

Effect of Change Resilience Strategy on Strategic Change Management in the Judiciary, Kenya

^{*1}Lucas Onger, ²Professor Maurice M. Sakwa, ³Professor Mike Amuhaya Iravo

^{1,2,3}Jomo Kenyatta University of Agriculture and Technology, School of Entrepreneurship Procurement and Management

^{*}Corresponding Author: Lucas Onger, *Email: loilucas2030@gmail.com*

Abstract: Although the role of organizational characteristics in strategic change management has been extensively analyzed and discussed in literature, individual characteristics of the managers of change, which are equally crucial for the success of change, have been given little attention. Emotional intelligence consists of a range of fundamental skills or strategies, key among them being change resilience, that allow one to confidently respond to people and changing situations. The study sought to establish the effect of change resilience strategy on strategic change management in the Judiciary in Kenya. The study used an explanatory research design. The study targeted 968 managers in the Judiciary. Stratified random sampling was used to obtain a sample size of 158. Both descriptive and inferential statistics were used. Multiple regression results indicated that the extracted factors of change resilience strategy had a positive and significant effect on strategic change management. The study concluded that the use of change resilience strategy enhances strategic change management. For theory, the study recommended that management theories should be revised to reflect that strategic change management requires more innovative approaches like the use an emotional intelligence strategy of change resilience other than the traditional issues postulated by these theories that tends to focus on cognitive issues such as cognitive dissonance during strategic change and resistance to change.

Keywords: Change Resilience Strategy, Strategic Change Management, Emotional Intelligence.

1. INTRODUCTION

According to Skinner, Saunders and Thornhill (2013) change often involves a shift away from the safety of our comfort zone. As humans we enjoy routine, but can be thrown off balance when this routine is threatened and we need to change. This is true at work and in our personal lives. Change is a reality facing most organizations. In practice, globally organizations must embrace change and organizational leaders must use their experience and knowledge to predict the changes necessary in order to survive or end up falling victim to the changing environment in which they seek to operate (Sheridan, 2014). According to Karp and Helgøit (2011) it is alarming to learn that strategic change management has a poor track record. A survey shows that less than 10% of strategic change initiatives have been successful (IBM, 2010). These strategic change initiatives do not fail because of lack of visions or designs: they fail because leaders or managers of strategic change do not understand the complexities they are facing. This strategic change management challenge has less to do with structures and strategies than with the nature of human beings and our instinctive reactions to change and to those leading change. According Karp and Helgøit (2011) the solution is retraining; not of skills but of mindset, emotions, values and assumptions.

Examining organizational behaviour, researchers have identified change as having the potential to elicit a broad range of emotions whether the change is a major restructure or minor re-organization (Mossholder *et al.*, 2013). Strategic change can be perceived as a challenge or an opportunity and triggers positive emotions such as excitement, enthusiasm and creativity (Goleman, Boyatzis and McKee, 2012). Strategic change can also be threatening and create negative emotions such as anger, fear, anxiety, cynicism, resentment, and withdrawal (Peter, 2012). Emotional intelligence is a person's ability to recognize personal feelings and those of others and to manage emotions within themselves and in their relationships with others (Goleman, 1995). The concept of emotional intelligence has roots in social intelligence developed by Thorndike (1990) who proposed multiple forms of intelligence including abstract, mechanical and social intelligence.

Wolmarans (2013) model of emotional intelligence identifies several emotional intelligence competencies/strategies that were used to develop the Emotional Competence Profiler (ECP) to measure emotional intelligence. Wolmarans (2013) believes that the purpose of the ECP is to allow the individual to look at emotional skills in a 'mirror' through his own eyes, behavior through the eyes of other people as indicated by the rating of others, and strengths and development areas. According to Wolmarans (2013) model, emotional intelligence is divided into seven constituent strategies or competencies: self-motivation, self-esteem (or self-regard), self-management, change resilience, interpersonal relations, integration of heart and head, and emotional literacy.

Judicial Reforms in Kenya:

According to Judiciary Transformation Framework (2012) the new Constitution promulgated in 2010 was to radically alter the ugly state of Kenyan Judiciary that had been re-designed by the political governing regimes to fail. The Court system has been decentralized with the Supreme Court and the Court of Appeal having their own Presidents and the High Court having a Principal Judge as heads of the respective Institutions. The Judiciary has institutionalized performance contracting (PC) by establishing a fully fledged directorate of performance management. The Judiciary has also introduced results based management as participatory team based approach designed to achieve defined results by improving programme and management efficiency, effectiveness, accountability and transparency. But all this initiatives seem to have borne very little a fruit as the Judiciary is still seen as the epicenter of corruption with little service delivery.

The judicial reform strategy in the framework of the Judiciary Transformation Framework (2012) has been instrumental in trying to instill a culture change within the Judiciary. The Judiciary Transformation Framework (2012) is the overarching blueprint for reclaiming, reforming and repositioning the Judiciary as an effective and independent arm of government.

Statement of the Problem:

Today organizations are faced with rapid, disruptive change due to both internal and external factors (Chrusciel, 2010). Organizations are operating in a dynamic environment and in order to survive or have a competitive edge, there is need for continuous strategic change. Strategic change involves uncertainty and lack of clarity, both of which are known to raise anxiety levels of employees (Chrusciel, 2010). IBM (2010) survey shows that less than 10% of strategic change management programmes have been successful.

