Research Article

Effect of Employee Morale on Successful Implementation of Strategic Plan in Public Sector: A Case of Selected Institutions under the Ministry of Health

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Abstract: *The study, through the aid of BSC, aimed to determine the effect of employee morale on the implementation of strategic plans in the public sector with the objective to examine its effect on the successful implementation of strategic plans at selected public sector institutions in Tanzania. The study was positivist research with a quantitative approach under descriptive and explanatory research designs through a survey research strategy. The study population was 541 permanent staff at the Medical Stores Department, National Health Insurance Fund, Tanzania Medicine 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 with a response rate of 96.9 percent and analyzed through regression analysis. The study has found that the independent variable affects significantly the dependent variable (F=152, p-value=0.0<<0.05), and the coefficient is positive and statistically significant from zero. Consequently, employee morale has a positive and significant effect on the successful implementation of strategic plans in the public sector. This finding indicates that employees significantly affect the successful implementation of strategic plans in the public sector. The study recommends PSIs to continue to improve their budgetary allocation on activities geared towards improving employee morale, which includes effective communication, employee training, employee awareness of organizational goals and objectives as well as performance feedback, which have been considered to be critical in maximizing employee morale, consequently translating into successful implementation of SPs.*

Keywords: *Strategy Formulation, Strategy Implementation, Strategic Plan, Employee Morale, Successful Implementation of Strategic Plan.*

I. INTRODUCTION

In the past decade, much research in the strategic management field focused on the planning aspect of Strategic Plan (SP), and less or very little was said about its implementation. Over the recent past, there has been development in the field where the production of various research works on SP implementation has been witnessed. Despite the development, one of the major unresolved management problems is the great percentage of strategy implementation efforts that fail, estimated between 30 - 70% (Candido & Santos, 2019) and that globally, up to 80% of strategies fail (Wiraeus & Creelman, 2019) while Africa has a startup failure rate of 54% (Galal, 2023). Olson (2022) reported that 60 – 90% of SPs never fully launch, and there is no agreement as to why there is such a high rate of failure (Bushe, 2019). However, most scholars argue poor implementation either because implementation is poorly managed or hasn't taken place (Vigfusson *et al.*, 2021). Extant literatures (Souki *et al.,* 2020; Nyerenga, 2021; Dasan, 2022; Mgute & Nyakwara, 2022; Torres *et al.,* 2023; Mubanga & Lesa, 2024) have associated the successful implementation of SP with culture, structure, communication, leadership and resources but very little has been said about the effect of employee morale on successful implementation of SPs in Public Sector (PS).

Many academics (Hodgkinson & Ford, 2005) believe that low employee morale, which is frequently connected to feelings of unjust treatment, has a negative impact on an organization's performance. Findings in the study by Alwi & Shaiq(2021) showed that employee satisfaction - the degree to which employees are satisfied with their jobs, employment experience, growth opportunities, and the organization they work for- significantly impacted organizational productivity. In a similar vein, Mallik et al. (2019) discovered that staff morale serves as a psychological component that leads to positive employee behaviour, which in turn leads to overall effective performance, propelling the company forward. In order to improve public service delivery by establishing a long-term strategic direction, the New Public Management (NPM) changes included SP within PS (Kim & Han, 2015; Lapuente & Van de Walle, 2020). Most commentators (Hood, 1995; Ingrams *et al.*, 2020; Ghosh & Mahavidyalaya, 2021)

have associated NPM with seven dimensions of change, most notably emphasis on standards and measures of performance. SP provides direction for the organization (Ritson, 2019), means for communication of progress (Mintzberg *et al*., 2020), and enhances the management of resources (Dlamini *et al*., 2020). Various tools for developing SPs are in large use today, Balanced Scorecard (BSC) being one of them, used by 53% of companies globally (Fuertes *et al*., 2020). BSC provides the existence of a cause-and-effect relationship between its four dimensions, stressing the need for changes and improvements that a company must achieve to run its vision, emphasizing that they will improve or enhance the development of appropriate employee capabilities in terms of skills, adaptability, commitment and morale required to effectively execute the organization strategy (Kaplan & Norton, 1996; Mikula *et al.,* 2020).

