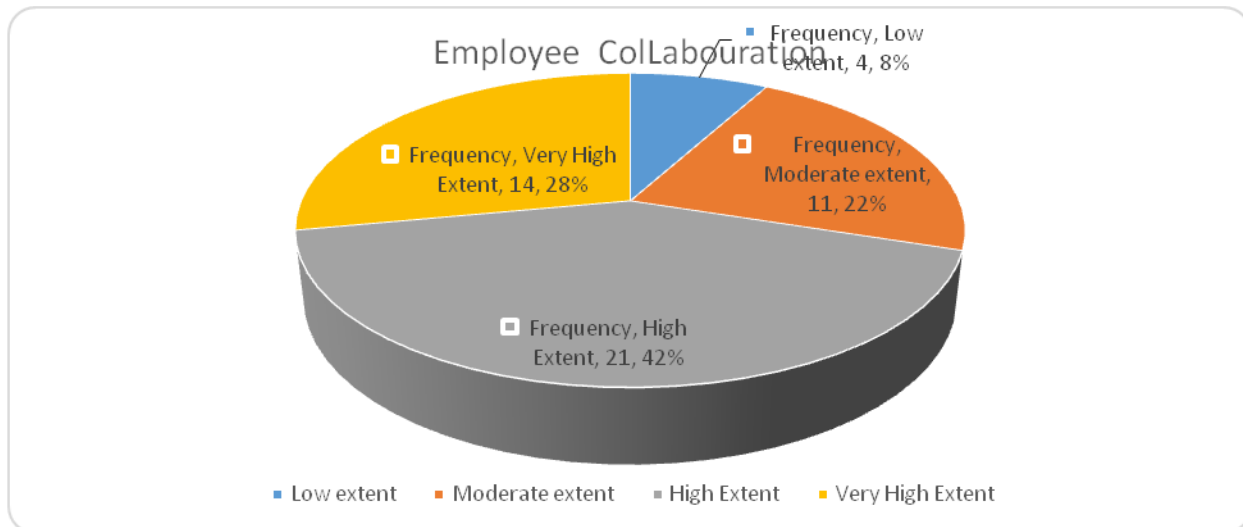
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Employees in our organization have embraced job sharing to exploit strengths among one another	2.00%	6.00%	18.00%	58.00%	16.00%	3.8	0.86
There is a Collaborative culture in our organization	0.00%	4.00%	36.00%	52.00%	8.00%	3.64	0.69
There is a spirit of open-mindedness among employees in this organization	2.00%	12.00%	28.00%	38.00%	20.00%	3.62	1.01
Employees support one another and show a high level of teamwork to achieve organizational objectives	0.00%	4.00%	20.00%	50.00%	26.00%	3.98	0.8
Total						3.75	0.83

Employee Collaboration Extent

The respondent was asked to indicate the extent of employee Collaboration. The result from figure 7 revealed that the majority of the respondent (42%) indicated that employee Collaboration affects organization performance to a great extent,(28%) indicated that employee Collaboration affects performance to a very great extent,(22%) indicated that employee

Collaboration affected the organization performance moderately, while (8%) of the remainder indicated that employee Collaboration affects performance to a low extent.

Figure 7 Employee Collaboration



4.7 Performance

The respondent was asked to indicate organization performance. Results from table 4.5 indicated that the mainstream of the respondent (88%) denoted that they supported the statement that employees in their organization had embraced job sharing to exploit strengths among one another, while (2%) of the respondent indicated that they disagreed with the statement that employees in their organization had embraced job sharing to exploits strengths among one another.

The result showed that the mainstream of the respondent (36%) approved the statement that their organization had improved its ability to serve clients, while (2%) of the respondent indicated that they disagreed with the statement that their organization has improved its ability to serve clients.

The result showed that (84%) of the respondent agreed that their organization had improved output, while (6%) disagreed that their organization had improved output. The result further showed that (64%) of the respondent agreed that their organization had job Satisfaction (while 14%) disagreed with their organization having job Satisfaction.

The result further showed that (70%) of the respondent agreed with the statement that their organization was effective, while (10%) of the respondent disagreed with the statement that their organization was effective. The result further showed that (58%) of the respondent agreed with the statement that their organization had growth, while (28%) of the respondent disagreed with the statement that their organization had growth.

The result further showed that (52%) of the respondent agreed with the statement that their organization was having financial performance, while (10%) of the respondent disagreed with the statement that their organization was financially performing. The statements were supported by a normal deviation of 0.92 plus an average of 3.66. This implies that the majority of the respondent were neutral to the statement.

Table 5: Performance Descriptive Statistics

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Improved ability to serve clients and stakeholders	0.00%	2.00%	6.00%	88.00%	4.00%	3.94	0.42
Improved output	0.00%	6.00%	6.00%	84.00%	4.00%	3.86	0.57
Job Satisfaction	0.00%	14.00%	8.00%	68.00%	10.00%	3.74	0.83
Efficiency	0.00%	10.00%	10.00%	70.00%	10.00%	3.8	0.76
Organization growth	0.00%	28.00%	6.00%	58.00%	8.00%	3.46	0.99
Organization performance	0.00%	20.00%	8.00%	52.00%	20.00%	3.72	1.01
Total						3.66	0.92

Correlation Analysis

The variables' association closeness under the study was assessed through the Pearson Correlation coefficient. The correlation coefficient can only fall between +1 and -1, where the lower the coefficient, the lower the association. Zero indicates there is no association between the variables, and a positive coefficient shows that there is a directly proportional relationship between the variables, whereas a negative coefficient indicates there is an inverse proportional relationship of variables. The correlation analysis of variables is shown in Table 6.

