Inference Personality Types and the Implementation of Strategic Change in the Judiciary of Kenya

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ABSTRACT

The discussion of the link between personality types and strategic change by scholars today is compounded by the contradicting findings as how personality types influence implementation of strategic change. While some studies reveal positive correlation between personality types and the strategic change implementation initiatives, some studies indicated negative relationships. In Kenya and specifically the Judiciary of Kenya, the rationale to understand how personality affects the implementation of change is anchored on the fact that that since the promulgation of the constitution of Kenya 2010, the Judiciary of Kenya has been reorganizing and carrying out changes to operationalize the implementation of the constitution of Kenya 2010 within its structures. The aim of this study was to investigate the influence of the personality types on the implementation of strategic management in the public institutions in Kenya. Establishment of how neuroticism and extraversion influenced the implementation of strategic changes at the Judiciary of Kenya were the specific objectives of this research. This study sought to benefit the ongoing or future strategic changes at the Judiciary of Kenya. It also sought to benefit other government institutions and provide strategic think-tanks and policy developers with information they needed for policy development and implementation. Further, the study aimed at benefitting future researchers with a point of reference. This study was reinforced by Porter's five factors model of personality, all port theory, DISC model, attribution theory and John Kotter management model. The research design adopted by this study is a descriptive research design. The study target population was 5987 employees whereas the sample size was 362 employees of the Judiciary of Kenya. This study used questionnaires to collect primary data. The data collected was analyzed using the SPSS software version 20.0. The study used frequency, mean, standard deviation and variance in descriptive statistical analysis. The study also adopted multivariate regression analysis and dispersion correlation in inferential statistical analysis. The statistical data generated from SPSS is presented in tables.

1. INTRODUCTION

Strategic change is an organized and deliberate way to deal with accomplishing a practical change in human behavior inside an organization. It includes moving the general population in the organization to certain behavior which are wanted by the organization. Subsequently, strategic change concerns a strategic program that is intended to divert the organization into what's to come. Lorsch (2015) posits that strategic change is the utilization of orderly techniques to understand an organization change that is guided in a planned way and finished in a planned time and in a cost effective manner with expected outcomes. The variables that add to change extend from cost reduction, redundancies, innovative, social change and technological change. Strategic change is the procedure for apparatuses and strategies to deal with the general population side of business change to accomplish the required business results and to understand that business change viably inside the social framework of the work environment (Kline, 2014).

In particular, the Judiciary finds it imperative to innovate as post-KANU governments started emphasising on sustainability and prudent use of public resources in all arms of the

government. The NARC government that took over from KANU in 2003 initiated several changes in all arms of the government that partly focused on cost reduction and purging redundancies such as an audit of employees on the payroll to weed out ghost workers (Mutunga & Shollei, 2012). The Judiciary thus had to reorganise itself so as to accommodate the spirit of changes that was sweeping across all arms of the government. Secondly, cultural changes in the Kenyan society lead to more individuals now resorting to the courts to resolve disputes. One of the issues bedevilling the Judiciary is the backlog of cases and accompanied reactions such as the Judiciary being seen as delaying justice. There seems to be a significant departure by the society in solving cases through community and religious figures. For instance, most individuals preferred to solve disputes by having local community elders as arbiters, but that seems to be changing in favour of court processes (Mutunga & Shollei, 2012). The implication is that the Judiciary should brace itself for more workload and public scrutiny. Therefore, it is necessary that the Judiciary recognise, and accommodates these cultural changes in its routine operations.