SP in Tanzania's PS began in the 1990s when reforms such as the Medium-Term Plan, Performance Management System and Medium-Term Expenditure Framework were introduced (Meigaru *et al*., 2019). As global statistics opine, implementation of SPs in Tanzania's PS as obliged under section 7.4 of the 3rd Five Year Development Plan 2021-2025 remains ineffective, as evidenced in CAG reports for three consecutive years (2019/20; 2020/21 and 2021/22) indicating the existence of outdated SPs, poor M&E, unimplemented activities and poor linkage between budget and plans (CAG, 2023). Despite the increase in empirical studies, in the context of Tanzania, no existing study has looked into the effect of employee morale on the successful implementation of SP in PS. This study, therefore, through the aid of BSC theory, intended to examine the effect of employee morale on the successful implementation of SP at the Medical Stores Department (MSD), National Health Insurance Fund (NHIF), Tanzania Medicines and Medical Devices Authority (TMDA), National Institute for Medical Research (NIMR) and National Public Health Laboratory (NPHL) to provide an understanding of the extent to which it affects successful implementation of SPs in PS.

II. LITERATURE REVIEW

According to Wiraeus and Creelman (2019), strategy is an integrated series of decisions that position a business for higher returns. Organizations set their strategic goals and objectives before defining strategies for achieving each goal in the process of creating SPs (Retnandari, 2022). To determine expected results, key performance indicators, and goals, plans will be further deconstructed (Kaplan & Norton, 1996). In order to maximize the organization's power, effective strategies allow it to gain a competitive edge and accomplish its strategic goals (Isfahani et al., 2022). The alignment of opportunities and qualifications that place a company in its surroundings is known as strategy formation (Mintzberg et al., 2020). According to Wiraeus and Creelman (2019), the team's capacity to agree on the strategy's formulation will determine the odds of influencing the initiative or goal. This will give the right idea of the strategies that should be developed. The many market or client categories and their preferences along dimensions like pricing, quality, functionality, image, reputation, relationship, and service should be revealed during the strategy creation process (Kaplan & Norton, 1996). The market and client categories the company decides to target can then be used to develop its strategy.

Linking strategy to operations is known as strategy implementation (Fuertes et al., 2020). It is the procedure by which projects outlined in the SP are implemented to produce the desired results. Strategy execution is far more complicated than strategy creation, which is basically a simple operation. Barriers put up by conventional management systems are the reason for this divergence. By using organisationally organized strategy maps, BSC helps managers close this gap (Kaplan & Norton, 2008). When leaders have a clear idea of the organization's goal and the steps necessary to get there, this structure functions well (Kaplan & Norton, 1996). Strategic planning refers to envisioning the future and developing procedures and operations to achieve it (Wells & Doherty, 1994). Strategic planning is crucial to the success and productivity of organizations because it enhances the organization's purposefulness, improves the allocation of resources, creates mechanisms for the coordination of operations, establishes control and enhances time management (Alkhafaji, 2003; Ritson, 2019; Isfahani *et al.,* 2022). The nature of strategic planning in PS lies in adopting private sector techniques to enhance public service delivery (Kim & Han, 2015; Lapuente & Van de Walle, 2020). When the planning process is completed appropriately, it will produce a comprehensive planning document – a strategic plan (Retnandari, 2022).

