

**CHANGE MANAGEMENT STRATEGIES AND SERVICE DELIVERY IN THE
JUDICIARY: A CASE OF MILIMANI HIGH COURT IN NAIROBI COUNTY,
KENYA**

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DECLARATION

Declaration by the student:

This project is my original work and has never been presented for any award in any other university.

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Declaration by the supervisor:

I confirm that the work in this project was done by the candidate under my supervision.

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DEDICATION

This project is dedicated to my beloved family mother Carolyne, father George, brothers Vincent and Nixon, sisters Joan, Catherine and Penina, my nieces Lynne, Laurel, Lucky and my nephew Kylian for their love, continuous support, encouragement and prayers that made it possible for me to undertake my studies.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
OPERATIONAL DEFINITION OF TERMS	x
ABBREVIATION AND ACRONYMS	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Service Delivery	2
1.1.2 Change Management Strategies	4
1.1.3 The Judiciary in Kenya	6
1.2 Statement of the Problem	7
1.3 Objectives of the study	8
1.4 Research Questions	8
1.5 Significance of the Study	9
1.6 Scope of the Study	10
1.7 Study Limitations.....	10
1.8 Organization of the study	11
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Theoretical Review	12
2.2.1 Kotter’s Eight Step Change Model.....	12
2.2.2 The SERVQUAL Model.....	14
2.3 Empirical review	15
2.3.1 Planning strategy in change management and service delivery	15
2.3.2 Communication strategy in change management and service delivery.....	17
2.3.3 Leadership strategy in change management and service delivery	19
2.3.4 Stakeholders’ engagement strategy in change management and service delivery	20
2.4 Summary of literature and research gaps	22
2.5 Conceptual Framework	24
CHAPTER THREE	27

RESEARCH METHODOLOGY	27
3.1 Introduction	27
3.2 Research Design	27
3.3 Target Population.....	27
3.4 Data Collection Instrument.....	28
3.5 Pilot Testing.....	29
3.5.1 Validity	29
3.5.2 Reliability.....	30
3.6 Data Collection Procedure.....	30
3.7 Data Analysis and Presentation	31
3.8 Ethical Considerations	32
CHAPTER FOUR	33
RESEARCH FINDINGS AND DISCUSSIONS	33
4.1 Introduction	33
4.2 Analysis of Response Rate	33
4.3 General Information.....	33
4.3.1 Gender of the respondents	33
4.3.2 Age Bracket.....	34
4.3.3 Education Level.....	34
4.3.4 Years of service	35
4.3.5 Capacity of Service in the Judiciary	35
4.4 Descriptive Statistics.....	36
4.4.1 Planning strategy in change management.....	36
4.4.2 Communication Strategy in change management	37
4.4.3 Leadership strategy in change management	38
4.4.4 Stakeholders’ engagement in change management.....	40
4.4.5 Service Delivery	41
4.5 Inferential Statistics.....	42
4.5.1 Correlation Analysis	43
4.5.2 Regression Analysis	45
4.6 Qualitative Data Analysis.....	48
4.6.1 Planning Strategy.....	48
4.6.2 Communication Strategy	48
4.6.3 Leadership Strategy	49
4.6.4 Stakeholders’ Engagement.....	49
CHAPTER FIVE	50
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	50

5.1 Introduction	50
5.2 Summary	50
5.3 Conclusion.....	51
5.4 Recommendations.....	52
5.5 Suggestions for Further Research.....	53
REFERENCES	55
APPENDICES	60
Appendix I: Introduction Letter.....	60
Appendix II: Questionnaire.....	61

LIST OF TABLES

Table 2.1: Summary and Research Gaps.....	22
Table 3.1: Target Population	28
Table 4.1: Gender distribution	33
Table 4.2: Age distribution	34
Table 4.3: Number of years worked in the judiciary.....	35
Table 4.4: Position served in the Judiciary	35
Table 4.5: Planning strategy in change management.....	36
Table 4.6: communication strategy in change management.....	37
Table 4.7: Leadership strategy in change management.....	39
Table 4.8: Stakeholders' engagement in change management	40
Table 4.9: Service delivery in the Judiciary	41
Table 4.10: Correlation analysis	43
Table 4.11: Regression model summary	45
Table 4.12: ANOVA analysis	45
Table 4.13: Regression coefficients	46

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	26
Figure 4.1: Respondents' education level	34

OPERATIONAL DEFINITION OF TERMS

- Change Management Strategy:** Combination of how an organization is dealing with transformation to reform its state or operations.
- Communication strategy:** The various ways by which information exchange is done between the different people involved
- Leadership strategy:** The commitment by the top leadership in facilitating the implementation of the change.
- Planning strategy:** This is the formulation of objectives of the change and development of the guide on how to achieve them.
- Service Delivery:** is the focus on how different services offered in the Judiciary are administered to the people seeking the services to a certain level of satisfaction to reduce complaints.
- Stakeholders' engagement strategy:** The involvement of the different groups who are affected by the change to ensure their participation in planning and undertaking it.
- Strategy:** This is the organization's plan which informs how the different resources are to be invested to achieve long-term goal

ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
JTF	Judiciary Transformation Framework
KACE	Kenya Advanced Certificate of Education
OJO	Office of the Judiciary Ombudsman
SD	Service Delivery
SERVQUAL	Service Quality Model
SJT	Sustaining Judiciary Transformation
UN	United Nations
UNDP	United Nations Development Program

ABSTRACT

The Judiciary of Kenya is one of the institutions where complaints about its service delivery have been on the rise despite the various reforms that have been instituted in it. The most prevalent complaints included slow service, missing files, corruption, delayed rulings, delayed orders among others. Paradoxically, this happens when there has been an increment in the changes instituted in the Judiciary to enhance service delivery. This necessitates an interrogation into the change management strategies in the Judiciary and their influence on service delivery in the institution. This has seldom been researched. There is therefore insufficient insight in existing literature to explain the influence of change management strategies on service delivery in Kenya's Judiciary which was investigated in this study focusing on the case of Milimani High Court in Nairobi. The research sought to interrogate the influence of: planning strategy; communication strategy; leadership strategy and stakeholders' engagement strategy on service delivery in the Milimani High Court from a target population of 90 respondents. The research was theoretically informed by Kotter's Eight Step Change model and the SERVQUAL model. The study adopted descriptive survey design. Prior to data collection, a pilot test of 9 respondents was done at the Milimani Law Courts to help establish the questionnaire's reliability and validity, after which the main data collection commenced. Data analysis was done based on descriptive statistics including frequency distribution, percentages, mean together with standard deviation. Regression analysis and correlation analysis too were used. Results indicated that a plan is developed before any change is instituted. Respondents also asserted that information shared by Judiciary on changes implemented is reliable and relevant and that the top leadership in the Judiciary is always committed to ensure the success of any change instituted in the Judiciary. They agreed that there is adequate stakeholders' engagement when instituting and implementing change in the Judiciary. The research concluded that planning strategy and communication strategy in change management significantly influences service delivery positively but leadership strategy and stakeholders' engagement strategy have insignificant influence. Part of the recommendations of the study is that the government through the Treasury must increase the amount of money allocated to the Judiciary in national budgets to that the Judiciary has sufficient funds for making adequate budgetary allocation for implementation of needed change in the Judiciary. Significance of this research include among others, benefitting the Judiciary in understanding how change management strategies impact on service delivery in the Judiciary. Other arms of government and other constitutional offices can also acquire insights in managing strategic change as government reforms continues across different sectors and revamp service delivery to its customers.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Delivering various public goods and services is the core responsibility of every government. Thus, the various government ministries, institutions and agencies have a core responsibility of ensuring essential public goods and services are availed to meet the basic wellbeing of all (Ramakrishnan, 2013). In this regard, institutions in the public sector worldwide in their bid to enhance service delivery often have to undertake changes to confront diverse shocks triggered by various factors including natural disasters, financial crises among others. However, effective service delivery in any institution largely depends on proper management of strategic change. Change management involves creating awareness of need for change, proper planning, execution and integration of change. Organizations are continuously seeking change and hence use learning, experimentation and communication to renew itself constantly in bid to enhance service delivery.

Improvement of service delivery in the public sector has taken a central stage in developed countries like Britain and New-Zealand over the past decade (Jooste, 2008). Consequently, strategic management is being embraced by organizations as a way of reinventing themselves towards achieving efficiency and effectiveness. Strategic change arises out of the need of organizations to enhance their service delivery by exploiting existing or emerging opportunities and dealing with threats in the market (Woodcock, 2017). Riposo et al. (2013) observes that organizations that are determined to enhance their service delivery need to formulate strategies on how to tackle the challenges that come with the

changes they introduce, through planning and implementing the requisite change programs that will streamline their service delivery.

Just like the developed countries, Jooste (2008) note that developing countries particularly in Asia, Latin America and Africa have also been putting efforts to enhance service delivery in their public sector institutions. As a result, they have also been implementing changes in their public sector institutions. In Kenya, Jerono (2016) noted that various changes have been undertaken in the public service in pursuit for effective and efficient service delivery including structural adjustment programs, institutionalizing result-based management, employees' rationalization among others.

However, despite the various changes in different public institutions to enhance service delivery, Gafar (2017) indicated that service delivery in public institutions especially in most post-independence African countries has been failing. It is therefore necessary to interrogate change management strategies in these institutions. To this end, the fundamental question that motivates this study is: what change management strategies are been applied in implementing the changes in the different institutions in Kenya and how do they impact service delivery? This is what the study intended to interrogate focusing on the Judiciary in Nairobi County.

1.1.1 Service Delivery

Service delivery (SD) is the process by which customer-centered products/services are developed and delivered. Any service primarily targets the customer as the principal beneficiary based on what type of service is offered (Whitaker, 1980). Whitaker further states that the agent and the client are both needed in producing the preferred transformation and that in delivering service, the agent alone cannot bring the desired change. The components of service delivery according to Kazmi (2012) encompass all the processes

involved in the interaction between service provider and clients. In the global environment, SD plays an integral role to the society and economy with Parasuraman et al. (1985) asserting that quality SD is vital to survive and succeed.

According to Martins and Ledimo (2015), SD involves the how, when, and where the customer receives the service. In public sector context, processes, skills, people and materials jointly constitute service. Regardless of context, the fundamental thing according to Chen, Tsou and Huang (2009) is for organizations to be open to new ideas and be innovative in terms of new technologies, skills, resources as well as administration for effective service delivery.