Kenya's Judiciary is emerging from decades of chronic neglect and ineffective service delivery. In the Judiciary Transformation Framework (2012) notes that decline in public confidence, the disdain from other arms of government, and the dissipation of internal confidence within the Judiciary are still the enduring legacies of the Judiciary. According to GOK (2013) the Kenya Judiciary has over the years faced intense criticism owing to the inefficiencies of its systems and processes. For true transformation to take place the systems and processes in courts had to be overhauled. It is for this reason that the Judiciary Transformation Framework (2012) emphasized transformation of court procedures, processes, organizational culture, and management to re-orient them towards a culture of responsive, friendly, and effective service delivery accompanied by an integrated performance management system. These strategic changes were expected to be spearheaded by the managers in the Judiciary.

According Jay (2012) public perceptions of the Kenya Judiciary improved in the early years of the reform program. A Gallup poll found 61% of Kenyans had confidence in the Judiciary compared with a low of 27% in 2009. However, later polls suggested that the gains had faded. From November 2013 to April 2015, Ipsos polls found that the percentage of Kenyans expressing "a lot" of confidence in the courts had fallen from 28% to 21% for the Supreme Court and from 21% to 12% for other courts (Ipsos Public Affairs, 2015). This is an indication that the strategic change initiatives undertaken by the Kenya Judiciary had not been successfully implemented.

According to State of the Judiciary Report (2016) baseline survey, customer satisfaction index stood at 24%, and court users' access index was 41%. The report states that these setbacks have admittedly slowed down the pace of strategic change in the judiciary. This is an indication that the delivery of justice in Kenya is still wanting. Kiilu (2012) in his study on strategic change management in the Judiciary concluded that albeit the several change initiatives undertaken more is still to be done in order to fully achieve a transformed Judiciary.

Literature review shows scanty and inconsistent results on the effects of emotional intelligence strategies on strategic change management. Huy (2011) found a positive and significant effect of emotional intelligence on ability to adapt to and facilitate change. While Peter (2013) found no significant effect of emotional intelligence on strategic change management. Hence this study proposed to fill the gap by developing a statistical model to establish whether change resilience strategy deployed by the managers of change in the Judiciary affects how the managers are effective in managing strategic change that is so imperative in the Judiciary in Kenya.

Objective of the Study:

The specific objective of the study was to determine the effect of change resilience strategy on strategic change management in the Kenyan Judiciary.

2. THEORETICAL FRAMEWORK

For this study, the theories reviewed and which informed the choice of the variables to be measured are three step change theory, and Kotter's 8-step theory.

Three-Step Change Theory:

Lewin (1951) introduced the three-step change theory. This social scientist postulates in his theory that behavior is a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin (1951) three-step model can help shift the balance in the direction of the planned change.

According to Lewin (1951), the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by the use of three methods. First, increase the driving forces that direct behavior away from the existing situation or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above.

Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group. In this study, this first step of the theory was anchored by considering organizing for change, visualizing the future, communicating clearly, and proactive thinking, involving others, and breaking from the past as the indicators of strategic change management as given by Warner (2014). These indicators or constructs of strategic change management are in sync with the activities of step one.

Lewin's (1951) second step in the process of strategic change management is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support the change. This study proposed that the constructs communicating clearly, involving others, and breaking from the past as the constructs of strategic change management as given by (Warner, 2014) are part of this step. These constructs of strategic change management are in sync with the activities of step two.

The third step of Lewin's (1951) three-step change theory is refreezing. This step needs to take place after the change has been implemented in order for it to be sustained or "stick" over time. The theory postulates that it is highly likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is

the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin's (1951) third step is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures.

Therefore, Lewin's model illustrates the effects of forces that either promote or inhibit change. Specifically, driving forces promote change while restraining forces oppose change. Hence, change will occur when the combined strength of one force is greater than the combined strength of the opposing set of forces. In this study, the third step was anchored by incorporating consolidating new learning as a construct of strategic change management.

Kotter's 8-Step Theory:

Kotter (1998) developed a theory which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this theory have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. The first step in Kotter (1998) theory is to create urgency for change to happen; it helps if the whole organization really wants it. This may help the leader spark the initial motivation to get things moving. Kotter (1988) suggests that for change to be successful, 75 percent of an organization's management needs to "buy into" the change. One has to work really hard on step 1, and spend significant time and energy building urgency, before moving onto the next steps. In this study, the researcher posited that by organizing for change, and proactively thinking, the managers of change can create urgency for change. Thus organizing for change and proactive thinking were incorporated in this proposed study as constructs of strategic change management as also given by Warner (2014).

The second step of Kotter (1998) theory is to form a powerful coalition; the management needs to convince people that change is necessary. This often takes strong leadership and visible support from key people within the organization. Managing change isn't just enough one has to lead it. Effective change leaders can be found throughout the organization; they don't necessarily follow the traditional organizational hierarchy. The theory postulates that to lead change, one need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, the change coalition needs to work as a team, continuing to build urgency and momentum around the need for change (Kotter, 1998). Thus the relevant construct/indicator from this step that was included in strategic change management as a dependent variable is involving others.

According to Kotter (1998) Theory the third step is to create a vision for change. Link the concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are asked to do something. When people see for themselves what is to be achieved, then the directives they're given tend to make more sense. In this study the vision can be created by the managers in the Judiciary by visualizing the future as a construct/indicator of strategic change management.