A strategic plan is a document that communicates an organization's goals and the activities needed to achieve those goals (Dlamini *et al*., 2020). Building SP involves a deep understanding of the organization where vision, mission and core values are crafted, followed by establishing objectives, strategies, outcomes, KPIs, target, result framework, and finally, resource requirements for execution of the plan (Kaplan & Norton, 2004). SP provides step-by-step instruction for carrying out the strategies (Wiraeus & Creelman, 2019), provides direction for the organization (Ritson, 2019), defines the organization, focuses efforts and provides consistency (Mintzberg *et al.,* 2020). According to Mallik et al. (2019), morale is the degree to which a group feels good and supportive of the organization to which it belongs, as well as the unique emotions that group members have for one another, including trust, self-worth, purpose, pride in one's accomplishment, and faith in the leadership and success of the organization. According to researchers (Hodgkinson & Ford, 2005), low employee morale—which is frequently connected to feelings of unjust treatment—has a negative impact on an organization's performance. The organisation's success is

significantly impacted by employees' views of justice or fairness regarding their treatment in terms of compensation, advancement, and individual consideration (Hodgkinson & Ford, 2005).

Major contributors to 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 degree to which employees are satisfied with their job, employment experience, growth opportunities, and the organization they work for (Alwi & Shaiq, 2021). Alwi & Shaiq (2021), in their study on the role of human resources practices and staff satisfaction on organizational performance, found that employee satisfaction had a significant impact on organizational productivity. Similarly, Mallik *et al.* (2019), in their study on the impact of employee morale on organizational success, found that employee morale acts as a psychological factor which results in positive behaviour of the employee, which totally results in overall effective performance, driving the organization to the next level.

Successful implementation of SP is an interplay between people, processes, and plans, thus enabling the organization to achieve its SP (George, 2020). It is a state in which an organization achieves its envisioned vision, mission and objectives. Although the attention of academics has increased on strategy implementation over the recent past, managers are still facing remarkably similar problems concerning implementation. Studies show that a small percentage of planned strategies are implemented and that too many strategies seem to fail (Vigfusson *et al.,* 2021), and there is no agreement among experts on the reason(s) for such failure (Bushe, 2019). Extant literatures have established success factors for the effective implementation of SPs to include culture (Mgute & Nyakwera, 2022; Dasan, 2022; Nowak, 2020), structure (Mubanga & Lesa, 2024), communication (Torres *et al.,* 2023; Souki *et al.*, 2020) leadership (Gande & Hlophe, 2023; Baluhi, 2022) and resources (Torres *et al.,* 2023) but very little has been said regarding the effect of employee morale on implementation of SPs.

A) Theoretical Review: Balanced Scorecard (BSC)