In the Judiciary context, justice is the service offered to the public at large. According to Rodrigo (2014), justice as a service to the public entails both positive and negative aspects based on user's perception from their individual experiences, as well as information they absorb from different sources concerning the Judiciary. Furthermore, expectations differ due to different stakeholders involved with differing interests including plaintiffs, defendants, victims, witnesses, and lawyers (Desta, 2019). To this end, Desta (2019) suggests that judiciaries should ensure they develop and promote informal and flexible channels for users/customers to freely express complaints or suggestions about the staff or system performance. Emphasis in public service ought to be on customers' preference as opposed to the suppliers' preference (Tamrakar, 2010). This therefore emphasizes the need to have judicial service delivery harmonized with users' satisfaction by addressing their real needs. Service delivery in this study will thus be measured based on the quality of the judicial services. In this regard, service delivery was measured in terms of case backlog clearance rate, timeliness in delivery of rulings and issuance of orders, level of integrity in

rulings and issuance of orders, and public complaints against the Judiciary staffs and Judiciary services.

1.1.2 Change Management Strategies

Woodcock (2017) views change management as moving from a current situation to a new desired situation which has a higher competitiveness with a proposition of a sequence of determining the need to change, determining obstacles to address, actualizing the change as well as its evaluation. The strategies for managing change entail the various mechanisms put in place to ensure that staffs, teams and systems are modified to ensure smooth and effective management of resources, processes and activities culminating into adoption and implementation of change (Kurgat, 2019). Change is a shift from the current to a future state. It is any alteration in the processes, management, structures, employees together with the related activities (Armstrong, 2009). Strategy is seen as a plot of action that indicates the way by which a firm seeks to attain their long-term objective (Burnes, 2004). According to John (2015), rapid and regular change is the new normal with organizational change having unique dynamics.

According to Wiggins (2009), managing change is a fundamental aspect in most organizations. Therefore, organizations need to manage change as they come by formulating strategies which will guide them through the change management process. Change includes a framework for change management in such processes like: novel processes, organization structure and organizational culture (Rouse, 2006). There is no specific formula guaranteed for success, there are various aspects documented in literature that organizations need to consider as part of their change management strategies. These include change planning strategy, leadership strategy, communication strategy, and stakeholders' engagement strategy.

Planning strategy entails the formulation of the objectives of the change and the way they will be achieved. This calls for a good understanding of the organization leaders on the internal and external environmental circumstances facing the organization and estimate the future situation (Mason, Talya & Berrin, 2012). According to Kharroub and Mansour (2019), this will involve developing a vision of the desired future and laying out a plan to guide the organization in continuously responding and adapting to the changing circumstances. Furthermore, it entails making proper decisions including budgeting the limited resources logically in such a manner to increase and improve the service quality (Salkić, 2014).

Leadership strategy entails the commitment by the top leadership to facilitate the implementation of the change. It entails the leader applying his/her knowledge and skills to bring together the staffs, motivate and capacity build them towards a desired course that is relevant to the achievement of the organization's goal and objectives (Jackson & Parry, 2008). While there are different leadership styles, the leader must understand the style that is able to best address the complexities in the change process and achieve the goals (Mansaray, 2019).

Stakeholders' engagement strategy involves the participation of the different groups who are affected by the change in one way or the other. This is particularly because the organization has to deal with needs of diverse groups including: employees, the public and public interest groups like environment management groups, clients, governmental bodies among others (Yilmaz & Gunel, 2008). Therefore, the central idea in stakeholders' engagement strategy is to identify the critical stakeholders that will affect the organization and be affected by the organization and involve them in different stages of the change

process based on how the change will affect them, and the useful input they contribute to the change (Terer, Mwangi & Gichuhi, 2019).

Communication strategy involves the various ways by which information about change is exchanged between the different parties involved. Frequent and relevant communication is fundamental in reducing resistance to the organizational change. It must be reliable else it may be marred by rumors overstating negative aspects of the change. The free flow of the information should be continuous and multidirectional; reaching diverse stakeholders for adequate understanding of the implications of the change. Otherwise, employees' input will not be considered and as well as the public will. But when there is proper communication flow, discontentment will be minimal (Hasanaj & Manxhari, 2017).

1.1.3 The Judiciary in Kenya

The Judiciary is an arm of Government founded in Article 159 of chapter 10 of Kenya's constitution 2010. It is established in the Constitution as an independent guardian of justice in the country which is primarily given the responsibility of exercising judicial authority accorded to it by the Kenyan citizenry with the mandate of the Judiciary being enhancing access to justice. It does so through the structured courts system under the Justice System i.e. Supreme Court, Court of Appeal, the High Court and Courts of Equal status (Environment & Land Court & Employment and Labor Relations Court), the Magistrates' Courts, Kadhis Courts and the tribunals (Constitution of Kenya, 2010).

Substantial reforms have been undertaken in the Judiciary since 2011 targeting to enhance service delivery by reducing case backlogs and corruption, and solving administrative challenges hindering citizen's accessibility to justice. Notable reforms include the Judiciary transformation framework (JTF) whose implementation was from 2012 to 2016 been anchored on four pillars: people-centered justice delivery; transformative leadership,

organizational culture and professional and motivated staff; adequate physical structure and financial resources; and enhancing technology application to facilitate justice (UNDP, 2016). Implementation of the most recent reforms is under the blue print – sustaining Judiciary transformation: a service delivery agenda (SJT) 2017-2021. The SJT is primarily targeted at improving service delivery anchoring on five pillars: improved access to justice; case backlog clearance; integrity and fight against anticorruption, Judiciary digital strategy; and institutional leadership and governance (The Judiciary of Kenya, 2019).

1.2 Statement of the Problem

Notwithstanding various reforms instituted within the Judiciary over the last decade under the various reforms agenda such as the Judiciary transformation framework 2012 – 2016 and the Judiciary transformation service delivery agenda 2017-2021, service delivery in the Judiciary remains questionable. This is evidenced by complaints about service delivery in the Judiciary been on the rise despite the reforms. For instance, in the year 2017/2018, 3,515 complaints were received in the office of the Judiciary ombudsman (OJO) – an office that receives complaints from the public on their dissatisfaction with service delivery at the Judiciary. This reflects a 16.9% increase from 3,005 complaints in 2016/2017. The most prevalent complaints included: slow service, missing files, corruption, delayed rulings, delayed orders among others (The Judiciary of Kenya, 2019). This makes the change management strategies in the Judiciary questionable since the changes been implemented do not seem to accomplish their aim of enhancing service delivery. The fundamental question is, what change management strategies are being applied in the Judiciary and how are they affecting its service delivery? This has been seldom researched in past studies.

For instance, Kurgat and Ombui (2013) interrogated various factors that affected service delivery in the Kenyan Judiciary but they did not investigate the change management

strategies used in the Judiciary and their effects on service delivery. Kimutai (2017) investigated how change management strategies affected organizational effectiveness but focused on the context of Kenyan public universities. Therefore, the findings cannot be applied in the context of the Judiciary since the change management strategies used may not necessarily be the same. Wangui (2017) assessed factors that affect Kenya's judicial system performance. The research however used the desktop research design where it exclusively relied on secondary data, while this study intends to apply primary data. From the review of the existing studies, there is therefore insufficient insight in existing literature to give explanation on influence of change management strategies on delivery of services in the Judiciary which was investigated in this study.

1.3 Objectives of the study

- i. To analyze the influence of planning strategy on service delivery in the Judiciary in Nairobi County
- ii. To determine the influence of communication strategy on service delivery in the Judiciary in Nairobi County
- iii. To establish the influence of leadership strategy on service delivery in the Judiciary in Nairobi County
- iv. To investigate the influence of stakeholders' engagement on service delivery in the Judiciary in Nairobi County.

1.4 Research Questions

- i. What influence does planning strategy have on service delivery in the Judiciary in Nairobi County?
- ii. What influence does communication strategy have on service delivery in the Judiciary in Nairobi County?

- iii. How does leadership strategy influence service delivery in the Judiciary in Nairobi County?
- iv. What influence does stakeholders' engagement have on service delivery in the Judiciary in Nairobi County?

1.5 Significance of the Study

The Judiciary of Kenya can obtain significant insights on how they can tackle strategic changes as well as insights on dealing with constraints to change management geared towards service delivery. The research adds on to documented information on aspects that determine success of judicial process in Kenya. The findings are of major help to the institution and its stakeholders in understanding the dynamics of managing change and service delivery. The other arms of government together with the different constitutional offices can also acquire insights on how to manage strategic change which is ongoing in most of these offices and institutions and hence revamp service delivery to its customers.

Researchers and scholars can also use the information from the research for further studies in this growing field of change management. Thus, the study is an important catalyst in exploring the areas of change management and ways of addressing service delivery factors. This study is also beneficial to other arms of government like Parliament and other single service delivery points. The findings from this research form a basis of evaluation of how service delivery is viewed while forming change management strategies. This research further benefit development partners by enabling them have a wider understanding of what the Judiciary is implementing while managing change to deliver service to litigants.

1.6 Scope of the Study

This research explored how delivery of services in the Judiciary is influenced by change management strategies. It specifically determined to interrogate the influence of planning strategy, communication strategy, leadership strategy and stakeholders' engagement strategy on delivery of services in Kenya's Judiciary. It also focused on change management strategies and service delivery over the five year period from 2014 to 2019. The study was conducted among Judges, Registrar, Deputy Registrars, Court Administrators, officers in the directorate of planning and organizational performance and customer service center in the Milimani High Court in Nairobi.

1.7 Study Limitations

Inaccessibility and unavailability of some top-level management as well as limited disclosure of information by the respondents were the limitations of the study. To overcome the limitations, the researcher booked an appointment with the top level management, and assured the participants that their information would be confidential. Part of the target group for the survey being from the top management in the Judiciary had a limited time due to the nature of their jobs and tight schedules that led to some of them not been able to completely fill the questionnaire or fill it a rush. This resulted to some uncompleted questionnaires as well as some inaccurate responses.

To address the above limitation, the researcher gave respondents the research questionnaire in advance with a span of at least two days to complete and return the questionnaire. Follow ups were also done in efforts to persuade the respondents to complete the questionnaire. Some respondents may also have given biased information for fear of victimization despite assurance of confidentiality. This was mitigated by briefing the respondents on the research purpose and convincing them that it was a purely academic research and there was no need

to fear giving honest responses. Moreover, they were asked not to indicate their names or their specific job positions to ensure their anonymity.