The fourth step in Kotter (1998) theory is to communicate the vision. What the leader does with the vision after creating it will determine the success. The message will probably have strong competition from other day-to-day communications within the organization, so one needs to communicate it frequently and powerfully, and embed it within everything done. When the managers keep it fresh on everyone's minds, they'll remember it and respond to it. It's also important to "walk the talk." What the managers at the Judiciary do should be far more important and believable than what they say (Kotter, 1998). To communicate the vision, the manager will have to be adept in communication skills. Hence this study suggested that communicating clearly is a construct/indicator of strategic change management as a dependent variable.

The fifth step in Kotter (1998) theory is to remove obstacles. Change is not always a smooth process so the leader should expect and anticipate resistance at some point. One needs to put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward. Resistance to change can be overcome by clearly articulating the anticipated benefits that comes with strategic change (Kotter, 1998). Hence the study incorporated communicating clearly as an indicator of strategic change management.

Step six for Kotter (1998) theory asks managers to create short-term wins. Nothing motivates more than success. The theory postulates that the manager should give the organization a taste of victory early in the change process. Within a

short time frame managers should strive to have results that the staff can see. Without this, critics and negative thinkers might hurt the progress. Managers should create short-term targets not just one long-term goal. The change team may have to work very hard to come up with these targets, but each "win" that is produced can further motivate the entire staff. To achieve this, this study posited that the manager has to organize strategic change into small manageable parts so as to reap the benefits of quick wins that motivate the change process (Kotter, 1998). Hence organizing for change is included as a construct/indicator of strategic change management.

The seventh phase is the building on the change. Kotter (1998) argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Each success provides an opportunity to build on what went right and identify what can improve. In this proposed study, consolidating new learning as a construct strategic change management is fashioned as a construct from this theory.

Step eight is the last stage which is anchoring of the changes in corporate culture. Kotter (1988) argues that finally, to make any change stick; it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind the vision must show in day-to-day work. Continuous efforts should be made to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in an organization's culture. It's also important that organization's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started (Kotter, 1998). To anchor the strategic change in the corporate culture of the Judiciary in Kenya, the change managers should aim at detaching from the past. This study therefore suggested the inclusion of breaking from the past as an indicator of the dependent variable strategic change management.

3. LITERATURE REVIEW

According to Wolmarans and Martins (2013), change often involves a shift away from the safety of our comfort zone. As humans we enjoy routine, but can be thrown off-balance when this routine is threatened and we need to change. This is true at work and in our personal lives. As an emotional intelligent strategy, change resilience refers to the ability to remain flexible and open to new ideas and people, advocating the imperative for change and innovation when appropriate, with due concern and consideration for the emotional impact of change on people. Bar-On (1996) in his study concluded that change resilience is equivalent to the term "flexibility" which is defined as the ability to adjust one's emotions, thoughts, and behaviors to changing situations and conditions.

Wolmarans and Martins (2013) found that in the workplace and in our personal lives being emotionally intelligent is an essential component to building resilience for mental health and successfully managing change. Emotionally intelligent leaders and managers are also able to help others manage difficult change. According to Troutman and Troutman (2010) change resilience strategy is based on building preparedness for organizational change, particularly those changes that may be perceived as a threat by staff.

Change resilience as a strategy entails developing and preparing yourself and your staff for the potentially debilitating effects of on-going strategic change. In situations of strategic change, change resilience as a strategy requires the very necessary quality of being able to face change with a positive attitude. For people leading strategic change, change resilience strategy entails the ability to transmit a positive view of change to their staff: seeing the opportunities rather than the threats. According to Ford (2014) change resilience strategy is characterized by the ability to make people bounce back from negative emotional experiences. The implication is that those with high resilience will also have high endurance, in that they can 'see the season through'. People with high resilience are likely to also have great insight (self- and other-awareness) in judging theirs' and others' strengths and limitations. Change resilience strategy is an outcome of well developed emotional intelligence skill that can be used to manage emotions by drawing on a positive affective outlook.

Garvin (2010) found that a high degree of emotional intelligence enables an individual to remain resilient during times of crisis that involves strategic change. During times of stress as a result of strategic change, it is critical for leaders to maintain their composure and stay focused on goals, thereby preserving their capacity for reasoning and good decision making. By being able to regulate their emotions, leaders also instill a sense of confidence in their teams and become role models. The change resilience leaders are demonstrated by the ability to cope with ambiguity and thrive on disturbance as

well as the anticipation of the unknown. They tend to open to new ideas and respect diversity in the workplace. Those leaders understand the emotional impacts that change may have on their subordinates. By doing that, it is expected that the more change resilience that the managers have, the more effective they will be in strategic change management.

Chrusciel (2010) asserts that by incorporating considerations of emotional intelligence into the organization's strategic change management philosophy, not only does the individual employee have opportunity to improve, but the enterprise gains as well. Emotional intelligence is viewed as a positive influence for improving staff ability to manage the organization's business as well as provide some insight of progress assessment during times of major uncertainty caused by significant change. In this way an organization can facilitate change in a positive climate and influence the culture to be more adaptive and agile. The end result can be an organization that does demonstrate sensitivity even during significant change transformations.

Zainab *et al.* (2011) argues that in changing situations, change resilience strategy play an important role in the effective development of information for the individuals who are high on emotional intelligence. On the contrary, individuals with low emotional intelligence cannot effectively use their emotions to aid cognitive processes and may find it difficult to coordinate among how they feel and what are they doing during strategic change in an organization.