Due to the backlog of cases, allegations of corruption are not far-fetched as desperate parties in the cases seek to expedite cases. The other effect of the delay of cases is that the judicial officers tends to be overworked, fatigued and may not properly focus on one case exhaustively to the highest standards which amount to the miscarriage of justice (Mutunga & Shollei, 2012). Along with other structural issues in the Judiciary, the increased cultural change in favour of court processes in an arbitration of disputes and getting justice, there is no respite for a backlog of cases in the short and midterm. Indeed, the Judiciary needs to acknowledge and address this challenge. Fourthly, there have been numerous calls from various stakeholders in the criminal justice system that the Judiciary embraces technology. It is unfortunate that the Judiciary still depends on manual filing for discharging services, in some cases decades old, it becomes a daunting task to search or process documentary evidence which again amounts to sabotage of justice. It is not until recently that one can search and check a scheduled hearing online but more needs to be done. While other entities within the public sector have embraced technology, the Judiciary remains measured in an uptake of technology in discharging its duties (Mutunga & Shollei, 2012). There is a need for the Judiciary to plan and assimilate technology and technological changes.

Furthermore, the society continues to push for a Judiciary that shows commitment and sensitivity to the public interests especially the average Kenyan. From various news articles, there is a perception among the public that corruption is endemic in the Judiciary and Justice is pegged on the socio-economic status of an individual (Mutunga & Shollei, 2012). For instance, continuously engaging and involving the public is critical in reassuring the public that justice is not for the highest bidder. Through this interaction, the Judiciary can gain vital feedback of how it can enhance its responsiveness and efficiency in serving the lowest segment of the society. Not surprising, the public confidence in the judicial system especially judiciary has continued to erode. Despite significant changes such as the one spearheaded by Justice Ringera and Justice Mutunga, there is still measured hope that the current judicial personnel can offer leadership and necessary changes especially restoring public faith in the judiciary (Mutunga & Shollei, 2012). Part of the reason for the change fading away with these personalities is that it was not structured change, it was widely euphoria. There is a need for strategic leadership.

As Mutunga and Shollei (2012) notes, the Judiciary finds it imperative to develop a mechanism for institutional renewal that would improve public faith and confidence in it. Mutunga and Shollei (2012) acknowledge that the transformation of the Judiciary should then be seen as integral of the transformation of Kenyan society commanded and envisaged by the Constitution (Mutunga & Shollei, 2012). The Judiciary personnel is thus to help establish a free, equal, prosperous and just social order. The decline in public confidence can

significantly be addressed by strategic leadership (Mutunga & Shollei, 2012). Consequently, the Mutunga and Shollei (2012) leadership established a Judiciary Transformation Framework. The study of strategic change to help these institutions is therefore valuable. Over time, it is deemed that one's personality will be stable in light of the fact that half of the variations are acquired from parents and it is additionally prone to change as one environment changes. Personality is a critical distinction that managers and organizations need to consider in light of the fact that acknowledging for instance that an employee complains a lot as a result of his personality enables managers and colleagues deal with such a person. Seeing each employee's personality is additionally the foundation to powerful and effective strategic change execution in the organization (Kasurinen, 2012). Kenyan judiciary system is a mixture of the British common law, customary law, Islamic law and Hindu law supported by judicial review in the high court. The judiciary of Kenya is composed of the courts and tribunals. The current judiciary system derives its powers from Article 159 of the constitution of Kenya. The country's judiciary system also recognizes the tribunal, Judiciary of Kenya has different departments that contribute to its objectives such as procurement, human resource, administration and so on. In the most recent times, the judiciary has embarked on implementing turn around strategies and policies that seeks to win public confidence over the allegations of corruption and unfair administration of justice as well as to improve judiciary services delivery (Nairobi Law Courts Records, 2016)