1.8 Organization of the study

The research has been categorized in several chapters. The first chapter has its core focus on background information on the research topic, statement of the problem, objectives, research questions, significance and scope of the research as well as the study limitations. The second chapter is basically a review of literature with the third chapter focusing on describing and explaining methods employed in the study. The fourth chapter has the study results discussed while the fifth, which is the last chapter, has the conclusion made and recommends what needs be done.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical and empirical literature review. It aims at screening the body of knowledge as a means to a better understanding of the conceptual framework in the area of study. It first presents a theoretical review containing two theories – one on change management and the second one on service delivery. An empirical literature review is then presented on four change management strategies and their influence on service delivery in line with the study objectives including: planning strategy, communication strategy management, leadership strategy, and stakeholders' engagement strategy. A summary of the literature review is then done highlighting the research gaps and lastly a conceptual framework for the study illustrated.

2.2 Theoretical Review

Theoretical base of the research comprised of the Kotter's Eight Step Change Model and the SERVQUAL Model.

2.2.1 Kotter's Eight Step Change Model

This model was developed by Kotter (1996). The model provides eight steps which inform change management strategies to ensure a desired change is successfully implemented in an organization. According to the model, the organization must follow eight (8) stages in the following sequence to ensure effective change. Stage one is to institute a sense of urgency and this involves creating a scenario that demonstrates the urgency to have the change implemented. Stage two is to establish a strong guiding coalition which entails

mobilizing a team especially consisting of influential employees to lead in advocating for the change. The third stage is to formulate the vision which involves developing and formalizing the purpose of the change with a clear picture of the future targeted.

The fourth stage involves communicating the vision whereby, the vision is communicated clearly and powerfully in all communication strategies. The fifth stage is employees' empowerment for action whereby, capacity is built through proper leadership to ensure that any barrier that may hinder implementation of the change in the part of employees is removed. The sixth stage entails generating short-term wins and these are accomplished through proper planning for the change implementation so that favourable gains are achieved within a short duration which evidently pays off the employees' efforts. This in turn promotes healthy staffs' engagement and evaluation of the process.

Stage seven involves consolidating the gains and producing more change. This is where the short gains are used as the beginning for further improvements by building on what worked and devising ways for further improvement, by engaging key stakeholders to bring in insights for continuous improvement to the desired state. The eighth and last stage is all about anchoring new culture to support the change. This entails institutionalizing the change into the organizational culture to ensure that it sticks going forward.

This model provided insights to interrogate the four change management strategies which constitute the independent variables in this study including: planning strategy, communication strategy, leadership strategy and stakeholder's engagement strategy. The Kotter's eight step change model provides insights on each of these variables in its different proposed stages of change management. Stage three of the model informed the assessment of planning strategy. Stage four of the model informed the investigation of communication strategy. Stage five of the model informed the interrogation of leadership strategy. The

sixth and the seventh stage informed the investigation of stakeholder's engagement strategy. Thus, the model helped to investigate how these change management strategies in the Judiciary factor the aspects emphasized in the different stages of the model, to provide insights on their application in change management.

2.2.2 The SERVQUAL Model

The model was conceptualized by Parasuraman, Zeithaml and Berry (1985). They coined the term SERVQUAL as an acronym for 'Service Quality' model. The model presents a set of attributes that indicates high quality service delivery. According to the model, there are five (5) aspects that should characterize high quality service delivery including: tangibles, reliability, assurance, responsiveness and empathy (Parasuraman, Zeithaml & Berry, 1988).

Tangibles entail how physical facilities, communication materials and employees appear. Reliability is how dependable and accurate the services are rendered. Assurance is the staffs' conveyance of trust and confidence to clients through demonstrated knowledge and courtesy. Responsiveness is the demonstrated willingness of the organization to assist clients including punctuality in serving them. Empathy is the firm's ability to offer individualized care and attention to clients (Parasuraman, Zeithaml & Berry, 1988).

The five attributes are measured on a likert type scale. This is done by assessing the difference between the expectation and perception of the particular service investigated. In other words, the assessment is "confirmation or disconfirmation" of the expectations on the service. Where perception meets or exceeds the expectation, service delivery is of high quality and vice versa (Desta, 2019). The SERVQUAL model was applied in this study to assess the dependent variable, that is, service delivery in the Judiciary of Kenya. The model

provided the insights to interrogate the quality of service delivery in the institution and helped assess the extent that service delivery meets public expectation.

2.3 Empirical review

Reviewed in this part are past researches done on change planning strategy, change communication strategies, leadership strategies and organization structure to service delivery.

2.3.1 Planning strategy in change management and service delivery

Daniel (2019) in his study on how firm's performance is affected by change management in Nigeria revealed that planning had a significant effect. The research used literature review approach where only secondary data was used. The study indicated that having a well developed plan to guide the change management process greatly helps to keep the firm in track and not veer off into areas outside the vision of the change. The study however did not assess how planning strategy influenced service delivery. The current research will not only interrogate planning strategy in change management, but also investigate how it affects service delivery. Moreover, Daniel (2019) only applied secondary data and therefore, there is no guarantee that using primary data in different organizational contexts would yield similar findings. The current study focused on Judiciary organizational context and use primary data.

Jan and Veronika (2017) in their study on how various factors affected implementation of change in an organization revealed that planning strategy had a major effect on effectiveness of the change implementation in Slovakia. The study used the survey design whereby primary data was collected from employees of different companies using questionnaires. The findings revealed a significant positive influence of planning on change

success. Even so, this study failed to review service delivery before and after the change and investigate how planning strategy influenced service delivery.

Kharroub and Mansour (2019) investigated the influence of planning on quality of service delivery in Palestinian municipalities. The study used descriptive design whereby using random sampling, 114 staffs of Jenin Municipality were selected from whom primary data was collected using a questionnaire. Data analysis was done through descriptive and inferential statistics analysis. Results revealed that planning has a positive and significant correlation with the quality of service delivery. However, although it used the SERVQUAL model to assess service delivery, it did not interrogate planning in change management, by rather assessed the general organizational planning. Moreover, it was conducted in a different context from Judiciary in a different country too which makes the findings unreliable to generalize to Kenya's Judiciary context.

Kabiru, Theuri and Misiko (2018) interrogated how planning influence organizational performance in agricultural state-owned corporations in Kenya. They applied descriptive research design where a questionnaire was used to collect data from employees in 43 agricultural state owned corporations. The results revealed that planning had a significant influence on performance where it was found to improve timeliness in serving the customers. However, although the study was in Kenya, it did not focus on the Judiciary institution. Moreover, it assessed planning as a management function not as a strategy in change management.

Sophia and Owuor (2015) assessed planning and how it affected organizational growth in Kenya Medical Research Institute. They applied the descriptive research design. The data was gotten from 50 staffs from the organization comprising of heads of departments, middle level managers as well as the general staffs. Questionnaires were administered to

the staffs and the data collected analyzed by means of descriptive and inferential statistics. Findings revealed planning had a strong positive correlation with organization growth. Nonetheless, the research failed to interrogate role of planning in managing change and the resultant effect on service delivery.

2.3.2 Communication strategy in change management and service delivery

Hasanaj and Manxhari (2017) studied the significance of communication in change management in Vlora municipality. They used the qualitative research approach where data was collected through interviews from 15 employees. Results revealed that communication played a significant role in change process by enabling the engagement of employees and promote the awareness and vision of the change. This was found to contribute significantly to successful change implementation and enhance productivity of the employees. However, considering that the researchers covered a relatively small sample and applied qualitative methodology, the findings cannot be reliably generalized to other organizations because they are likely to have a high level of bias and subjectivity.

Neil (2018) investigated change management communication strategies and challenges focusing on 26 companies in 11 states in Columbia. Qualitative approach was used whereby a sample of 32 respondents were chosen via purposive sampling and data obtained from them through personal interviews. The findings indicated the mostly used communication strategies in change management included: hiring employee ambassadors/influencers, face-to-face communication between senior leaders and employees, using video messages and seeking for employee testimonials supporting the change. The research however did not investigate how the communication strategies in turn influenced service delivery.

Shonubi and Akintaro (2016) interrogated how communication influenced organizational performance in Nigeria. The study applied the literature review approach where it only used

secondary data obtained from existing studies. The findings indicated that effective communication had a major contribution on organizational performance improvement. However, generalizing these findings to a specific organizational context is not possible due to the limitation of the methodology applied. That is, since it was exclusively based on literature review from studies conducted in different organizational contexts, the findings cannot be reliably applied to a specific organizational context.

Gachungi (2014) assessed communication strategy and its impact on management of change in Unilever (Kenya) limited. Using in-depth interview guide, primary data was collected from respondents from diverse categories including: senior managers, heads of departments, middle level managers and non-management staffs. The results revealed that communication strategy had a significant on change management. It was found to largely minimize resistance in the change management process. The study however used case study approach within the context of the private sector hence cannot be applicable to the case of the Judiciary of Kenya which is an institution in the public sector. Moreover, it did not assess how the communication strategy affected service delivery.

Odera and Muendo (2017) in their investigation on factors that affects strategic change management in the public sector assessed the effect of communication as one of the factors. They used the descriptive research design and a structured questionnaire utilized for data collection from the respondents who were selected from diverse departments. Results revealed communication exerted strongest influence among the factors that were investigated. However, although the study was in public sector context, it did not assess how communication as used in change management influenced service delivery.

2.3.3 Leadership strategy in change management and service delivery

Mansaray (2019) interrogated the role that leadership played in the management of organizational change. The study applied the literature review approach where only secondary data reviewed in literature was analyzed. Findings indicated that leadership was critical in change management especially in guiding the employees to the direction of change to enhance achievement of the goals. However, the research did not focus on any specific category of organizations or institutions since it applied the literature review approach. Consequently, applicability of the results to any particular institution is not possible.

Kabetu and Iravo (2018) investigated how leadership affected international humanitarian organizations' performance in Kenya. They applied the descriptive research design. A sample of 130 management staffs from UN-Habitat in Nairobi was used. Data was acquired from selected staffs using a questionnaire and analyzed quantitatively. Results indicated that leadership significantly affected the firms' performance. However, the investigation focused on the impact on organization performance as opposed to service delivery.

Obonyo and Kerongo (2015) in an investigation on the factors that affect strategic change management and performance assessed the effect of leadership strategy. The research based on descriptive research design focused on Kenya Commercial Bank limited in Nairobi region. Primary data was gathered from top, middle and low level managers. Findings revealed that leadership strategy was the most critical element that determined effectiveness of change management and consequently organizational performance. The study however did not particularly interrogate service delivery to establish how leadership as applied in the change management influenced it.