Emotional intelligence is seen to be a valid predictor of one's success and that its measurement is indeed worthwhile. This is especially the case when the organization needs to assess its human resource strengths and weaknesses in preparation for a change transformation Chrusciel (2010). Jordan Ashkanasy, and Hartel (2012) in their study identified an employee's emotional intelligence as a predictor of that individual contributing successfully during organizational change. Employees who are using their energy on reactions to change have less energy for participating or contributing to that change. Therefore, the article argues that identifying factors that moderate this change resistance like change resilience would be beneficial to both the individuals involved in the change process and the organisation.

An underlying premise of Jordan Ashkanasy, and Hartel (2012) argument is that an individual's adjustment to organizational change needs to incorporate both emotional and cognitive factors. Jordan *et al.*, (2012) in his study of managers in Canada argues that emotionally intelligent individuals cope better and are more resilient to change that is associated with job insecurity that may or may not be the result of organizational change. The theoretical and empirical imperatives reviewed provided the platform for the following hypothesis:

H₀: Change resilience strategy has no significant effect on strategic change management in.

4. METHODOLOGY

This study was based upon the philosophical and methodological foundations of logical positivism. A logical positivist researcher deduces and formulates variables and hypotheses and operationalizes definitions based on existing theory. Contemporary social science research is dominated by logical positivism (Hayes, 2012). This study adopted an explanatory survey research design. Explanatory survey design is appropriate for studies that seek to establish causal relationships between variables (Saunders *et al.*, 2010). The objective is to study a situation or a problem in order to explain the relationships between the variables. This design makes comparisons and evaluation of existing conditions as well as collection of factual information in their natural setting through the use of a questionnaire (Hyz, 2015). The 968 managers of the Judiciary in Kenya formed the population for this study. The promulgation of the constitution of Kenya in 2010 heralded a new beginning for the Judiciary and hence need for strategic institutional change. The target population of managers was chosen for the key role they play in strategic change management in the Judiciary.

Being a survey study, a portion of the population was used so as to extrapolate the findings and make conclusions about the population. Cochran (1977) sample size formula for continuous data was used to determine the appropriate sample size for this study that was found to be 158 for a target population of 968. Stratified random sampling technique was used so as to obtain a true representation of the population that is heterogeneous from the four strata. This technique often improves the representativeness of the sample by reducing sampling error (Tabachnick and Fidel, 2010). After using the stratified random sampling, simple random sampling was used to obtain the respondents from each stratum. A questionnaire was employed in primary data collection. The items in the questionnaire were closed-ended. They were all based on a five-point likert scale and the respondents were required to indicate their level of agreement with the items using the key: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree. The likert scale was used so as data that was amenable to parametric statistics. Cooper and Schindler (2010) assert that the likert scale measurement is applicable for collecting data for use in quantitative analysis.

Pilot testing was used to confirm the reliability and validity of the research instruments by focusing on comprehension, and relevance of the items in the tool. Both descriptive and inferential statistics were used in the data analysis. The assumptions of OLS method that is; independence of the error terms, normality of the data, and multicollinearity were tested so as to make the data amenable to regression analysis. Correlation, the linear relationship between quantitative variables, was used to assess the variations in one variable as the other variable also varies. Multiple linear regressions was then performed to determine whether sufficient evidence existed to allow the researcher to determine that independent of change resilience strategy had any significant effect on strategic change management a per the set hypothesis of interest.

5. RESULTS

The study intended to collect data from 158 respondents. But data was successfully collected from 108 respondents. This represents a response rate of 68.4% and falls within the confines of a large sample size ($n \geq 30$). The response rate was considered adequate given the recommendations by Saunders, Lewis and Thornhill (2010) who suggest 30-40% response, Sekeran (2000) who documents 30% while Field (2012) recommends 50%.

Demographic Characteristics of the Respondents:

It was necessary to understand the attributes of the unit of analysis, which was the manager in the Judiciary in Kenya. This was done by analyzing the demographic characteristics of the respondent. This section thus covers characteristics of unit of analysis with respect to age, gender, and education levels, and work experience.

Regarding the gender distribution of the respondents, results indicated that 50.9% and 49.1% of respondents were males and females respectively. It indicated that there are slightly more males than females in the Judiciary although the gender disparity was not so pronounced. This is a trend that is common in the public service of most developing countries. The almost gender parity distribution of the respondents also meant that the conclusions of this study can be extrapolated to a population that is characterized by gender parity. The results are as summarized in Table 1.

Table 1: Gender Distribution of the Respondents

Gender	Frequency	%
Male	55	50.9
Female	53	49.1

For age, results indicated that 5.6% of respondents were below 30 years, 18.5% were in age bracket 30 -40 years, 55.6% were between 41-50 years old, while 20.4% were above 50 years. These indicated that the majority of the respondents were in the age bracket 41-50 (55.6%) and hence mature and experienced enough to reliably respond to the question item. The Results are presented in Table 2.

Table 2: Age Distribution of the Respondents

Age	Frequency	%
Below 30 years	6	5.6
30-40 years	20	18.5
41-50	60	55.6
Above 50	22	20.4

Further, results indicated that 53.7% of respondents had postgraduate qualifications, 40.7% were degree holders, while 5.6% have diplomas. Basing on these results, majority of respondents were highly qualified and, hence, competent enough to provide accurate answers. The results are presented in Table 3.