2. STATEMENT OF THE PROBLEM

Studies by various researchers establish conflicting findings on the relationship between personality types and implementation of strategic change. For instance, Barrack and Mount's (2013) study established a positive relationship between personality types and the implementation of strategic change. A similar study by Bett (2012) found a negative relationship between personality types and implementation of strategic change. The presence of conflicting findings, limited research in the area of personality types and recommendations by Bett's (2012) study have necessitated this research. Additionally, Kenya's judiciary had had to undergo changes to reflect the changes in the new constitution which was promulgated in 2010. These changes provide a better chance to investigate the conflicting findings in a judiciary setting. Previous efforts have focused on Judiciary as an institution rather focusing on personality types of employees and their role to realizing strategic change. There are limited studies evaluating the link between personality types and the implementation of strategic change in various organizations. For instance, it is important to evaluate if the Barrack and Mount (2013) study that established positive relationships between personality types and the implementation of strategic change apply. It could also conform to the Bett, (2012) study that found negative relationships between personality types and the implementation of change. In summary critical to note that there are conflicting findings regarding the relationship between personality types and strategic change. Some findings indicate that the two positively correlate whereas others indicate a negative correlation. Additionally, the promulgation of the 2010 constitution has forced the Judiciary to undergo changes. It is based on the above-identified gaps that this study sought to investigate inference personality types and the implementation of strategic management in the Judiciary in Kenya with a focus to the Judiciary of Kenya.

3. OBJECTIVES OF THE STUDY

The main objective of this study was to investigate inference personality types and the implementation of strategic management in the Judiciary in Kenya.

The specific objectives of the study were:

i. To find out the effect of neuroticism on the implementation of strategic change in the Judiciary in Kenya.

ii.   To analyse the effect of extraversion of the implementation of strategic change in the Judiciary in Kenya.

4. THEORETICAL FRAMEWORK

Theories help in defining complex situations by addressing three aspects of science; prediction, explanation and direction of a phenomenon (Peil, 2003). This study is founded on five factor model of personality, John Kotter strategic change implementation model and All port theory. How the five factor model of personality. John Kotter strategic change implementation model and All port theory relates to strategic changes in discussed below.

4.1 The Big Five Factor Model Personality

Ernest advanced the initial model of the Big Five Personalities based on work done at the US Air in the late 1950s. In 1990, J.M Digman postulated his five factor model of personality which was expounded by Goldman in the year 1993. The Global Factors of Personality and the five factors model may be used to reference in the Big Five traits (Mount & Ilies, 2006). The five factor model of personality claims that all relevant adjectives that can be used to define an individual's personality can be grouped under the Big Five. Extraversion is the degree of interpersonal interaction with others and their activity level in the society (Lee-Baggley, Preeece, & Delongis, 2005). This gives the level to which individuals are assertive and sociably versus being reserved, timid and passive. McCrae and Costa (1992) opine that people are extroverts when they are assertive and sociably and have a positive response towards strategic change.

Agreeableness is the quality of a persons' interpersonal interaction along a continuum from compassion to antagonism (Mount & Ikies, 2006). Agreeableness describes the extent to which people are receptive to new ideas (Paunonen 2003). Conscientiousness is the degree of persistence, organization, and motivation behavior that is directed towards achieving a goal (Westover, 2010). It is the extent to which employees exhibit hardwork, tidiness, dependability and a high degree of organization. The reverse is laziness, carelessness, disorganization, and unreliability. Studies by Nichoff (2006) and Ofu (2012) indicate that traits of hardworking, being organized, tidy, dependable and preserving have positive collaborations with strategic change compared to lazy, disorganized, careless and unreliable traits that have negative collaboration with strategic change. Barney (2011) defines neuroticism as the tendency to experience negative affects such as being anxious, insecure and stressed. This is also referred to as emotional stability. It shows the degree to which people are insecure, anxious, depressed, and emotionally stable (Smither, 2005). Paunonen (2003) and Smithikrai (2014) studies done in different years established positive relationships between emotionally stable personalities and strategic change and negative relationships between high neurotic towards strategic change.

Openness is the act of seeking and appreciating new ideas and experience (Varca, 2004). This indicates the extend to which people are creative, imaginative, curious, and cultured (open to experience) versus practice and with narrow interests (closed to experience) (McCrae & John, 1992; Wallace & Chen, 2002; Vakola, Tsaousis, Nikolaou, 2014) opine that employees who are open to experience always respond positively to changer as opposed to closed to experience personnel. Since this study seeks to investigate inference personality types on the implementation of strategic change, the five factor model of personality be used to analyse and understand different types of personalities that can be found in the organization. The five factor model of personality also help to analyze attributes of different personality types and how such attributes make such personalities respond to change. However, this theory only helps the study to understand personality types and not levels to traits. That is the need for the next theory – All port theory.