Rigii, Ogutu, Awino and Kitiabi (2018) investigated how leadership influenced service delivery in the county governments in Kenya. The cross sectional survey design was applied and a structured questionnaire used to collect primary data. Respondents comprised of chief officers and administrators in six departments that were identified as common in all the 47 counties in the country. The findings revealed that service delivery was significantly influenced by leadership. Despite being carried out in a public sector context, the findings may not necessarily reflect the situation in the Judiciary of Kenya because leadership strategies may differ. Moreover, the researchers did not investigate leadership as a strategy used in change management in particular, rather assessed it as generally applied towards service delivery.

Kolil, Ondiek and Manyasi (2019) analyzed how leadership affected service delivery in North Rift region county governments in Kenya. The researchers applied the mixed methods design where data was obtained from a sample of 180 staffs from the county governments in the North Rift region using a questionnaire. From the findings, leadership significantly affected delivery of services. The research however did not assess leadership as applied in change management but it assessed leadership approach as applied generally in the county governments. Moreover, the contextual differences between county government and the Judiciary of Kenya limit the applicability of the findings in the context of the latter.

2.3.4 Stakeholders' engagement strategy in change management and service delivery

Rourke, Higuchi and Hogg (2016) interrogated stakeholders' engagement in a system change in Canada. The research applied the case study design focusing on the Nurse Practitioner-led Clinic in Ontario. Primary data was collected from 16 individuals in various health care sectors using a semi-structured interview guide and 188 documents

reviewed to gather secondary data. After qualitatively analyzing the data, results indicated stakeholders' participation has a vital role in change management as it helped to shape and share the vision of the change. However, the study was largely based on qualitative data while the current study will largely utilize quantitative data for more objectivity. Moreover, the study was conducted in a health care context as opposed to judicial context.

Terer, Mwangi and Gichuhi (2019) investigated how change management was influenced by stakeholders' involvement in Kenya's National Police Service. They applied a mixture of correlational and descriptive survey design. Using questionnaires, primary data was obtained from 65 senior officers in the National Police Service in Nakuru County. Findings revealed that stakeholders' involvement had a significant positive influence on change management which enhanced service delivery. However, the research covered the National Police Service and since the change management strategy may not necessarily be the same as in the Judiciary, the findings cannot be generalized to the case of the Judiciary of Kenya.

Aketch and Omwono (2015) studied stakeholders' involvement strategy in management of change in Kenya Power Limited. Using the descriptive research design, an interview schedule helped obtain data from the top management staff. The results indicated that stakeholders were largely involved through their provision of feedback to management, and they were also involved in designing procedures deemed appropriate for effective change management. However, stakeholders' involvement in designing the change process was poor. The study however did not further interrogate how stakeholders' involvement in change management influenced service delivery in the organization.

Kimutai and Kwambai (2018) studied how stakeholders' engagement affected service delivery effectiveness in Eldoret University. They applied descriptive survey design where staffs in the University involved in organizational change were covered. Data was collected

from a sample of 65 out of 1100 staffs using a questionnaire. Correlation analysis indicated that stakeholders' engagement significantly affected organizational effectiveness positively. However, the study was based on a single case study that was not in a Judiciary context and used a very small sample size of the total population.

Karama, Iravo, Kagiri and Shale (2019) investigated the influence of stakeholders' engagement on delivery of public services in Kenya's devolved government. Correlational design was applied where quantitative data was collected from 384 staffs selected from 8 county governments. The data was analyzed through descriptive and inferential statistics. Findings indicated that stakeholders' engagement has a significant positive influence on service delivery in the devolved governments. However, the researchers failed to take into consideration application of stakeholders' engagement in change management, rather it assessed stakeholders' engagement as a strategy directly targeting service delivery.

2.4 Summary of literature and research gaps

Table 2.1: Summary and Research Gaps

Author and year	Focus	Findings	Methods	Gap in knowledge
Planning strategy in change management and service delivery				
Daniel (2019)	How change management affects firm performance in Nigeria	The study indicated that having a well developed plan to guide the change management process greatly helps to keep the firm in track and not veer off into areas outside the vision of the change.	Literature review approach where only secondary data was used	Only secondary data was applied, thus, there is no guarantee that using primary data in a different organizational contexts would yield similar findings.

Kabiru, Theuri and Misiko (2018)	How planning affects the performance of agricultural state-owned corporations in Kenya	Planning has a significant influence on performance	Descriptive research design was applied. A questionnaire was used to collect data from employees	The focus of the research was not on the Judiciary institution and aimed at the general performance and not the contributing factors such as communication, stakeholder engagement and leadership.
Communication strategy in change management and service delivery				
Hasanaj and Manxhari (2017)	Relevance of communication during change process in Vlora municipality	Communication significantly influences change management by enabling engagement of employees and promoting the awareness and vision of the change.	Qualitative research approach where data was collected through interviews from 15 employees	Given that a relatively small sample size and qualitative methodology were used, the findings cannot be reliably generalized to other organizations because they are likely to have a high level of bias and subjectivity.
Gachungi (2014)	How communication strategy influence management of change at Unilever Kenya limited	The results revealed that communication strategy had a significant on change management.	Case study design was applied with an in-depth interview guide used for primary data collection	The study covered a single organization in the private sector only, thus cannot be applicable to the case of the Judiciary of Kenya. Moreover how the communication strategy affected service delivery was not assessed.
Leadership strategy in change management and service delivery				
Mansary (2019)	How leadership style affects management of change	Leadership is vital in managing change especially in guiding the employees to the direction of change to enhance achievement of the goals.	Literature review approach was applied where only secondary data reviewed in literature was analyzed.	The research did not focus on any specific category of organizations or institutions since it applied the literature review approach in general.

Rigii, Ogutu, Awino and Kitiabi (2018)	Influence of strategic leadership on delivery of services in the county governments	Service delivery is significantly influenced by leadership.	Applied the cross sectional survey design. Primary data collected using structured questionnaire.	Leadership was not investigated as a strategy used in change management in particular, rather was assessed as generally applied towards service delivery.
Stakeholders' engagement strategy in change management and service delivery				
Rourke, Higuchi and Hogg (2016)	Role of engaging stakeholders in change process.	Stakeholders' participation has a vital role in change management as it helps to shape and share the vision of the change.	Case study design was applied focusing on the Nurse Practitioner-led Clinic in Ontario. Data was collected from 16 individuals using a semi-structured interview guide	The study was largely based on qualitative data hence more subjectivity and bias hence limiting its generalizability.
Terer, Mwangi and Gichuhi (2019)	How stakeholders engagement influences change management in the national police service	Stakeholder involvement has a significant positive influence on change management which enhanced service delivery.	Correlational research design and descriptive survey design were applied. Questionnaires were used to obtain primary data from 65 senior officers in the National Police Service in Nakuru County.	The research covered the National Police Service and since the change management strategy may not necessarily be the same as in the Judiciary, the findings cannot be generalized to the case of the Judiciary of Kenya.

Source: Author (2020)

2.5 Conceptual Framework

This is an illustration of the broad research idea structured in such a manner that enables the researcher to clearly demonstrate the research purpose, come up with the research question and review relevant literature (Smyth, 2004). Accordingly, this research's conceptual framework (see figure 2.1) illustrates how service delivery (dependent variable)

is linked to change management strategies (independent variables) as investigated in this study.

Independent variables

Dependent variable

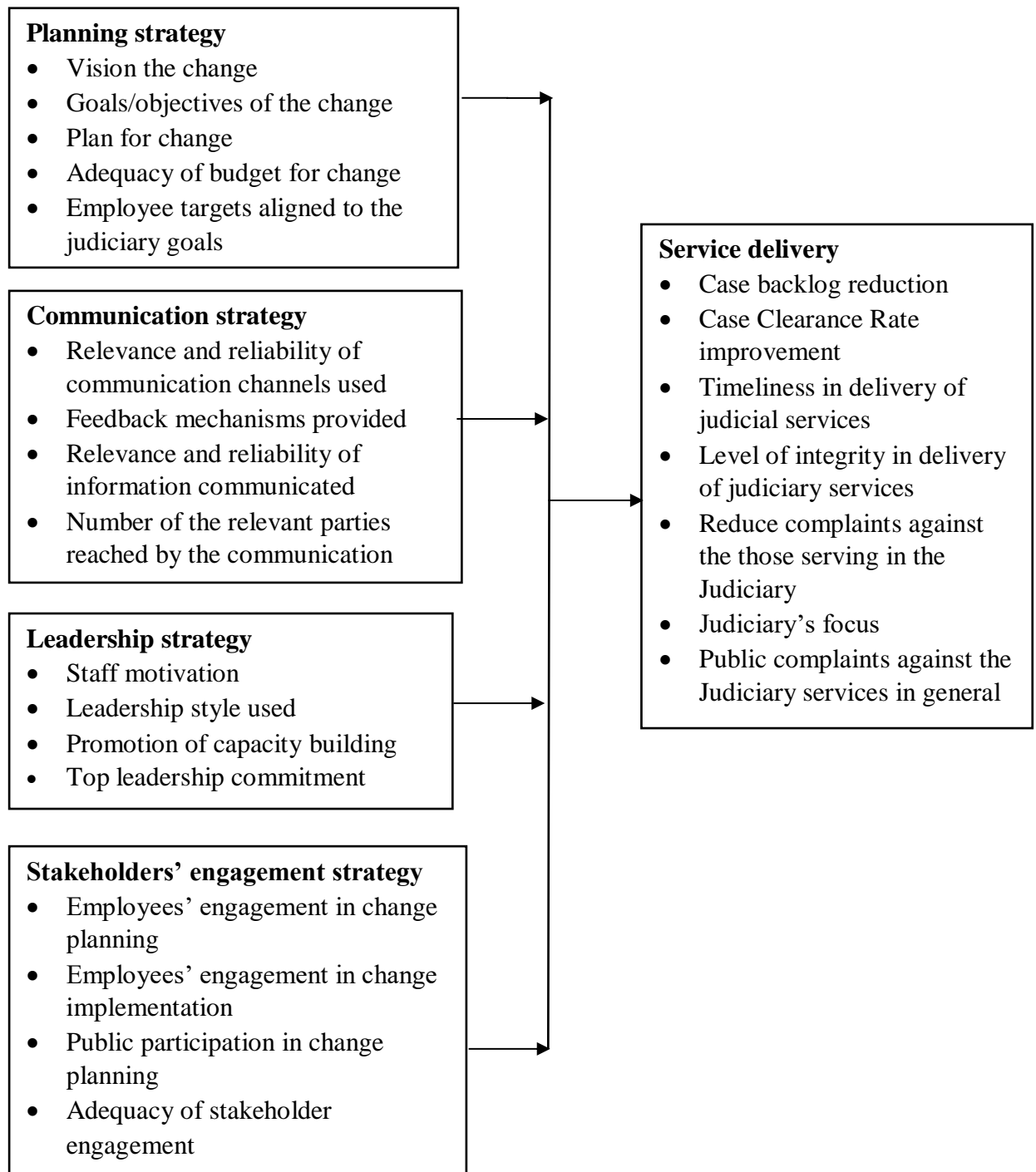


Figure 2.1: Conceptual Framework

Source: Author (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, the methodology applied to undertake the research is elucidated. It therefore contains details on such aspects as the research design, data collection and analysis among others. It also outlines the ethical issues put into consideration when the research was carried out.