Table 3: Education Level of the Respondents.

Education Level	Frequency	%
Postgraduate	58	53.7
Undergraduate	44	40.7
Diploma	6	5.6

Results in Table 4 shows the length of time in years respondents have served in the Judiciary. From the results presented, 1.9% indicated they had served for a period of less than two years whereas 5.6% had served for a period between 3-5

years. It was also observed that 51.9% had served for 6-9 years. While 40.7% had work experience of more than 10 years. The fact that the majority of respondents had reasonably long period of work experience in the Judiciary meant that they are highly knowledgeable and, hence, conversant with the operations of the Judiciary. This is an assurance that the data they provided was reliable.

Table 4 Demographic Characteristics of the Respondents

Experience	Frequency	%
Below 2 years	2	1.9
3-5 years	6	5.6
6-9 years	56	51.9
10 years and above	44	40.7

Strategic Change Management:

First, the descriptive statistics of strategic change management as the dependent variable was analyzed. Then factor analysis of the variable done. Finally, reliability test, and descriptive analysis of the extracted components of strategic change management was carried out. The results are presented in this section.

Descriptive Statistics for Strategic Change Management:

In order to summarize the collected data for the variables means, standard errors, and standard deviations were generated for the collected data sets. According to Field (2012), means represent a summary of the data while standard deviations show how well the means represent the data. The main purpose was to establish whether the statistical means were good fit of the observed data (Field, 2012 and Saunders *et al.*, 2010).

The descriptive statistics for all the 12 items measuring strategic change management were obtained. The mean values and the accompanying standard deviations were in the range 1.982 to 2.444 and .110 to .369 respectively. Considering the 5-point likert scale used in the study and the key provided beneath Table 5. This meant that respondents disagreed that strategic change management was being done effectively. Standard deviation as a measure of the spread of the scores had an overall value of .123 and this indicated a low spread of the values measuring strategic change as a variable. The standard errors were low and hence it was concluded that the mean values obtained for all the items and the overall mean were reliable. The Descriptive statistics are presented in Table 5.

Table 5: Descriptive Statistics for Strategic Change Management

Item	Mean	SE	SD
I spend time anticipating what the future might hold	1.982	.128	.332
I develop contingency plans	2.315	.126	.309
I develop specific goals to tackle change projects	2.278	.114	.183
I assess who is likely to be affected by a change	2.352	.132	.369
I think about what needs to happen step-by-step	2.278	.114	.183
I paint visual pictures of the future	2.389	.128	.331
I carefully develop a plan to communicate change	2.241	.107	.110
I demonstrate that I value the opinions of others	2.340	.130	.337
I seek input from many people in change situations	2.241	.130	.353
I encourage people to focus on the benefits of change	2.315	.129	.337
I spend time helping others through a change process	2.407	.115	.120
I make new approaches comfortable and easy to adopt	2.444	.124	.292

Key for Mean Values: 0.5-1.4: Strongly Disagree, 1.5-2.4: Disagree, 2.5-3.4: Neutral, 3.5-4.4: Agree, Above 4.5: Strongly Agree

Factor Analysis Strategic Change Management:

The researcher ran a principal component analysis identify patterns in data. This was done to express the data in such a way as to highlight their similarities and differences. This helped in identifying groups or clusters of variables besides having data set items reduced to a manageable level while retaining as much of the original information as possible.

Data set for strategic change management with KMO of .940, a determinant R-matrix figure of 0.007, and a significant Bartlett's test of sphericity (Approx. Chi-Square=1494.211, $p=0.000$) indicated it was appropriate to factor analyze the items. Only one component with Eigen value of 15.324 was extracted. The extracted component explained 76.833% of the total variance. Thus strategic change management was considered a homogenous variable and the items were adequate to measure it. The results are as indicated in Table 4.7. After all the checks and tests were conducted, the extracted one factor was used in subsequent tests of correlation, mediation and building regression models.

In order to understand the distribution of and summarize the collected data for the one extracted components of strategic change management; means, and standard deviations were generated. The Results are presented in Table 6.

Table 6: Factor Analysis Descriptives for Strategic Change Management

Item	Loading	Mean		α
Strategic Change Management	2.299	.865		
I spend time anticipating what the future holds	.097			
I develop contingency plans	.098			
I develop goals to tackle change projects	.082			
I assess who is likely s be affected by a change	.113			
I think about what needs to happen step-by-step	.083			
I paint visual pictures of the future	.100			
I develop a plan to communicate change	.073			
I demonstrate that I value the opinions of others	.103			
I seek input from people in change situations	.109			
I encourage focus on benefits of change	.103			
I helping others through a change process	.079			
I make new approaches comfortable to adopt	.099			

Key: Mean Values: 1-1.4: Strongly Disagree, 1.5-2.4: Disagree, 2.5-3.4: Neutral, 3.5- 4.4: Agree, Above 4.5: Strongly Agree

The descriptive statistics for the items of strategic change management strategy indicated that the mean was 2.299 which further indicated that the respondents disagreed that they were adept at strategic change management. The relatively low standard deviation value indicated that the variability in the spread of the scores was low.