4.2 All port Theory

An American psychologist by the name Gordon Willard Allport was the first person to focus on personality in the field of psychology. The formulation of value scales is attributed to him. He rejected the the psychoanalytic approach to personality which he argued that it was too deep. Gordon also rejected the behavioral approach which he argued that it did not go deep enough. According to him, the present context was unique and any historical pasts could not be compared with it with the idea of understanding personality (Godek, 2013). All port model discussed about the levels of personality traits. These levels are the central, secondary and cardinal traits that shapes a person's personality. The Central trait is a commonly known characteristic found in every individual. It shapes one's personality and action. This trait is used to describe an individual because it shapes one's general behavior. Behavior can be easily seen, measured and judged during a strategic management program's implementation Paunonen (2003). Central trait employee's behavior is always predictable and can be measured and planned with during the change initiative process (Kok, Penn, Lamek & Godek, 2013). Secondary traits those privately held behavior that can only be seen under certain circumstances. Such behavior is situational and may be known by close friends and family but cannot be publicly exhibited. They may be what an individual likes or dislikes and in most cases are difficult to tell or notice (Donald, 2000). For example, in strong situational constraints or when under pressure, an employee may refuse to be added more responsibilities or refuse to comply with new concepts. Such a character may be unknown to his colleagues but may reveal itself in such a situation

Cardinal trait is the aggregate of one's total choices, attitude, and experience i.e. it defines an individual's entire life which is developed in the later part of a person's life. It is uncommon because there is no single theme that shapes a person's life. It is a culmination of many things. Such traits were seen in historical figures such as Martin Luther King who had a strong sense of justice. Adolf Hitler had an intense drive for power (Hutton, 2014). Kline (2014) explains that a manager with a cardinal trait can easily mobilize resources single-handedly and see through the implementation process. However, when opposed to the strategic change idea, Markus, Majchrzak, and Gasser (2012) argue that cardinal traits are harmful especially when the employees can mobilize the workforce to boycott the change concept and process. All port theory helps the study to categories and analyses the different traits that each personality has. All port theory holds that every personality types found in the organization have unique traits that determine how they respond to change. While All port theory categories personality traits into three (central, secondary and cardinal traits) DISC model categorize personality traits into four namely: influence, compliance, dominance and steadiness. The study, therefore, introduces DISC model to support the theory.

4.3 DISC Model

In 1928 Dr. William Moulton Marston used the DISC terminology to describe the emotions of normal people. This later formed what is known as the DISC model. The DISC personality assessment provides descriptive terminology about people's personality (Barrick & Mount, 2003). William Moulton did not provide an assessment tool. This was done by other researchers from the University of Minnesota in 1972. Other researchers have continued to further develop, test and validate the model that was initially developed by Marston (Hard, & Kelvin, 1996). According to the DISC model, there are four categories of personality. These are dominance, influence, steadiness and compliance. Rosenberg succeeded in making the model to be represented into four categories using names of birds; Eagle to show dominance, Parrot to represent influence, Dove to indicate steadiness and an Owl to show compliance (Donald, 2000).

DISC model, as cited in Kasurenen (2012) describe dominance traits as decisive, task-oriented, forceful, self assured and leads traits as motivate others through influence and persuasion, good communication skills, presents well, friendly, affable, inspires others, intuitive, gregarious, friendly (Kline, 2014); steadiness, traits as reliable, dependable process-oriented, listener, friendly, trustworthy, solid, ethical, finished what others start and leave, methodical, decided, according to process (LePine, 2012) and compliance traits as painstaking investigating curious, decided using facts and figures, correct, checker, detailed (Lorsch, 2015.). In this study, the five-factor model of personality, all port theory, and DISC model had helped to analyses the understanding the different personality types and traits. However, since the study seeks to investigate inference personality types on the implementation of strategic change, there is also need to understand more about strategic change though theories.