3.2 Research Design

This is the blueprint which serves as guidance for the research process by informing the layout of the study flow from the objective to the results (Abutabenjeh & Jaradat, 2018). The research applied descriptive survey design. This enabled direct interpretation of the finding as they are without manipulation by the researcher as it involves the population perspectives. The design was preferred as it has been successfully used by others studies like Kimari, Gathenya and Kihoro (2018) to interrogated service delivery in the Judiciary.

3.3 Target Population

Cooper and Schindler (2016) define it as the collection of individuals, persons, events, etc which forms the items from whose investigation inferences are made. Thus, the study population included Judges, Judicial Officers and Judicial Staffs based in Milimani High Court in Nairobi. These included Judges, Registrar, Deputy Registrars, Court Administrators, officers in the directorate of planning and organizational performance and customer service center in the Milimani High Court in Nairobi. The composition of the population is profiled as indicated in Table 3.1.

Table 3.1: Target Population

Level	Number	Percentage
Judges	29	32.2%
Registrar	1	1.1%
Deputy registrars	21	23.3%
Court administrators	14	15.6%
Directorate of planning and organizational performance	20	22.2%
Customer service center	5	5.6%
Total	90	100

Source: Milimani High Court Registry (2020)

Since the target population is small, the census approach was used. The census approach involves covering the entire units or subjects in the target population as opposed to selecting a sample of the population. Thus, all the 90 respondents were covered in the study. The approach is advantageous in that all the respondents are given an equal opportunity to take part in the study which reduces bias in the data (Parker, 2011).

3.4 Data Collection Instrument

Data was collected using a questionnaire which according to Pavan and Kulkarni (2014) is highly economical in saving time and costs. That is, using a questionnaire enabled the research to be done faster and at a cheaper cost. The questionnaires largely contained close ended questions and likert questions in line with the research objectives. The questionnaires were issued to the Judges, Registrar, Deputy Registrars, Legal Researchers, Court Administrators, staff in the Directorate of Planning and Organizational Performance and staff in the customer service center in the Milimani High Court in Nairobi.

3.5 Pilot Testing

To establish the validity and reliability of questionnaire, pilot test was administered in order to establish any defects in the design of instrumentation employed as well as to provide proxies and probability samples (Cooper & Schindler, 2016). Pilot test allows detection of the defects, mishaps as well as other shortcomings that may be bestowed within the questionnaire format thereby facilitating the review of the tool before its application in the research (Kvale, 2007). A pilot test was done at the Milimani Law Courts using 10% of the sample size fraction which is approximately 9 respondents. This allowed for modification of the questionnaire before the main data collection was done to enable identification of questions that were not clear to participants or any other problem with the questionnaire that could lead to biased answers.

3.5.1 Validity

According to Kothari (2004), validity is the degree that a measurement scale quantifies the parameter it claims to quantify. There are three different forms of validity according to Taherdoost (2016): criterion validity, face validity and content validity. Criterion validity is the degree to which a measure that is used for a particular item is associated with the outcome. This was achieved by ensuring that the questionnaire was developed with consultation from the supervisor whose input was used to ensure that measures used were related and appropriate to the achievement of the objectives.

Face validity is the degree to which the questionnaire is relevant for the target respondents (Taherdoost, 2016). Face validity was achieved by engaging with the judicial officers and staff during the pilot study to get their input on any amendment they may propose on the questionnaire. Content validity is the level that a questionnaire's content in general satisfies the expectations of the practitioners in the field of study by covering the content it is

expected to assess (Yaghmale, 2003). This was achieved by ensuring that the input and suggestions by the judicial officers and staffs about the questionnaire during the pilot study were taken into account in refining the questionnaire for the main data collection.

3.5.2 Reliability

Reliability as explained in Kothari (2004) relates to consistency in results obtained by a respondent if they were to partake the same test more than once under dissimilar circumstances. Reliability was tested based on Cronbach's alpha to ensure that the questionnaire was reliable. The method was preferred because it is perceived as good and the most widely used approach to check for questionnaire reliability (Taherdoost, 2016). According to Haradhan (2017) the coefficient for the Cronbach alpha varies from 0 to 1 and for the reliability to be acceptable, it should be 0.7 or more which was achieved in this study.

3.6 Data Collection Procedure

First, approval letter for data collection was given by Kenyatta University. Having gotten the letter, the researcher proceeded to acquire a permit from the National Council for Science, Technology and Innovation to carry out the research. Furthermore, to facilitate the data collection, permission was sought from the Judiciary to collect data from the respondents.

Before administering the questionnaire to obtain the data from the respondents, an introduction letter was used that explained in brief the objective of the survey, the significance of the subjects' participation, people accountable for conducting the survey, and a declaration pledging confidentiality of the participants. Upon grant of the consent, administration of questionnaires was done to all the respondents via the drop-and-pick

technique. Subsequently, a follow up was made to collect the questionnaire and where a participant faced tussles, the researcher and a study assistant facilitated the completion of the questionnaire. This helped to improve the response rate.

3.7 Data Analysis and Presentation

Data was schemed for precision, uniformity, logical completeness and consistency before analysis. The raw data from the questionnaires was cleaned and checked for completeness by removing unnecessary information, discarding vague responses as well as eliminating contradictory information from related questions. The data was then entered into SPSS for analysis. Quantitative data was first analyzed using the mean, frequency and percentage. Inferential statistics were the applied including regression and correlation analysis. Linear regression analysis was applied where the regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Y = service delivery, X₁= planning strategy, X₂= communication strategy, X₃= leadership strategy, X₄= stakeholders' engagement strategy; β_0 is the regression constant; β_1 , β_2 , β_3 and β_4 are regression coefficients for planning strategy, communication strategy, leadership strategy and stakeholders' engagement strategy respectively while e is the error term.

Correlation analysis was done by applying the Pearson's product-moment correlation (r) to determine the degree and nature of linear linkage that is there between service delivery and the different change management strategies investigated. To present the results, tabular modes, graphs and charts were used.

3.8 Ethical Considerations

Acknowledgment of all authors from which various information was sourced was done by ensuring proper referencing. Approval and permit were obtained from all the relevant authorities including the university and the National Council for Science, Technology and Innovation prior to the study. The research ensured that respondents were considered anonymous and their information kept confidential. They were also required to freely consent before been given the questionnaire to fill. David and Sutton (2004) assert that respondents ought to be kept anonymous. Thus, there was no indication of participant's name to ensure participants are anonymous throughout the process. Anonymity was further enhanced by grouping data rather than showing individual responses. The respondents were briefed on the research purpose and given the liberty to take part in it or decline. The participants were given the freedom to choose to participate or not participate in the research. No third parties were granted access to the collected data to ensure its confidentiality. Then the researcher engaged the Judiciary to seek authorization to engage the sampled target population and collect the research data.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter contains data analysis results for the research. It presents findings from the parameters in the research instrument. The research sort to interrogate the influence of: planning strategy; communication strategy; leadership strategy and stakeholders' engagement strategy on service delivery in the Judiciary.

4.2 Analysis of Response Rate

While 90 respondents from Milimani High Court in Nairobi were targeted, 9 out of them were used in the pilot testing and 67 participated in the main study which is a response rate of approximately 83% response rate. According to Mugenda and Mugenda (2003), a response rate of 50 percent is adequate for data analysis and reporting; a rate of 60 – 69 percent is good and a response rate of 70 percent and over is excellent. Therefore, 83% response rate was sufficient.

4.3 General Information

The research required the respondents to indicate their general information including gender, age, level of education, years of service and service capacity. The findings from the research are presented in as follows:

4.3.1 Gender of the respondents

Table 4.1: Gender distribution

Gender	Freq.	Percent (%)
Female	35	52.2
Male	32	47.8
Total	67	100

Out of the 67 participants, the male were 47.8% and the female were 52.2%. This implies there are more women than men among the staffs in the Judiciary.

4.3.2 Age Bracket

Table 4.2: Age distribution

Age (years)	Freq.	Percent (%)
18-35	24	35.8
36-50	31	46.3
Above 50	12	17.9
Total	67	100

On age, the study found that 46.3% were 36-50 years old, 35.8% were 18-36 years old while 17.9% were above the age of 50 years. The findings are an indication among the staffs in the Judiciary are 50 years old and below.