Further, reliability tests were carried out for the extracted components of strategic change management to establish whether the instrument used had reliable assessment in the scales. This was done according to Nunnally (2000), and Sekeran (2000), who suggested a cut-off Cronbach's alpha coefficient point of 0.7. Consistent with the above scholars' standards and the fact the determined coefficient was above 0.7, it was enough to conclude that the instrument was reliable for measuring the extracted component of strategic change management.

Furthermore, strategic change management had skewness values of .033, and kurtosis statistic was -.289. According to Hair *et al.* (2010), the requisite range for normally distributed data is between -1.00 and +1.00. All the values of skewness and kurtosis fell in the range -1.00 and +1.00 and it was concluded that the distribution of data for the extracted component of strategic change management was normal.

Change Resilience Strategy:

In this section, analysis of data for change resilience is done. First, the descriptive statistics of the variable is presented followed by factor analysis. The descriptives of the extracted components are then obtained before the extracted components are regressed on the dependent variable of this study; strategic change management.

Descriptive Statistics for Change Resilience Strategy:

Results indicated that the items measuring change resilience strategy had mean values in the range 1.685 to 3.074. Thus the respondents disagreed on the use of this strategy. The standard deviation and standard error values for the items were in the range .091 to .521 and .015 to .146 respectively.. The low standard deviation value points at low variability in the

responses for change resilience strategy. Also the low mean standard error of meant the mean was reliable. Hence it was concluded that the statistical means for each item of change resilience strategy are a good fit of the observed data. The results are presented in Table 7.

Table 7: Descriptive Statistics for Change Resilience Strategy

Items	Mean	SE	SD
I am willing to change my view point	1.685	.015	.091
I advocate the imperative for change and innovation	2.333	.015	.094
I value diversity	2.159	.120	.026
I adapt to changing circumstances	2.982	.127	.318
I understand the impact of change on people	3.074	.146	.521
I am open to new ideas	2.259	.118	.226
I accept criticism and learn from it	2.185	.129	.341

Key for Mean Values: 0.5 -1.4: Strongly Disagree, 1.5-2.4: Disagree, 2.5-3.4: Neutral, 3.5-4.4: Agree, Above 4.5: Strongly Agree

4.8.2 Factor Analysis for Change Resilience Strategy:

For change resilience strategy, a KMO value of .764, a determinant R-matrix value of 0.006, and a significant Bartlett's statistic (Approx. Chi-Square = 397.013, $p=0.000$ confirmed the appropriateness of the items for factor analysis. Two components with Eigen values of 3.638 and 1.161 were extracted. The two components explained 79.978% of the total variance. The item 'I value diversity' loaded onto the two components and hence was dropped from the study as per guidelines given by Liao *et al.* (2007). The results are presented in Table 8.

Table 8: Factor Analysis Descriptives for Change Resilience Strategy

Component	Loading	Mean	SD	α
1. Flexibility		2.116	.027	.884
I am willing to change my view point	.899			
I adapt to changing circumstances	.831			
I am open to new ideas	.844			
I accept criticism and learn from it	.786			
2. Change Advocacy		3.028	.320	.838
I advocate the imperative for change	.858			
I understand the impact of change on people	.940			

Key for Mean Values: 0.5-1.4: Strongly Disagree, 1.5-2.4: Disagree, 2.5-3.4: Neutral, 3.5-4.4: Agree, Above 4.5: Strongly Agree

The extracted components of flexibility and change advocacy had mean values of 2.116 and 3.018 respectively. This indicated that the respondents disagreed on being flexible and advocating for change in change situations. The reliability of the items was analyzed and the Cronbach's alpha coefficients are as indicated in Table 8. Flexibility had a coefficient of .884 while change advocacy had a coefficient of .838. The values were above the 0.7 benchmark set by Sekeran (2000). Hence the reliability of the items was confirmed.

Normality of the data distribution for the extracted components was undertaken using skewness and kurtosis statistics. Results indicated that had skewness and kurtosis statistic of .027 and -.081 respectively for flexibility and -.161 and -.428 respectively for change advocacy thus within the requisite range of between -1.00 and +1.00 according to Hair *et al.* (2010). Hence the data for the extracted components of change resilience was considered normally distributed.

Correlation Analysis:

The extracted components of change resilience; flexibility and change advocacy were correlated against strategic change management. The Results are presented in Table 9.

Table 9: Correlation Results

	1	2	3
1. Strategic Change Management	1		
2. Flexibility	.804**	1	
3. Advocacy	.427**	.465**	1

Key: ** Correlation is significant at 0.01 level (2-tailed)

Results in Table 9 indicated that the extracted factors of change resilience (flexibility and change advocacy) positively and significantly correlate with strategic change management. It was therefore concluded that as managers use flexibility and change advocacy as sub-strategies of change resilience, they are bound to be more successful in strategic change management.

Regression Results:

Further, the two factors of change resilience were regressed on strategic change management. Results indicated that flexibility and change advocacy had a positive and significant effect on strategic change management. The results are summarized in Table 10.

Table 10: Regression Results for Components Change Resilience on Strategic Change Management

Model	Unstd Coeff.		Std Coeff	t	Sig.	Coll. Statistics	
	B	SE	Beta			Tolerance	VIF
(Constant)	.345	.177		1.951	.054		
Flexibility	.840	.071	.772	11.840	.000	.784	1.275
Advocacy	.580	.055	.680	6.041	.000	.784	1.275

Key: *Dependent Variable: Strategic Change Management.*

F-Statistic (97.376, $p = .000$), $R = .806$, $R^2 = .650$, Adj. $R^2 = .643$

The results in Table 10 were used to test the hypothesis (H_0). The hypothesis H_0 stated that change resilience has no significant effect on strategic change management. The hypothesis was not supported by the results. It was therefore concluded that change resilience has a positive and significant effect on strategic change management. The tolerance and VIF values indicated that the model in Table 10 had no multicollinearity problems.