4.4 Attribution Theory

Fritz Hilder founded the Attribution theory in the early 20th century. It was then advanced by Heider in 1999 as cited in Lorsch (2005). The Attribution theory states that a combination of internal and external forces due affect the change behavior of an individual. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales (Kotler & Murphy, 1995) present an ideal model of what happens amongst individuals at various points in time. According to Kotter (2012), strategic change is the process of managing the people side of business to achieve the objectives of an organization. It is also aimed at realizing business change effectively within the social infrastructure of a business environment. Raymond (2011) suggests that the process of change and strategic change are the same.

Strategic change is a step by step activity that guides an organization in a specific direction. It involves adherence to set systematic methods and guiding the organization in a planned direction within a target timeframe and this is done in a cost effective manner to achieve desired goals. This perspective describes strategic change as a process; a systematic approach to achieving a sustained change in human behavior within an organization. (Skarlicki, 2010). The attribution theory is relevant in this study as it helps to analyse and understand what strategic change concept is all about. Attribution theory aids in understanding the techniques which are used to manage change, social infrastructure of the workplace and change process necessary which is a prerequisite for effective strategic change. Unfortunately, this theory does not discuss how change can be introduced in the organizational setting. It is therefore important that John Kotter's Strategic Change Model be discussed.

4.5 John Kotter Strategic Change Model

John Kotter was a leadership and strategic change guru. He was also a great change expert and a professor at Harvard Business School. He is attributed to have introduced the eight-step change process in his book 'Leading Change' in the year 1995. In step one Kotter explains that there is need to create urgency, for new change to be introduced and implemented successfully (Kotter & Murphy , 2013). As cited in Tichy (2013), Kotter explains that the whole company must want it. In step two Kotter explains that there is need to form a powerful coalition and convincing people that change needs to be introduced and implemented (Kline, 2014). In step three, Kotter talks of creating a vision for change (Smithikrai, 2014). The fourth step is to communicate the vision to the employees of the company as cited in Waweru (2014). The fifth step involves removing obstacles and putting in place structures for introducing change, implementing it and managing the change process (Kotter & Murphy, 2013). Next, is creating short-term wins. As cited in Westover (2010), success is a great motivator and the taste of victory is one such success. In the seventh stage,

Kotter argues that many change activities may fail because victory is declared too early and there is need to build change (Kline, 2014). Lastly, Kotler explains that change must be seen as a corporate culture. To make any change stick (Kotler & Murphy, 2013). Kotter explains that should become part of the core of the organization. John Kotter strategic change model has been used in this study to explain how strategic change is supposed to be introduced and managed in the organization. It also provides the linkages that must be met and managed well for the strategic change process to be successfully effected. Lastly, it also gives an overview on how change should be anchored and cultural in the organization.