4.3.3 Education Level

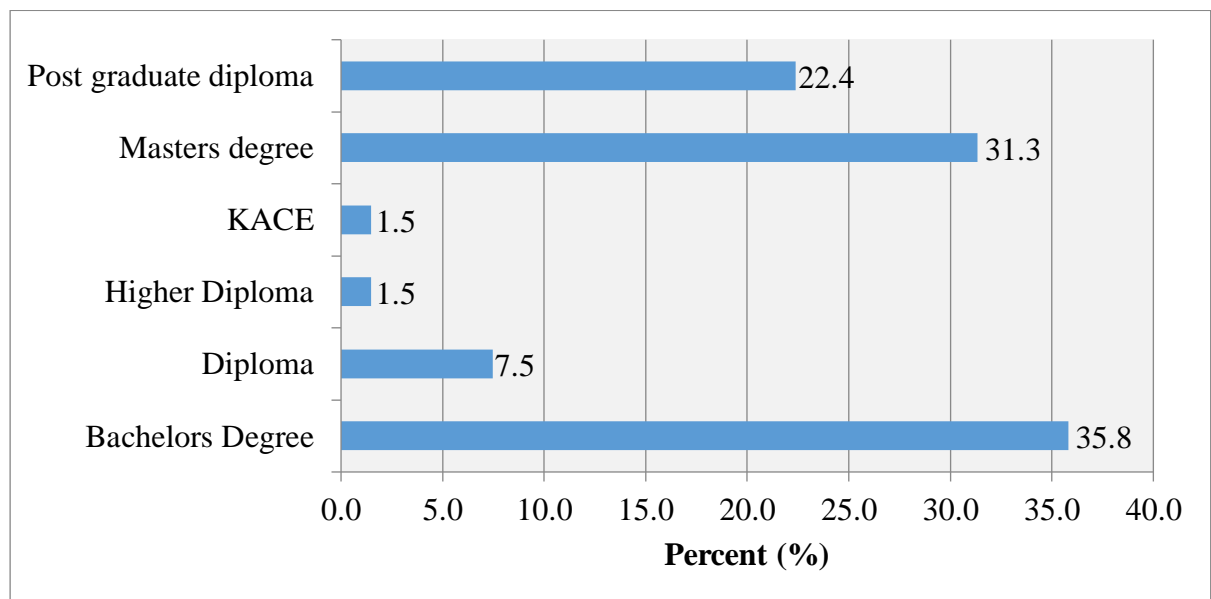


Figure 4.1: Respondents' education level

There were 35.8% of the respondents with bachelor degree while 31.3% had master degree. Postgraduate diplomas were 22.4%, 7.5% had diplomas whereas 1.5 % had higher diploma and another 1.5% had KACE. This implies majority of staffs in the Judiciary are postgraduates. This indicates they were adequately knowledgeable to understand the questions asked and provide valid responses.

4.3.4 Years of service

Table 4.3: Number of years worked in the judiciary

Years	Freq.	Percent (%)
Less than 5	19	28.4
5- 10	24	35.9
More than 10	24	35.9
	67	100

With respect to the number years worked in the Judiciary, those who had worked for 5-10 years were equal to those who had served for more than 10 years at 35.9%. The rest 28.4% had worked for less than 5 years. The findings indicates that majority of the respondents had worked in the Judiciary for more than 5 years. This implies they had substantial experience on change management and service delivery in the Judiciary to provide reliable information for the study.

4.3.5 Capacity of Service in the Judiciary

Table 4.4: Position served in the Judiciary

Capacity	Freq.	Percent (%)
Court Administrator	16	23.9
Court Assistant	1	1.5
Customer Service / Liaison And Support	8	11.9
Deputy Registrar	14	20.9
Directorate	8	11.9
Judge	7	10.5
Legal Researcher	12	17.9
Registrar	1	1.5
Total	67	100

From the study's findings on respondents' distribution according to capacity, 23.9% were Court Administrators who are at the focal point of the registry where services are first sort while providing supervision of staff. Others included Deputy Registrars (20.9%), Legal Researchers (17.9%), members of the Directorate (11.9%), Customer Service / Liaison and Support officers (11.9%) and Judges 10.5%.

4.4 Descriptive Statistics

The various parameters used to assess each variable were analyzed based on percentage, mean, as well as standard deviation (Std. dev). For each of the variables, the parameters were measured on a scale of 1 to 4 where 1= strongly disagree, 2= disagree, 3= agree, and 4= strongly agree. Based on this scale, respondents indicated their agreement/disagreement with the statement on each of the parameters. Sections 4.4.1 through 4.4.5 presents the findings.

4.4.1 Planning strategy in change management

To understand how planning strategy is executed in change management in the Judiciary, five statements were used as evident in Table 4.5.

Table 4.5: Planning strategy in change management

Statement	1	2	3	4	Mean	Std. dev
There is a vision for any change that is instituted in the Judiciary	-	11.9	61.2	26.9	3.1	0.6
The goals and objectives of change are clearly set out	1.5	16.4	67.2	14.9	3.0	0.6
A plan is developed before any change is instituted	-	25.4	56.7	17.9	2.9	0.7
There is adequate budgetary allocation for implementation of change in the Judiciary	35.8	47.8	13.4	3.0	1.8	0.8
The Judiciary employees align their targets to the institutional goals	3.0	35.8	53.7	7.5	2.7	0.7
Average					2.7	0.7

Overall, the mean score for planning strategy was 2.7 indicating the respondents agreed with most of the statements. The standard deviation for the overall mean was 0.7 while the range of Std. dev for the statements was 0.6 – 0.8. This is an indication that there were negligible variations of the scores from the mean.

Respondents concurred that there is a vision for any change that is instituted in the Judiciary (mean= 3.1) and that the goals and objectives of the change are clearly set out (mean= 3.0). Moreover, they asserted that a plan is developed before any change is instituted (mean= 2.9) and that the Judiciary employees align their targets to the institutional goals (mean= 2.7). The respondents however disagreed that there is adequate budgetary allocation for implementation of change in the Judiciary (mean= 1.8). The findings implies that while planning strategy is well executed in the Judiciary, financial resources is a major constraint due to the inadequate budgetary allocation.

4.4.2 Communication Strategy in change management

To interrogate the communication strategy in change management in the Judiciary, seven statements were used as presented in Table 4.6.

Table 4.6: communication strategy in change management

Statement	1	2	3	4	Mean	Std. dev
Judiciary employees are aware about the changes being employed in the institution	4.5	49.3	43.3	3.0	2.4	0.6
The Judiciary uses relevant and reliable communication channels to communicate about any change to be implemented	7.6	37.3	50.8	4.5	2.5	0.7
Adequate feedback is provided on the progress of change implementation	9.0	62.7	28.4	-	2.2	0.6
The information shared by Judiciary on changes implemented is reliable and relevant	3.0	37.3	53.7	6.0	2.6	0.6
The Judiciary communicates to all the relevant parties when implementing or intend to implement any change	6.0	44.8	40.3	9.0	2.5	0.7
Change awareness is done to demystify the planned change	11.9	47.8	35.8	4.5	2.3	0.7
There is timely communication dissemination in the Judiciary	9.0	56.7	31.3	3.0	2.3	0.7
Average					2.4	0.7

The overall mean score for communication strategy was 2.4 indicating that the respondents disagreed with most of the statements. The standard deviation for the overall mean was 0.7 with the standard deviations for the statements ranging between 0.6 – 0.7. The low standard deviations indicate that variations of the scores from the mean were minimal.

The respondents asserted that information shared by Judiciary on changes implemented is reliable and relevant (mean= 2.6). They also concurred that the Judiciary uses relevant and reliable communication channels to communicate about any change to be implemented (mean= 2.5), and that the Judiciary communicates to all the relevant parties when implementing or intend to implement any change (mean= 2.5).

Nevertheless, the respondents disagreed that adequate feedback is provided on the progress of change implementation (mean= 2.2). They also disagreed that change awareness is done to demystify the planned change (mean= 2.3) and that there is timely communication dissemination in the Judiciary (mean= 2.3). Moreover, the respondents denied that the Judiciary employees are aware about the changes being employed in the institution (mean= 2.4). The findings imply that as far as communication strategy in change management in the Judiciary is concerned, the information communicated and the channels used for the communication are okay but the timeliness of the communication and feedback mechanism are quite wanting.

4.4.3 Leadership strategy in change management

In investigating how leadership strategy was undertaken in change management in the Judiciary, four statements were used as presented in Table 4.7.

Table 4.7: Leadership strategy in change management

Statement	1	2	3	4	Mean	Std. dev
The Judiciary leadership ensures staff are motivated towards adapting to and implementing changes being instituted	9.0	53.7	37.3	-	2.3	0.6
The leadership style used in the judiciary contributes to proper change management	10.5	41.8	44.8	3.0	2.4	0.7
The Judiciary leadership promotes capacity building of staffs and material resources towards the changes being implemented	11.9	46.3	35.8	6.0	2.4	0.8
The top leadership in the Judiciary is always committed to ensure the success of any change instituted in the Judiciary	1.5	29.9	59.7	9.0	2.8	0.6
Average					2.5	0.7

With respect to the execution of leadership strategy in change management, the overall mean was 2.5 with a Std. dev of 0.7. The men scores for the statements were in the range 2.3 – 2.8 with the standard deviations ranging between 0.6 and 0.8. This implies that the respondents disagreed with most of the statements with negligible deviations of the scores from the mean.

Majority expressed their concurrence that the top leadership in the Judiciary is always committed to ensure the success of any change instituted in the Judiciary (mean= 2.8). They however disagreed that the Judiciary leadership ensures staff are motivated towards adapting to and implementing changes being instituted (mean= 2.3). They further disagreed that the leadership style used in the judiciary contributes to proper change management (mean= 2.4). Equally, they denied that the Judiciary leadership promotes capacity building of staffs and material resources towards the changes being implemented (mean= 2.4). The findings indicate that although the leaders in the Judiciary are committed to effective change management, staff motivation as well as their capacity building to embrace change is poor and the leadership style used in change management is not very suitable.

4.4.4 Stakeholders' engagement in change management

In assessing stakeholders' engagement in change management in the Judiciary, six statements were used with Table 4.8 presenting the results.

Table 4.8: Stakeholders' engagement in change management

Statement	1	2	3	4	Mean	Std. dev
Judiciary employees are engaged in change planning	7.5	62.7	28.4	1.5	2.2	0.6
Judiciary employees are engaged in change implementation	3.0	20.9	70.2	6.0	2.8	0.6
Where necessary, public participation is adequately undertaken before change is implemented in the Judiciary	7.5	34.3	52.2	6.0	2.6	0.7
There is adequate stakeholders engagement when instituting and implementing change in the Judiciary	7.5	7.5	46.3	38.8	3.2	0.9
The stakeholders are aware of their role in Judiciary change management	6.0	32.8	55.2	6.0	2.6	0.7
The Judiciary stakeholders are engaged in evaluation of an implemented change	9.0	38.8	49.3	3.0	2.5	0.7
Average					2.6	0.7

The overall mean for stakeholders' engagement in change management in the Judiciary was 2.6 implying that the respondents agreed with most of the statements. The range for the standard deviations was 0.6 – 0.9 indicating that there was minimal deviation of the scores from the mean in each of the statements.