This study was guided by the Balanced Scorecard (BSC) theory. Robert Kaplan and David Norton created the theory in 1992 in response to worries that financial metrics of company success were inadequate for contemporary business and that they hindered the company's capacity to generate value (Niven, 2002). A tool for expressing the results and performance drivers that will help the organization realize its vision, BSC is a carefully chosen collection of metrics generated from the organization's strategy (Niven, 2002). Three fundamental presumptions underpin the BSC theory: (1) there is a cause-and-effect relationship between the measurement categories; (2) there is a business strategy and/or strategic plan in place; and (3) the most significant drivers (measures of success) have been precisely determined (Kaplan & Norton, 1992). The theory underscores through its learning and growth perspective (L&G) the need for changes and improvements that a company must achieve to run its vision, specifying that training of employees will improve or enhance the development of appropriate capabilities in terms of skills, adaptability, commitment and morale required to effectively execute the organization's strategy (Kaplan & Norton, 1996; Mikula *et al.,* 2020).
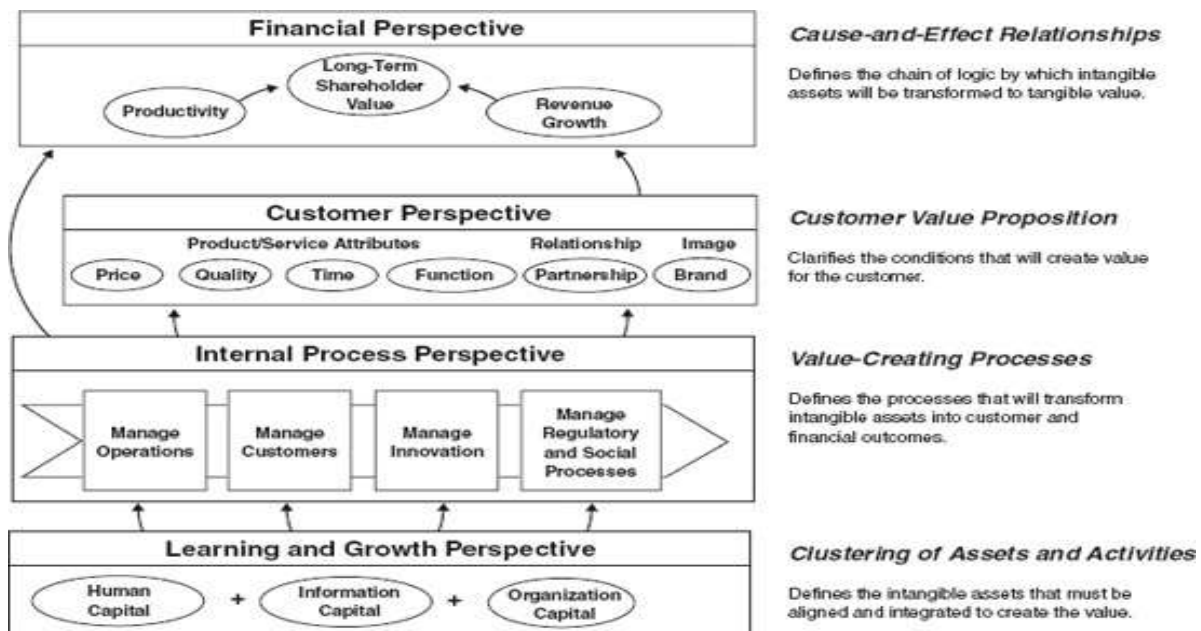

Figure 1: The Balanced Scorecard Framework
***Source:** Kaplan and Norton, "Strategy Maps," Harvard Business Review (2004).*

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

B) Empirical Literature Review: Employee Morale and Implementation of SP

Although there has been an increase in empirical studies on strategy implementation, most of the studies have focused mainly on culture, structure, communication, leadership and resources to establish how they affect SP implementation, and very little was said regarding the effect of employee morale on the implementation of SPs. Alwi and Shaiq (2021) conducted a study on the *"Role of Human Resource Practices and Staff Satisfaction on Organizational Performance"* at various educational institutions in Karachi, Pakistan. The study's findings showed that employee satisfaction - the degree to which employees are satisfied with their jobs, employment experience, growth opportunities, and the organization they work for- significantly impacted organizational productivity. Similarly, Mallik *et al.* (2019), in their study on the *"Impact of Employee Morale on Organizational Success"*, found that employee morale acts as a psychological factor which results in positive behaviour of the employee, consequently affecting the overall performance and driving the organization to the next level.

Amrutha (2022) conducted a study on the *"Impact of employee morale on organizational success"* at Accenture in Bangalore to establish its impact on organizational success. The study found that employee morale impacted organizational success and employees felt that their opinions were valued in decision-making, maximising their commitment to the organization. Similarly, Musonda (2022) conducted a study on *"Assessing employee morale in the United Nations Development Programme (UNDP)"* at the UNDP Zambian office and found that employee morale impacted organizational success and further found that 70.97% of employees had low morale caused by an inability by the organization to recognize excellent performance, vague job description, poor conflict management, little engagement between staff and management and absence of pure instructions from supervisors.

Therefore, this study puts forth the following hypotheses: ***Alternative Hypothesis (Ha):*** *Employee morale has a positive and significant effect on the successful implementation of strategic plans in the public sector.* ***Null Hypothesis (Ho):*** *Employee morale has no positive and significant effect on the successful implementation of strategic plans in the public sector.*

The conceptual framework proposed for this study shows that the successful implementation of SP is explained by employee morale. This framework guided this study in examining the effect of employee morale on the successful implementation of SP at selected PSIs.