6. DISCUSSION OF RESULTS

Strategic change period is accompanied by uncertainty about the future for the employees of an organization. This in effect evokes anxiety. To be able to control this, managers need to be able to deal his/her negative emotions and help employees adapt to changing situation. The results indicate that as the manager uses change resilience strategy, the management of strategic change is bound to be more effective. Salovey and Mayer (2010) argue that change resilience is the ability to return to the original state or form after being stretched, compressed or bent. This is only possible for managers who are adept in deploying change resilience strategy.

According to Quy (2013), strategic change causes not only a major and pervasive redistribution of resources and power, which is not only highly upsetting in itself, but, by definition, demands a paradigm shift that challenges members' most basic assumptions about the nature of the organization. Organization members have emotionally invested in these non-negotiable assumptions that shape their cognitive structures for sense making and meaning giving. Challenging this source of cognitive and emotional stability is tantamount to attacking core identity and, thus, could trigger strong defense mechanisms, such as anxiety and defensiveness (Schein, 2010). Hence, in line with the findings of this study, the managers of strategic change need to use change resilience strategy which is the ability to recover from adversity related to change in order to entrench strategic change in the organization.

Troutman and Troutman (2013) found a positive and significant effect of change resilience strategy on strategic change. They argued that that change resilience strategy is based on building preparedness for organizational change. Lewin (1951) 3-step theory first step called unfreezing supports this proposition. Managers who use change resilient strategy bounce back by dealing with the fluid change situations. They are flexible and ready to embrace strategic change. They tend to use positive psychology to build up personal characteristics as an individual, and in turn create empowering, growth-fostering relationships that easily entrench strategic change in the organization.

In Lewin's (1951) theory, the second step in the process of changing behavior is movement. The results of this study support this proposition of this theory. In this step, the manager or leaders has to move the people to a new level of equilibrium as dictated by the imperatives of strategic change. The actions that can assist in the movement step requires that the manager be flexible and ready to spearhead change by themselves being resilient to the effects of change so as to be seen as role models that support the change.

The findings of this study are also in consonant with the third step of Lewin's (1951) three-step change theory which is refreezing. This step needs to take place after strategic change has been implemented in order for it to be sustained or "stick" over time. The manager needs to be flexible to new ways of doing things and be an advocate of change; two of the indicators of change resilience used in this study. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. The managers through the change resilience strategy can implement Lewin's (1951) third step by reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures.

A high degree of change resilience enables leaders to remain flexible during times of crisis. At such times, it is critical for leaders to maintain their composure and stay focused on goals, thereby preserving their capacity for reasoning and good decision making. By being able to regulate their emotions, leaders also instill a sense of confidence in their teams and become role models.

Womarans (2013) argue that change resilience as a strategy has to do with the manager being able to remain flexible and open to new ideas and people. Strategic change management comes with the need to implement or experiment with new ways of doing things. People in the organization have to be moved out of their comfort zones and this can be possible if the manager is flexible and ready to embrace new ideas. By deploying this strategy the manager will therefore be able to effectively guide or implement strategic change in the organization effectively.

These results also support the assertion by Chrusciel (2010) that change resilience as an emotional intelligence strategy is a valid predictor of one's success in managing strategic change. This is especially the case when the organization needs to assess its human resource strengths and weaknesses in preparation, especially at management level for a change.

In addition, Kotter (1998) 8-step theory postulates in its third step that managers need create a vision for change. It goes further to state that a clear vision can help everyone understand why they are asked to do something. When people see for themselves what is needs to be achieved, then the directives they're given tend to make more sense. To achieve this, the manager needs to deploy change resilience strategy of being receptive to new ideas that involves creating a new vision for the people so as to rally them in readiness for strategic change. Therefore the results also support the third step of Kotter (1998) 8-step theory.

7. CONCLUSION

From the summary of the results of given above, a number of conclusions can be drawn. Considering the descriptive statistics of the variables of interest for this study, results indicated that the emotional intelligence strategy of change resilience was slightly below average on a 5-point likert scale. It was therefore concluded that these was the least deployed strategy in the Judiciary. It can therefore be concluded that the managers in the Judiciary were not deploying these emotional intelligence strategies to management change to a large extend. Multiple regression results indicated that change resilience factors of flexibility and change advocacy had a positive and significant effect on strategic change management. It can therefore be concluded that the use of these strategy by managers enhances strategic change management.