Majority of the respondents agreed that there is adequate stakeholders' engagement when instituting and implementing change in the Judiciary (mean= 3.2). They concurred that Judiciary employees are engaged in change implementation (mean= 2.8) and that the stakeholders are aware of their role in Judiciary change management (mean= 2.6). They affirmed that where necessary, public participation is adequately undertaken before change

is implemented in the Judiciary (mean= 2.6) while asserting that the Judiciary stakeholders are engaged in evaluation of an implemented change (mean= 2.5). Nonetheless, they denied that Judiciary employees are engaged in change planning (mean= 2.2). The findings imply that stakeholders' engagement strategy is well executed in change management in the Judiciary except that the Judiciary employees are not effectively engaged in planning the change.

4.4.5 Service Delivery

To assess service delivery in the Judiciary, eight statements were used where the responses were as per Table 4.9.

Table 4.9: Service delivery in the Judiciary

Statement	1	2	3	4	Mean	Std. dev
There is reduction in case backlog	1.5	1.5	65.7	31.3	3.3	0.6
There is improvement in case clearance rate	-	1.5	71.6	26.9	3.3	0.5
Services are delivered in a timely manner	-	22.4	62.7	14.9	2.9	0.6
There is integrity in service delivery	-	9.0	79.1	11.9	3.0	0.5
Complaints by clients against those serving in the Judiciary has reduced	-	11.9	71.6	16.4	3.0	0.5
Complaints against services rendered has reduced	-	16.4	74.6	9.0	2.9	0.5
The judiciary is focused on service delivery	-	7.5	65.7	26.9	3.2	0.6
The Judiciary employees are aware of their role in service delivery	1.5	13.4	62.7	22.3	3.1	0.7
Average					3.1	0.5

Service delivery in the Judiciary rated at an aggregated mean of 3.1 at a negligible Std. dev of 0.5. A vast majority of the respondents concurred with the statements as reflected by the high mean score range of 2.9 – 3.3. They confirmed that there is improvement in case clearance rate (mean= 3.3) and that there is reduction in case backlog (mean= 3.3). It was further established that the judiciary is focused on service delivery (mean= 3.2) and its employees are aware of their role in service delivery (mean= 3.1). The respondents indicated that there is integrity in service delivery (mean= 3.0), while asserting that complaints by clients against those serving in the Judiciary has reduced (mean= 3.0). Moreover, they attested that complaints against services rendered has reduced (mean= 2.9) noting that services are delivered in a timely manner (mean= 2.9).

4.5 Inferential Statistics

These were applied to analyze the influence of change management strategies on service delivery in the Judiciary. In this regard, correlation and regression analyses were done. The findings are presented in sections 4.4.1 through 4.4.2.

4.5.1 Correlation Analysis

Table 4.10: Correlation analysis

		Correlations				
		Planning strategy	Communication strategy	Leadership strategy	Stakeholders engagement	Service delivery
Planning strategy	Pearson Correlation	1	.556**	.058	.299*	.621**
	Sig. (2-tailed)		.000	.639	.014	.000
	N	67	67	67	67	67
Communication strategy	Pearson Correlation	.556**	1	-.144	.290*	.501**
	Sig. (2-tailed)	.000		.246	.017	.000
	N	67	67	67	67	67
Leadership strategy	Pearson Correlation	.058	-.144	1	.127	-.014
	Sig. (2-tailed)	.639	.246		.308	.910
	N	67	67	67	67	67
Stakeholders engagement	Pearson Correlation	.299*	.290*	.127	1	.219
	Sig. (2-tailed)	.014	.017	.308		.075
	N	67	67	67	67	67
Service delivery	Pearson Correlation	.621**	.501**	-.014	.219	1
	Sig. (2-tailed)	.000	.000	.910	.075	
	N	67	67	67	67	67

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

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

It was established that planning strategy in change management had a correlation of 0.621 with service delivery. The correlation is significant because its p-value (Sig. = 0.000) is less than 0.05. This is an indication that planning strategy in change management significantly influences service delivery in the Judiciary in a positive way. The findings concur with the findings by Daniel (2019) who found planning significantly and positively affected how a firm performed.

Similarly, communication strategy in change management was found to be positively correlated with service delivery (0.501). The correlation is significant too since p-value (Sig.= 0.000) is less than 0.05. This indicates that communication strategy in change management has a significant positive influence on service delivery in the Judiciary. The findings are congruent to Hasanaj and Manxhari (2017) whose findings revealed that in a change process, communication had a significant role in contributing significantly to successful change implementation and enhancing productivity of the employees.

However, the study found a negative correlation of 0.014 between leadership strategy in change management and service delivery. Even so, the correlation is insignificant on the basis that the p-value is 0.910 which is greater than 0.05. The findings indicate that leadership strategy in change management has insignificant relationship with service delivery in the Judiciary. This differs with Rigii et al. (2018) whose findings revealed that service delivery was significantly influenced by leadership strategy.

The study further revealed that a positive correlation of 0.219 between stakeholders engagement strategy in change management on service delivery. The p-value for the correlation was 0.075. This means that the correlation is insignificant since the p-value exceeds 0.05. The finding indicates that stakeholders' engagement strategy does not have a significant relationship with service delivery in the Judiciary. The findings disagree with Kimutai and Kwambai (2018) who indicated that stakeholders' engagement significantly affected organizational effectiveness positively.

4.5.2 Regression Analysis

Table 4.11: Regression model summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.649 ^a	.421	.384	.27061	.421	11.290	4	62	.000

a. Predictors: (Constant), Stakeholders engagement, Leadership strategy, Planning strategy, Communication strategy

The R Square for the regression analysis was 0.421. This means that the predictors in the model (stakeholders engagement, leadership strategy, planning strategy and communication strategy) determine 42.1% of how service delivery changes in the Judiciary. Additionally, the findings imply that various factors apart from stakeholders' engagement, leadership strategy, planning strategy and communication strategy influence approximately 58% of changes in service delivery in Judiciary.

Table 4.12: ANOVA analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.307	4	.827	11.290	.000 ^b
	Residual	4.540	62	.073		
	Total	7.848	66			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Stakeholders engagement, Leadership strategy, Planning strategy, Communication strategy

To establish significance of the regression model in estimating the relationship between the predictors (stakeholders engagement, leadership strategy, planning strategy and communication strategy) and the dependent variable (service delivery), ANOVA was used. In this regard, the significance of F- value was assessed. The F-value coefficient was 11.290 with a p-value of 0.000. Since the p-value is less than 0.05, it therefore means that

regression model was significant in estimating how the dependent variable is influenced by the independent variables.

Table 4.13: Regression coefficients

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	1.415	.482		2.938	.005		
	Planning strategy	.433	.104	.497	4.167	.000	.656	1.524
	Communication strategy	.200	.109	.221	1.823	.073	.636	1.571
	Leadership strategy	-.019	.151	-.012	-.123	.903	.929	1.076
	Stakeholders engagement	.011	.139	.008	.077	.939	.868	1.153

a. Dependent Variable: Service delivery

The regression coefficients were used to estimate and derive the multiple linear regression model in the format:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Y = service delivery, X₁= planning strategy, X₂= communication strategy, X₃= leadership strategy, X₄= stakeholders' engagement strategy; β₀ is the intercept (regression constant); β₁, β₂, β₃ and β₄ are regression coefficients for planning strategy, communication strategy, leadership strategy and stakeholders' engagement strategy respectively while e is the error term. Thus, the regression model was:

$$Y = 1.415 + 0.433X_1 + 0.2X_2 - 0.019X_3 + 0.011X_4$$

Regression coefficient for planning strategy was 0.433. The p-value for the coefficient was 0.000. Given that the p-value is below 0.05, the results imply a significant positive

influence of the planning strategy on service delivery. This means that when planning strategy is improved in change management in the Judiciary, this is likely to trigger a significant improvement in delivery of services. The results agree with Kharroub and Mansour (2019) which revealed planning has a positive and significant correlation with the quality of service delivery.

The coefficients for communication strategy (0.2, $p= 0.073$) indicates that communication strategy in change management positively influence service delivery. That means, when communication strategy is improved in change management in the Judiciary, service delivery is likely to improve. The findings agrees with Shonubi and Akintaro (2016) which indicated that effective communication played a major role in enhancing the organizational performance.

It was found that leadership strategy had a negative regression coefficient of 0.019 where the p-value of the coefficient was 0.903. The negligible coefficient coupled with the high p-value which is greater than 0.05 indicates that leadership strategy in change management in the Judiciary has insignificant effect on service delivery. The findings differ with Kolil et al. (2019) that indicated that leadership had a significant effect on service delivery.

Last but not least, stakeholders' engagement strategy had a regression coefficient of 0.011. with a p-value of 0.939. Since the p-value is also greater than 0.05, the coefficient is insignificant. The findings therefore indicate that stakeholders' engagement in change management in the Judiciary does not significantly affect service delivery. The findings disagree with Terer, Mwangi and Gichuhi (2019) that revealed that stakeholders' involvement had a significant positive influence on change management which enhanced service delivery.

4.6 Qualitative Data Analysis

4.6.1 Planning Strategy

Several respondents indicated that there should be adequate budgetary allocation for implementation of the proposed changes, with many emphasizing the need for adequate funding for implementation of the changes. Majority of them further highlighted that proper engagement of all employees including judicial officers and lower cadre staffs was necessary when making plans for change to enhance awareness about the change and ensure it is embraced by all parties. The need for practical strategic plans was also suggested with quite a number of measures highlighted to ensure practical strategic plans including: Prior setting out of objectives and staff sensitization, having appropriate policies to support the strategies, having champions of the proposed change at each station and instituting training to embrace the change.

4.6.2 Communication Strategy

The respondents strongly emphasized the need for timely and effective communication regarding any proposed change. Many of them indicated that it was necessary to have advance communication of any change to employees. They further expressed that communication about the change should cascade to all members of staff and their feedback obtained too. The respondents added that the channels used to communicate about change should be reconsidered and open more communication channels. Moreover, many of them indicated that communication should be continuous and regular throughout the change implementation process.

4.6.3 Leadership Strategy

Many respondents indicated that leadership in the judiciary need to prioritize on promoting staff capacity building and career progression. It was also highlighted that leaders must continuously motivate staff to ease change implementation and make employees committed to the change being instituted. The respondents further indicated the need for leaders to ensure wide consultation and staffs participation before change in management. Several respondents asserted that it was vital for leaders to put in place trainings and seminars to engage and educate the staff on the changes being instituted. Quite a number of them also emphasized the need for leaders to clearly explain why the necessity for the proposed change.