Independent Variables   **Dependent Variable**

Employee morale
- o Participation and teamwork
- o Completion of activities (Tasks)

H_1

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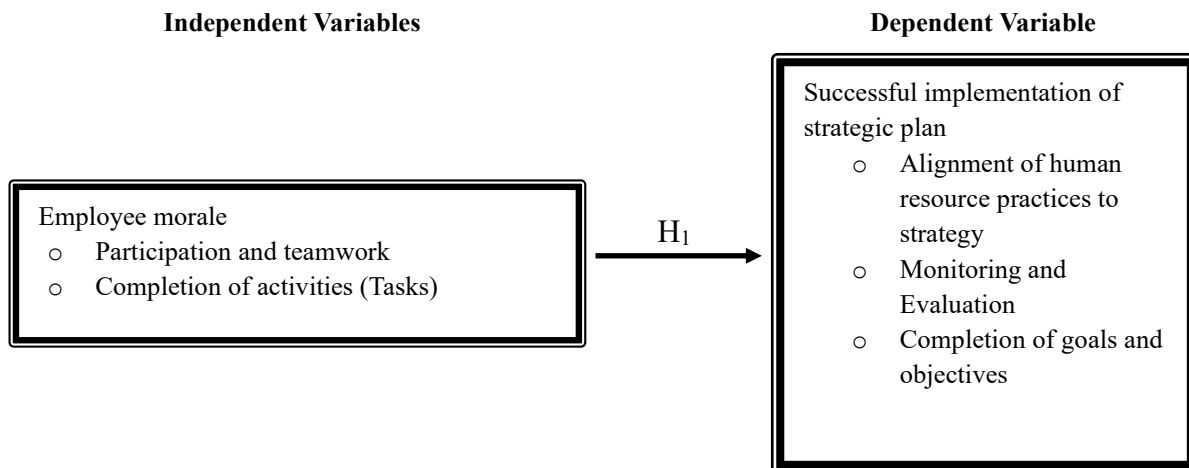- o Completion of goals and objectives

Figure 2: Conceptual Framework
Source: *Literature Review – Conceptualized and drawn by the researcher, 2024.*

III. METHODOLOGY

The study was conducted at MSD, NHIF, TMDA, NIMR and NPHL; PSIs under the Ministry of Health (MoH) in Tanzania on three grounds: firstly, their strategic position in ensuring effective provision of health services to the public, secondly; strategic initiatives taken to improve their performance, and thirdly; findings in CAG reports that performance of many PSIs has remained questionable; with noted existence of outdated SPs, poor implementation of existing SPs, poor M&E, inefficiencies in internal control, and poor linkage between budget and plans (CAG, 2023). The study population was all 1,918 permanent staff with a target population of 541 staff, where 230 staff were sampled (Yamane Formula) through systematic random sampling. The positivist philosophy was adopted in this study because it enables the researcher to create hypotheses that can be verified or disproved using preexisting theory. According to Saunders et al. (2019), positivism is associated with the philosophical perspective of natural scientists and involves using observed social reality to generate generalizations that resemble laws. Positivists emphasize that actual occurrences may be investigated and explained experimentally by logical reasoning and models that have been proven by science through testing to support or refute the theories (Greener, 2008).

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

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

Table 1: Likert Response Labels for the Study

Options	1	2	3	4	5
5-points	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Source: Adopted and modified from Taherdoost (2019).

Table 2: Weighted Mean – Level of Agreement

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

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

IV. RESULTS

A) Response Rate

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

Table 3: Response Rate

S/n	Institution	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.

B) Reliability of Results

The computed Cronbach's alpha coefficient for employee morale was 0.917, showing a strong internal consistency between items representing a given construct, as shown in Table 4.

Table 4: Reliability Score of Results

Construct	Coding	No. of Questions	Cronbach's Alpha
Effect of employee morale	EM	12	0.917

Source: Data Analysis, 2024.