REFERENCES

- [1] Bar-On, R. (1996). *The Emotional Quotient Inventory (EQ-i): A Test of Emotional Intelligence*, Toronto: Multi-Health-Systems.
- [2] Chrusciel, D. (2010). Considerations of emotional intelligence in dealing with change decision management. *Management Decision*, 44(4), 644-657.
- [3] Cochran, W. G. (1977). *Sampling Techniques*. New York: John Wiley and Sons.
- [4] Cooper D. & Schindler, P.S. (2013). *Business Research Methods*. New York: McGraw-Hill.
- [5] Field, A. (2012). *Discovering Statistics Using SPSS*, 2nd ed., Sage, London.
- [6] Ford, C. (2014). The role of Creative Action in Organizational Learning and Change. *Journal of Organizational Change Management*. 9(1), 54-56.
- [7] Garvin, D. A. (2010). Building a Learning Organization. *Harvard Business Review*, 4, 78–91.
- [8] Goleman, D. (1995). *Emotional Intelligence*. New York: Bantam.
- [9] Goleman, D., Boyatzis, R., & McKee, A. (2012). *Primal leadership. Realizing the Power of Emotional Intelligence*, Boston: Harvard Business School press.
- [10] GOK (2013). The Kenya Judiciary High Court Registry. Government printers
- [11] Hair, J.F., Black, C.W., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis*. Seventh Edition. Upper saddle River, NJ Prentice Hall.
- [12] Hayes, J. (2012). *The Theory and Practice of Change Management*. Basingstoke: Palgrave.
- [13] Huy, Q. (2011). Emotional Capability, Emotional Intelligence, and Radical Change. *Academy of Management Review*, 24(2), 325-45.
- [14] Hyz, A. (2010). Emotional Intelligence and Employee Performance of Greek Banking Staff: An Empirical Investigation. *Acta Universitatis Lodzianensis*, 2(3), 85-96
- [15] IBM Business Consulting Services. (2010). *Your Turn: The Global CEO Study*. New York: International Business Machines Corp.
- [16] Ipsos Public Affairs, (2015). *Confidence Ratings: Public Officials and Independent Institutions*. Ipsos Survey printers, Nairobi.
- [17] Jay, L. (2014). *Less than Half in Africa Confident in Their Judicial Systems*. Gallup Ltd, Nairobi
- [18] Jordan, P., Ashkanasy, N., & Hartel C. (2012). Emotional Intelligence as a Moderator of Emotional and Behavioral Reactions to Job Security. *Academy of Management Review*. 27, 361-72.
- [19] Judiciary Transformation Framework (2012). *Laying the Foundation for the Transformation of the Judiciary, 2012-2016*. Nairobi: Judiciary.
- [20] Karp, T. & Helgø, T. (2011). From Strategic Change Management to Change Leadership: Embracing Chaotic Change in Public Service Organizations. *Journal of Change Management*, 8(1), 85–96.
- [21] Kiilu, W. (2012). Strategic Change Management at the Judiciary of Kenya. *Organizational Development Journal*, 21(1), 20-29.
- [22] Kotter, P. (1998). Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*, 73(2), 59-67.
- [23] Liao ,M. (2007). Subject area preparation of secondary mathematics and science teachers and student achievement. *Economics of Education Review*,13, 125-145.
- [24] Lewin, K. (1951). *Field Theory in Social Science*. New York: Harper and Row.

- [25] Mossholder, K., Settoon, P., Armenakis, A., & Harris, G. (2013). Emotion During Organizational Transformations: An Interactive Model of Survivor Reactions. *Group and Organization Management*, 25(3), 220-243.
- [26] Nunnally, J. (2000). *Psychometric Theory*. McGraw-Hill, New York, NY.
- [27] Peter, J. (2013). Dealing with Organizational Change: Can Emotional Intelligence Enhance Organizational Learning? *International Journal of Organizational Behaviour*, 8(1), 1440-5377.
- [28] Quy, N. (1999). Emotional Capability, Emotional Intelligence, and Radical Change. *The Academy of Management Review*, 24 (2), 325-345.
- [29] Salovey, P., Mayer, D., & Caruso, R. (2002). *The Positive Psychology of Emotional Intelligence*. In C. R. Snyder, & S. J. Lopez (Eds.). *Handbook of positive psychology* (pp. 159-171). Oxford, England: Oxford University Press.
- [30] Saunders, M, Lewis, P. & Thornhill, A. (2010) *Research Methods for Business Students* 4th edition Harlow: Prentice Sekeran, N. (2000). *Research Methods for Business*. New York: Hermitage Publishing services.
- [31] Sekaran, U. (2000). *Research Methods for Business*. John Wiley & Sons: New York, NY.
- [32] Sheridan, I. (2014). Strategic Change Management in Higher Education: An Exploration of a Cross-Organizational Change Initiative and the Development of a Framework to Support such Endeavors. *Journal of Development Studies*, 5(3), 56-59.
- [33] Skinner, D., Saunders, K., & Thornhill, A. (2013). Human Resource Management in a Changing World. *Strategic Change*, 11 (7), 341-345.
- [34] State of the Judiciary Report (2015). *Taking stock of the gains and the challenges in the realization of a transformed Judiciary in Kenya*. Nairobi: Government Press.
- [35] Tabachnick, B.G., & Fidell, L.S. (2010). *Using Multivariate Statistics* (5th ed). Boston: Allyn and Bacon.
- [36] Thorndike, E. (1990). Intelligence and its uses. *Management Science*, 4, 227-235.
- [37] Troutman, A. & Troutman, M. (2010). Change Resilience. *Journal of Social Research*, 8(4), 12-16.
- [38] Wolmarans, I.S. (2013). *Emotional Competencies of the Future*. Johannesburg: Learning Link International.
- [39] Zainab, N., Saeed-ul-Hassan, C., Fazalur R, & Nabi B. (2011). Impact of Emotional Intelligence on Team Performance in Higher Education Institutes. *International Online Journal of Educational Sciences*, 3(1), 30-46.