5. CONCEPTUAL FRAMEWORK

The relationship between variables is shown by the conceptual framework in a study (Kothari, 2014). The figure below shows the relationship between extraversion and neuroticism (influence personality types) as the as independent variables and implementation of strategic change in the Judiciary in Kenya as the dependent variable. See figure 1.
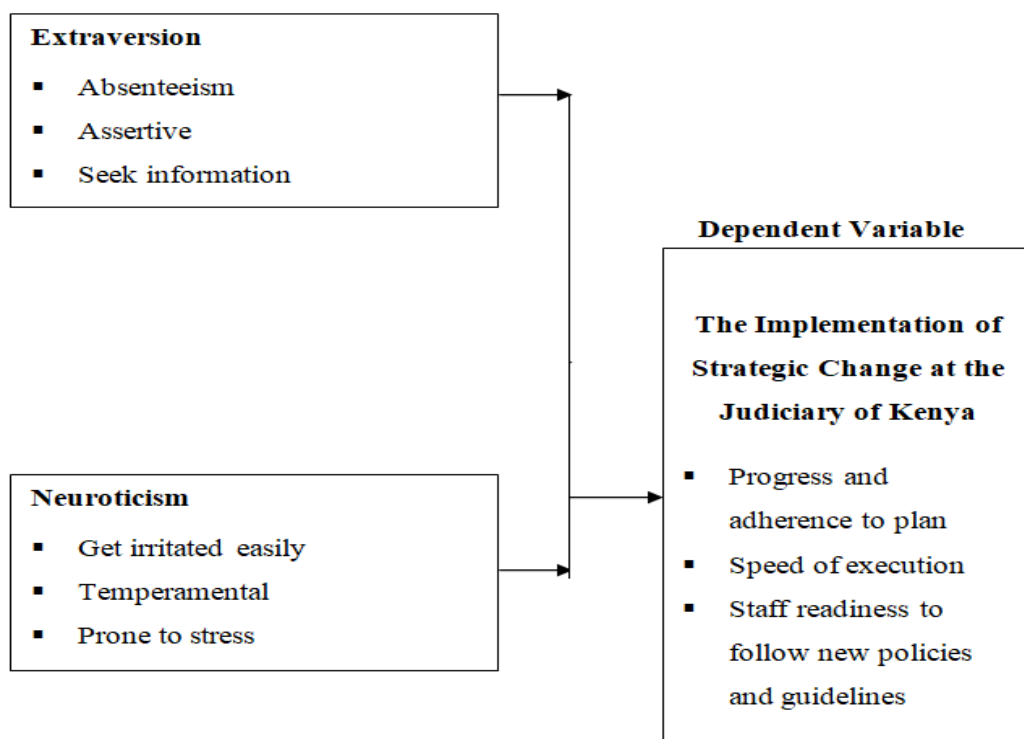

Figure 1: Conceptual Framework

6. RESEARCH METHODOLOGY

The study adopted a descriptive research design. This study targeted the population at the Judiciary of Kenya; management and staff. The study sample population was 5987, comprising of Judiciary and administrative officers of the judiciary in Kenya. These officers are responsible for implementation of strategic change of the Judiciary of Kenya.

For the purpose of this study, the following formula has been applied to determine the sample size;

$$\frac{\frac{Z^2 * p(1-p)}{e^2}}{1+\frac{Z^2 * p(1-p)}{e^2 N}}$$

Where;

Z is is the Z-score value of 1.96 for a confidence level of 95%

P is is the 50% normal response distribution. This is used because it is assumed that the population is skewed.

e is the margin of error

s is the sample size

N is the population

The sample size (s) is therefore obtained by;

$$s = \frac{\frac{1.96^2 * 0.05(1 - 0.05)}{0.05^2}}{1 + \frac{1.96^2 * 0.05(1 - 0.05)}{0.01^2 * 5987}} = 362$$

The sample size for this study was 362.

The research adopted the use of questionnaires to collect data from the respondents. Orodho (2006) defined a questionnaire as a research instrument of carefully drafted questions that is administered to respondents with the aim of collecting their views. The researcher administered the questionnaire personally to the respondents. The participants were given enough time to read through the questionnaire and understand every detail. Participants were allowed to fill the questionnaire without duress. The questionnaires were then being collected later on the specific agreed dates with the participants. The study used frequency, mean, standard deviation and variance in descriptive statistical analysis. The study also adopted multivariate regression analysis and dispersion correlation in inferential statistical analysis. This was done with the help of SPSS version 20.0. The data collected was entered into SPSS to calculate the measures of central tendency and correlations. The confidence level was tested at 95% level. The questionnaires were measured using a Likert scale of one to five; with one being strongly agree and five being strongly disagree. The data generated is presented in form of pie charts, graphs, frequency tables and diagrams. A regression model was developed and applied to show the relationship between variables. The regression model was as follows:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \alpha$

Where;

Y is the dependent variable operationalization of change in the Judiciary in Kenya.

β_0 is the regression coefficient; β_1 and β_2 are the slopes of the regression equation.