C) Descriptive Statistics Results

This study had one construct, namely, Employee Morale. The construct consisted of a Likert scale with twelve (12) items in the questionnaire. After the reliability test, the construct remained with its original Likert scale items. The scale had the overall mean falling in the range of agreement with given statements (3.5 and above), as depicted in Table 5.

Table 5: Likert Scale Summary Statistics

Scale(Construct)	Mean	Std. Deviation
Effect of employee morale	3.938	0.068

Source: Field Data, 2024.

D) Effect of Employee Morale Descriptive Statistics

Descriptive statistics were computed to determine the effect of employee morale on the successful implementation of SP in PS, where the highest mean of 4.1 and standard deviation of 0.068 (M=4.1 SD=0.068) were received. In the evaluation of statements, respondents rated the involvement of employees in decision-making (M=3.86 SD=0.952), the institution to have established a system that encourages employees to offer feedback and ideas (M=3.91 SD=0.924), and that employees are satisfied with the work conditions (M=3.90 SD=0.782). Further, respondents rated the ability of employees to complete tasks according to the time set by the institution (M=3.96 SD=0.835), their participation in strategic planning (M=3.95 SD=0.850), and the institution's ability to execute the planned strategy precisely (M=3.95 SD=0.866). Respondents rated high also management and employees' continuous sharing of their thoughts, goals and ideas (M=4.01 SD=0.827); timely issuing of rewards and other incentives to motivate employees (M=3.82 SD=1.042); employees' participation in setting strategic goals for the institution (M=3.90 SD=0.880); and that their leaders inspire and motivate employees to reach their greatest potential (M=4.03 SD=0.785). Respondents further rated the availability of collective spirit, dedication and teamwork among employees in implementing the strategic plan (M=4.03 SD=0.794) and trust among employees, which enables effective implementation of the organization's strategic plan (M=4.10 SD=0.773). The general findings on the effect of employee morale showed that all respondents had perceptions falling in the range of agreement (M=3.938 SD=0.068).

Hence, the findings under this construct imply that all respondents felt that employee morale impacted organizational effectiveness, hence influencing the implementation of the strategic plan.

Table 6: Employee Morale Descriptive Statistics

	Statement	Min	Max	Mean	Std. Dev.
1.	The institution involves employees in decision-making.	3.82	4.1	3.86	.952
2.	The institution 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 institution.	3.82	4.1	3.90	.782
4.	Employees are able to complete tasks according to the time set by the institution.	3.82	4.1	3.96	.835
5.	There is employee participation in strategic planning.	3.82	4.1	3.95	.850
6.	Our institution 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.	Rewards 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 institution.	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 when implementing the strategic plan. | 3.82 | 4.1 | 4.03 | .794 |
| 12. | Trust among employees enables the effective implementation of the organization's strategic plan. | 3.82 | 4.1 | 4.10 | .773 |

Source: Field Data, 2024.

E) Inferential Results

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

Table 7: Model Fit Summary Results

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

Source: Field Data, 2024.

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

Table 8: ANOVA Results

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

Source: Field Data, 2024.

Table 9: Regression Coefficients Results

Model		Unstandardized Coefficients		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

Source: Field Data, 2024.

Therefore, Employee morale is statistically a significant predictor of successful implementation of a strategic plan (p-value < 0.05) since a t-value greater than 2.00 or less than -2.00 is considered statistically significant. A p-value less than 0.05 is considered statistically significant, while a tolerance value less than 0.1 or VIF value greater than 10 indicates that the predictors are highly correlated, which may lead to problems with the interpretation of the regression results. As shown in Table 9 above, the regression analysis's P value was less than 0.05 (p=0.000) at the 5% significant level. Therefore, the *null hypothesis (Ho)* was rejected, and the *alternative hypothesis (Ha)* was accepted as being that employee morale positively and significantly affects the successful implementation of strategic plans in the public sector. Furthermore, from correlation analysis, all methods (parametric and non-parametric) indicated that Employee morale had positive and significant (at 1%< 5%) correlations (0.644) with the dependent variable, suggesting that Employee morale has a positive effect on the Successful implementation of the strategic plan.