Table 6 Correlation

Av_Flexibility	Pearson Correlation	1			
	Sig. (2-tailed)				
Av_Proactiveness	Pearson Correlation	0.273		1	
	Sig. (2-tailed)	0.055			
Av_ Collaboration	Pearson Correlation	.550**	.394**		1
	Sig. (2-tailed)	0.000	0.005		
Av_Performance	Pearson Correlation	.386**	.342*	.431**	1
	Sig. (2-tailed)	0.006	0.015	0.002	

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

According to table 6, there was a positive association between the variables of the study, that is, flexibility, proactiveness, and Collaboration, with coefficients of 0.386, 0.342 and 0.431, respectively. The positive correlation shows that there was a relationship between the independent variable flexibility, proactiveness, collaboration and the dependent variable performance.

Regression coefficients

The model summary is one of the regression with information about the regression lines' ability to account for the total variation in the experiment variable. The findings are shown in Table 7

Table 7: Model summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.740a	0.548	0.528	0.48243

a Predictors: (Constant), Av_Collaboration, Av_Proactiveness, Av_Flexibility

b Dependent Variable: Av_Performance

The value of adjusted R squared was 0.548, implying 54.8% of employee flexibility. Employee Collaboration and employee proactiveness could be explained by the organization's performance. The remaining 45.2% variation of the independent variable could be explained by some other factors not employed in the model.

Table 8: ANOVA test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.529	3	1.176	5.055	0.004
Residual	10.706	46	0.233		
Total	14.235	49			

a Dependent Variable: Av_Performance

b Predictors: (Constant), Av_Collaboration, Av_Proactiveness, Av_Flexibility

According to Table 8, the model is significant statistically with a p-value=0.004, implying that the independent variables (flexibility. Employee Collaboration) are usable in explaining the independent variable (performance). This implies that employee agility affects organization performance.

Table 9: Regression of Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	0.154	0.062		2.484	0.018
Flexibility	0.618	0.104	0.681	5.967	0.000
Proactiveness	0.232	0.072	0.294	3.203	0.003
Collaboration	0.015	0.07	0.019	2.287	0.043

The regression of coefficients results in table 9 revealed that flexibility and performance are positively and significantly related ($r=0.618$, $p=0.000$). The table further indicated that

proactiveness and performance are positively and significantly related ($r=0.232$, $p=0.003$). The table further indicated that Collaboration and performance are positively and significantly related ($r=0.015$, $p=0.043$).

Thus, the optimal model for the study is;

$$\text{Organisational Performannce}=0.154=0.618\text{flexibility}+0.232\text{Proactiveness}+0.015\text{Collaboration}$$

4.0 CONCLUSIONS AND RECOMMENDATIONS

Conclusion

From the findings of this research, it can be concluded that employee agility positively influences organizational performance. The State Department for Labour is critical since its mandate, among others, is to ensure there are harmonious industrial labour relations. The economic growth and development of the country rely on it to enhance labour productivity through its labour dispute resolving mechanism, and therefore the performance of the State Department for Labour is essential. There occurs an association between general internal performance and working agility enablers.

Organizations should reenter the current plan, deliberating the necessities to be agile, and assume agility to attain preferred progress, results, and existence. Employee agile capabilities enable organizations to utilize their skills, knowledge, and technological inventions from within to offer better client service and better performance essential to attain organizational aims. Agile employees enable organizations to produce top-notch goods and services that can compete effectively both locally and internationally.

Recommendations

The study recommends that employees in the State Department for Labour ought to embrace proactiveness, flexibility and Collaboration to enhance overall internal performance, as explained below.

The State Department for Labour should take the initiative in improving the abilities of its employees in meeting the needs of current circumstances or new ones and encourage them to challenge the status quo rather than passively adapt to present conditions. Employees can engage in proactive activities as part of their in-role behaviour in which they fulfil basic job requirements. There is a need for continuous training and development to improve employees' proactive behaviour, and this shall require more funding and training needs assessments.

In the case of employee flexibility, the State Department for Labour needs to put in place smart work flexibility programs (work flex) for all eligible employees. This should be embraced and implemented at the national and field level to enhance service delivery and minimize COVID 19. Work flex programs such as telework, alternate/flexible work arrangements and "Results-Only Work Environments" simply make good organizational performance sense. This is primarily due to new and evolving mobile, digital and virtual technologies, which have become integral parts

of everyday life. These modern high-tech tools are radically transforming the way we work, including where, when and how. Work flex saves time and money while increasing employee engagement, performance and productivity, as well as morale and overall job satisfaction. Lastly, work flex also lends itself to a healthy work-life balance for employees, which can be a key tool to recruit a new generation of young leaders to public service and make current employees more productive.

Lastly, the State Department for Labour should put in place measures that improve employee collaboration both at the national and field level to achieve better work processes and bring forth more ideas as the staff will have a sense of contribution. When individuals and teams have a sense of belonging, they feel more in touch with their departments and want to ensure that the department's objectives are achieved. Employee collaborative policies will enable the department to complete its projects faster and leaner while improving its collaborative culture by providing an open forum for employees to share their thoughts and views. Employee collaboration helps to foster a culture of mutual respect and shared beliefs and values. By having a strong collaboration culture, the department will build empowered action-oriented teams that help drive its mission. Employees are motivated and have a voice in how things get done. Employee collaborative policies fuse creativity, goals, and employee to instill collaborative culture. When combined, employee collaborative policies and culture bring positive change to organizations and drive motivation, cost savings, and better solutions.

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