X_1 is the neuroticism as the independent variable.

X_2 is the extraversion as the independent variable.

α is an error term normally distributed about a mean of 0 and for purposes of computation, α is assumed to be 0.

7. DATA ANALYSIS RESULTS

An analysis of variance (ANOVA) was done by analyzing the variance between variables. This analysis is represented in ANOVA table 1 below which shows the difference between the means of variables. The critical values of 0.053, 0.056, 0.055 and 0.051 are greater than the p-value of 0.05. These findings imply that there is a statistically significant relationship between the independent variable; agreeableness, openness, neuroticism and extraversion and the dependent variable of operationalization of change at the judiciary. The findings are shown in table 1 below.

Table 1: Analysis of Variance (ANOVA)

		Sum of Squares	df	Mean Square	F	P-value.
Neuroticism	Between Groups	4.051	3	1.350	2.106	.055
	Within Groups	224.991	351	.641		
	Total	229.042	354			
Extraversion	Between Groups	.751	3	.250	.339	.051
	Within Groups	258.687	351	.737		
	Total	259.438	354			

A regression analysis of the equation $Y = \beta_1 X_1 + \beta_2 X_2 + \alpha$; where operationalization of change in the judiciary (Y), neuroticism (X_1), extraversion (X_2), and error term (α) was done using SPSS version 20.0. The analysis yielded the beta coefficients for the independent variables as follows; $\beta_1 = 0.503$, and $\beta_2 = 0.694$. The findings are summarized in table 4.9.2 below.

Table 2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.006	.132	.135	7.081	.000
	Extraversion	.503	.437	.439	2.106	.055
	Neuroticism	-0.694	.062	.637	.339	.051

a. Dependent Variable : Operationalization of change at the judiciary

The regression equation can be denoted as: $Y = 1.006 + 0.503\, X_1 - 0.694\, X_2$

The coefficients of the regression equation are all positive. This implies that there is a liner positive linear relationship between operationalization of change in judiciary and, neuroticism, extraversion as indicated in the model below. The findings imply that for operationalization of strategic change to shift by one unit, there must be a constant action equal to 1.006 units, 0.503 units in the level of neuroticism and -0.694 units of change in the level of extraversion. Extraversion had a positive coefficient of 0.503. This implies that there is a positive relationship between extroversion and operationalization of strategic change. The findings concur with those of Nyangala (2013). However, the findings contrast with those of Kinyanjui (2013) and Bett (2012) who established a negative relationship between extroversion and change. The negative value of -0.694 in neuroticism implies that it had an inverse relationship with operationalization of strategic change. These findings are in agreement with those of with Kinyanjui (2013), Mbwembwe (2013), and Barack (2012) on the relationship between neuroticism and implementation of strategic change. However, they contrast with Ogada (2013) and Nyangala (2013) findings that established a positive relationship between neuroticism and strategic change.

8. CONCLUSION

In conclusion, strategic change implementation has been affected by several inference personality traits. The big five personality traits; openness, extraversion, agreeableness and neuroticism were tested. Conscientiousness was not tested. The respondents ranked high the extraversion, openness, and agreeableness personality traits and that these traits affected their participation in the strategic change implementation. There was an average response for

neuroticism to enable to researcher make a conclusive on its effect on operationalization of strategic change. The respondents also indicated some of the challenges that they faced when implementing change. These were weak and inappropriate strategies, resistance to change and time limitation. Amongst the recommendations they made were that senior management should be trained on how to direct and guide change management process. Opinions of experts should be sought as well as creating awareness amongst the workforce. Finally, enough time should be allowed for effective strategic change to take place at the Judiciary.

9. RECOMMENDATIONS

The research makes the following recommendations for further studies; a cross-sectional research should be done to establish the effect of neuroticism on implementation of strategic change amongst different organizations in the same industry. The study further recommends that more studies should be carried out to investigate the effect of the type of leadership on operationalization of strategic change amongst government institutions.

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