V. DISCUSSION

A) Effect of Employee Morale on Successful Implementation of SP in Public Sector

The findings indicated that employee morale had a positive and significant effect on the successful implementation of SPs in PS since the P value was less than 0.05 (p=0.000) at a 5% significant level. The findings further indicated that employee morale highly enabled employees to complete tasks according to the time set by the institution, enhanced employee participation in strategic planning, enabled the institution 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 implementation of organization's strategic plan.

The findings have not shown surprising results because when employees feel that their organization is investing in their development, it boosts their morale and, therefore, impacts organizational effectiveness. The findings are supported by BSC theory as it emphasizes the need for changes and improvements that a company must achieve to run its vision, stressing that they will improve or enhance the development of appropriate employee capabilities in terms of skills, adaptability, commitment and morale required to execute the organization strategy effectively (Kaplan & Norton, 1996; Mikula *et al.,* 2020).

The findings are consistent with previous 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 staff are fulfilled with their job, employment experience, growth opportunities, and the organization they work for had a significant impact on organizational productivity. 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 in positive employee behaviour, consequently resulting in successful performance, driving the organization to the next level. The findings are also similar to those in the study by Amrutha (2022) and Musonda (2022) that employee morale impacted organizational success. Training makes employees feel that their organization is investing in their development, hence boosting their morale, which impacts organizational effectiveness and, therefore, influences the implementation of strategic plans.

VI. CONCLUSION AND RECOMMENDATIONS

A) Conclusion

This study aimed to examine the effect of employee morale on the successful implementation of SPs in PS. The objective consisted of both alternative and null hypotheses, which had to be either confirmed or rejected by the study findings. Through multi-linear regression analysis, this study has found that employee morale has a positive and significant effect on the successful implementation of strategic plans in the public sector. The study has further found that employee morale enables employees to complete tasks according to the time set by the organization; inspires and motivates employees to reach their greatest potential; enables collective spirit, dedication and teamwork among employees; and enhances trust among employees, which are crucial for strategic plan implementation, enabling the organization to execute its strategy precisely.

Following these findings, the study has confirmed the BSC assumption that a cause-and-effect relationship exists among its measurement categories, therefore contributing to the ongoing debate among scholars on the existence of a cause-and-effect relationship in the four dimensions of the BSC theory (Bukh & Malmi, 2005; Ratnaningrum *et al*., 2020) that there is a positive and significant relationship between employee morale and successful implementation of SP in PS – employee morale affects positively and significantly successful implementation of SP. Further, the study has contributed to the BSC theory on the claimed over-complexity in deriving the cause-and-effect relationship (Kerklaan, 2024) by adding employee morale to the cause-and-effect drivers for clarity in successful strategy implementation. Moreover, following concerns that there is no empirical evidence to support the proposition that a cause-and-effect relationship exists among the scorecard's measurement categories (Norreklit *et al.,* 2018), the study has also contributed to the existing body of knowledge by empirically establishing the effect of employee morale on successful implementation of SP in PS.

B) Recommendations

Based on the findings that employee morale is positively and significantly related to the successful implementation of strategic SP in PS, PSIs should continue to improve their budgetary allocation on activities geared towards improving employee morale, which includes effective communication, employee training, employee awareness of organizational goals as well as performance feedback, which have been considered to be critical in maximizing employee morale, consequently translating into successful implementation of SPs. Further, Organizations should continue to enhance employee participation in strategic planning, encourage them to continuously share their thoughts, goals and ideas with management, and inspire and motivate them

to reach their greatest potential. Moreover, since the study focused only on selected PSIs under MoH in Tanzania, it is still unclear if the findings under this study can be generalized to other PSIs in other Ministries, Department and Agencies (MDAs); hence, including other MDAs in future studies remains critical to obtain an across-the-board understanding of the effect of employee morale on successful implementation of SPs in PS.

VII. REFERENCES

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