4.6.4 Stakeholders' Engagement

Respondents indicated that apart from involving stakeholder in designing the strategies, a proper monitoring and evaluation framework that involves stakeholders should be implemented. They further emphasized that all target groups ought to be involved accordingly. Majority also asserted that stakeholders should not just be involved passively, but their views must to be considered when implementing changes so that they are part and parcel of the change to minimize resistance. The respondents argued that the judiciary needs to adopt practical ways to engage all necessary stakeholders from the planning stage to the end of the change implementation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a deduced summary, drawn conclusion from the findings and giving recommendations for the research objective. The research also contains suggestions for further research.

5.2 Summary

The research purposed to assess influence of change management strategies on service delivery in the Judiciary focusing on the case of Nairobi-based Milimani High Court. Precisely, it sought to analyze the influence of planning strategy on service delivery in the Judiciary; to determine the influence of communication strategy on service delivery in the Judiciary; to establish the influence of leadership strategy on service delivery in the Judiciary; and to investigate the influence of stakeholder engagement on service delivery in the Judiciary. Using a questionnaire, the research collected data from Judges, Registrar, Deputy Registrars, Court Administrators, officers in the directorate of planning and organizational performance and customer service center. Data analysis was based on descriptive and inferential statistics.

On the influence of planning strategy on service delivery in the Judiciary, respondents concurred that there is a vision for any change that is instituted in the Judiciary, asserting that a plan is developed before any change is instituted. A significant correlation was found between planning strategy and service delivery. Regression analysis indicated planning strategy positively influence service delivery.

Pertaining to influence of communication strategy, the respondents asserted that information shared by Judiciary on changes implemented is reliable and relevant. However,

they disagreed that adequate feedback is provided on the progress of change implementation. They also disagreed that there is timely communication dissemination in the Judiciary. A significant positive correlation was also found between communication strategy in change management and service delivery. Furthermore, regression analysis revealed that communication strategy influence service delivery positively.

On the influence of leadership strategy, the respondents expressed their agreement that the top leadership in the Judiciary is always committed to ensure the success of any change instituted in the Judiciary. They however disagreed that the Judiciary leadership ensures staff are motivated towards adapting to and implementing changes being instituted. Both correlation analysis and regression analysis revealed an insignificant relationship between leadership strategy in change management and service delivery.

Pertaining to stakeholders' engagement strategy, respondents agreed that there is adequate stakeholders' engagement when instituting and implementing change in the Judiciary. They also concurred that Judiciary employees are engaged in change implementation, asserting that the stakeholders are aware of their role in Judiciary change management. However, both correlation analysis and regression analysis indicated that stakeholders' engagement strategy in change management has insignificant relationship with service delivery.

5.3 Conclusion

Various conclusions were drawn. First, on the influence of planning strategy, the study concluded that planning strategy has a significant positive influence on service delivery. This is reflected in the strong and significant positive correlation between planning strategy and service delivery. It is further reflected in the significant positive regression coefficient.

On how communication strategy influence service delivery, the conclusion of the study is that communication strategy significantly influences service delivery positively too. This

is based on the significant positive correlation that was established between communication strategy and service delivery. However, on the influence of leadership strategy on service delivery, the research concludes that leadership strategy has insignificant influence on service delivery. This is established based on the insignificant correlation coefficient between leadership strategy and service delivery. Moreover, it is also reflected by its negligible and statistically insignificant regression coefficient.

Lastly, on the influence of stakeholders' engagement on service delivery, the study concludes that stakeholders' engagement strategy has no significant influence on service delivery. This is derived on the basis that from correlation analysis, there was no significant correlation between stakeholders' engagement and service delivery. This is further evident in the insignificant regression coefficient of stakeholders' engagement strategy.

5.4 Recommendations

The recommendations of the research are as follows:

To improving planning in change management strategy, the government through the Treasury must increase the amount of money allocated to the Judiciary in national budgets. This will ensure that the Judiciary has sufficient funds to enable them make adequate budgetary allocation for implementation of needed change in the Judiciary. This in turn will result to improvement in service delivery in the Judiciary.

The Judiciary must also ensure there is continuous sensitization on the changes being instituted and communication on the change implementation progress. This must begin with the employees and all the other stakeholders. The planned change must be communicated to all the stakeholders in a demystified manner so that they all clearly understand the change to be implemented. Moreover, the communication must be timely.

That is, before the implementation has began and continue as the implementation continues with clear feedback mechanisms been put in place to ensure two-way communication in the change implementation.

The Judiciary should engage employees in change management planning and evaluation to providing a learning curve on how to actualize change so that the change planner and implementers are working under similar dynamics. This can greatly help to ensure that employees are more receptive to the change which in turn will help to improve service delivery.

The top leadership in the Judiciary further needs to ensure that they facilitate and promote capacity building to institutionalize planned changes and create general acceptance and involvement in the process. They must also enhance staff motivation towards adapting to and implementing the changes being instituted. This should be coupled with a review of the leadership style that they adopt in implementing the change and ensure a democratic leadership style is adopted to achieve the intended change.

5.5 Suggestions for Further Research

It is important to have similar research in other courts including the magistrate court, the Court of Appeal and even the Supreme Court since this study only covered the High Court. This will help to add more insights on what has already been revealed in this study and the studies be contrasted with the current one for more conclusions to be drawn and identify further areas that may need improvement to improve service delivery in the Judiciary.

More research is necessary to investigate other change management strategies and how they influence service delivery in different contexts. This is because the current research only focused on investigating four strategies only including planning, communication,

leadership and stakeholders' engagement. In this regard, there should be other studies to investigate the influence of other strategies like financing strategy on service delivery. This will contribute in adding to the knowledge on how change management strategies influence service delivery in diverse contexts.

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APPENDICES

Appendix I: Introduction Letter

Ochieng Lavenda Awuor
P. O. Box 30041-00100
NAIROBI

Dear respondent,

RE: REQUEST FOR ACADEMIC RESEARCH DATA

I am a Kenyatta University student pursuing Master of Business Administration – Strategic Management. Part of the fulfillment required for this academic course is a research project where I am researching on Change Management Strategies and Service Delivery in the Judiciary, Kenya.

I am inviting you to be a participant in the research project. As part of my target population, I kindly request your participation in this research. Your participation in this research will help in understanding how change management strategies impact on service delivery in the Judiciary.

Kindly note:

1. All the data obtained will exclusively be for the academic project.
2. The data provided will be confidential.
3. The responses are anonymous thus do not indicate your name in the questionnaire
4. Participation is voluntary and important.
5. For assistance or clarification please contact me via lavendaochieng@gmail.com or +254 705 925 171
6. The findings from the research can be availed upon request.

Please sign the form to indicate that you have read the information provided and given your consent.

I am grateful for your time.

Respondents signature: Date:

Appendix II: Questionnaire

CHANGE MANAGEMENT STRATEGIES AND SERVICE DELIVERY IN THE JUDICIARY

Please use \surd or X to indicate your response in the areas are provided.

SECTION A: GENERAL INFORMATION

1) Gender:

Male [] Female []

2) Age bracket (in years)

18 – 35 [] 35 – 50 [] Above 50 years []

3) Highest educational level

Doctorate degree [] Master's degree [] Bachelor's degree []

Post Graduate Diploma [] Diploma [] O level/K.C.S.E []

Any other (Specify) _____

4) How long have you served in the Kenyan Judiciary? (Years)

Less than 5 [] 5 – 10 [] More than 10 []

5) At what capacity do you serve in the Judiciary?

i) Judicial:

- a) Judge []
- b) Judicial Officer/Deputy Registrar []
- c) Legal Researcher []

ii) Administration and Support:

- a) Registrar []
- b) Court Administrator []
- c) Customer Service officer/ Liaison persons and support []

Please use (\surd) or (X) to indicate your response to which you agree or disagree with each statement in the areas are provided.

Where; 1= strongly disagree, 2= disagree, 3= agree, and 4= strongly agree.

SECTION B: PLANNING STRATEGY IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
6)	There is a vision for any change that is instituted in the Judiciary.				
7)	The goals and objectives of change are clearly set out				
8)	A plan is developed before any change is instituted				
9)	There is adequate budgetary allocation for implementation of change in the Judiciary				
10)	The Judiciary employees align their targets to the institutional goals				

11) What improvements would you suggest pertaining to planning strategy for change management in the Judiciary?

SECTION C: COMMUNICATION STRATEGY IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
12)	Judiciary employees are aware about the changes being employed in the institution				
13)	The Judiciary uses relevant and reliable communication channels to communicate about any change to be implemented.				
14)	Adequate feedback is provided on the progress of change implementation				
15)	The information shared by Judiciary on changes implemented is reliable and relevant.				
16)	The Judiciary communicates to all the relevant parties when implementing or intend to implement any change.				
17)	Change awareness is done to demystify the planned change				
18)	There is timely communication dissemination in the Judiciary				

19) What improvements would you suggest pertaining to communication strategy for change management in the Judiciary?

SECTION D: LEADERSHIP STRATEGY IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
20)	The Judiciary leadership ensures staff are motivated towards adapting to and implementing changes being instituted				
21)	The leadership style used in the Judiciary contributes to proper change management				
22)	The Judiciary leadership promotes capacity building of staffs and material resources towards the changes being implemented				
23)	The top leadership in the Judiciary is always committed to ensure the success of any change instituted in the Judiciary				

24) What improvements would you suggest pertaining to leadership strategy for change management in the Judiciary?

SECTION E: STAKEHOLDERS ENGAGEMENT IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
25)	Judiciary employees are engaged in change planning				
26)	Judiciary employees are engaged in change implementation				
27)	Where necessary, public participation is adequately undertaken before change is implemented in the Judiciary				
28)	There is adequate stakeholders engagement when instituting and implementing change in the Judiciary				
29)	The stakeholders are aware of their role in Judiciary change management				
30)	The Judiciary stakeholders are engaged in evaluation of an implemented change				

31) What improvements would you suggest pertaining to stakeholders' engagement strategy for change management in the Judiciary?

SECTION F: SERVICE DELIVERY

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
32)	There is reduction in case backlog				
33)	There is improvement in case clearance rate				
34)	Services are delivered in a timely manner				
35)	There is integrity in service delivery				
36)	Complaint by clients against those serving in the Judiciary has reduced				
37)	Complaints against judicial services rendered has reduced				
38)	The Judiciary is focused on service delivery				
39)	The Judiciary employees are aware of their roles in service delivery				

40) Please indicate any improvement you would suggest pertaining to change management strategies to improve service delivery in the Judiciary.
