SOCIAL INTELLIGENCE AND SUCCESSFUL STRATEGIC CHANGE MANAGEMENT: A STUDY OF JUBILEE SYRINGE MANUFACTURING CO. LTD, AKWA IBOM STATE, NIGERIA

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ABSTRACT: *This research was designed to examine the relationship between Social Intelligence and Successful Strategic Change Management, a study of Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State. Cross sectional survey design was adopted for the study and a sample size of 118 respondents was drawn from the population size of 330. For the objective of the study to be achieved, five hypotheses were formulated. The major instrument for data collection was a structured questionnaire administered to the respondent using random sampling techniques. Data collected were analysed using simple percentage and Spearman Rank correlation. Results show that there is a significant correlation between Social Intelligence and Successful Strategic Change Management. Based on the finding of the analysis, In conclusion, this study supported other recent research findings that social intelligence is an important successful change management that is predictive of leadership. It also furthered the notion that intelligence is important in creating appropriate and original problem constructions. Because social intelligence is a trait that accounts for effective leader behaviour across multiple situations, it seems to reconcile the trait and situation approaches to leadership. Consequently, It is recommended that managers ensure positive organizational environment (working conditions, policies and procedures) necessary for stimulating successful strategic change management. Also, empirical studies should be conducted to identify factors that predict Successful Strategic Change Management among employees in Nigeria.*

KEYWORDS: strategic change, change management, social intelligence, leadership.

INTRODCUTION

The organization is a collective of individual's ideas, knowledge and human capital. Therefore, it does not exist in a vacuum but functions within a circumference of stakeholders (employee, customers, suppliers, wholesalers, government, host community, competitors). As a result, it requires the contribution of every stakeholder to succeed in the business environment because one is dependent on the other. For instance, the customer is dependent on the manufacturer to make purchases; the producer is dependent on the supplier for raw material; the producer is also reliant on the host community for a favourable atmosphere of manufacture; government is dependent on the manufacturer, consumers for revenue generation and the service benefactor

are dependent on the customer as well. The goal for every business is to render service and make profit which the banking sector is no exception (Eketu and Edeh, 2015).

Social Intelligence refers to a profound awareness of the value of social networks, the aptitude to take another's viewpoint, and the ability to absorb in satisfying relationships. It is the aptitude to comprehend and manage other people and act astutely in relational relationships. Social intelligence is an actual individual distinctive. Despite this fact, when trying to express it more precisely, certain difficulties arise (Silvera, Martinussen, and Dahl, 2001). The idea of social intelligence is related with the postulation of different mental decisions and aptitudes which deal with the social content by having a set of talents (Rahim 2016). This set of talents helps individuals to resolve their social complications, which include the aptitude to understood the feelings, thoughts, and actions of others in different circumstances and social situations, as shown in (Eshghi, 2013) study.

Wechsler (2008) described social intelligence as a facility dealing with human beings. So we can say that it is a brief approval of the action aspect of Thomdike's formulation. One method of social intelligence is the aptitude to comprehend the thoughts, feelings and purpose of others as demonstrated in visible expressions. There are some ideas which are almost similar to Thomdike's social intelligence like, Chapin's (2002) social vision. It is the aptitude to define a given social state in terms of conduct inputs to others present, rather than in terms of individual's moods about the other.

In 1969 Weinstein defined social intelligence as the capacity to accomplish relational task. His explanation gave more reputation to Thomdike's management of others, his formulation highlighted role taking and included consideration of modes of conclusion about other or based on projective and positional role taking, behaviour categorising, individual and autistic forecast.

There are different kinds of changes that establishments will face during their lifetime. Sometimes there are internal problems happening that needs to be solved, or advancement in technology and going to new era may be another reason for such changes. But when we talk about strategic changes, we have something with much greater impact in mind. These changes will affect top to the bottom of the company at most of the time. Strategic change is defined as "changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy" (Hofer and Schendel 1988). In simple form strategic change is a way of changing the objectives and vision of the company in order to obtain greater success. There is no certain magic formula to do the job and of course it is not always leading to success. Many companies fail to implement the plan correctly and completely, whereas the others fail to convey this change among employees and organization. It doesn't matter how great your theory is or how useful you change may be for the organization, as long as you cannot make it understand by people it's worthless.

There are some issues that managers who are responsible for strategic change should keep in mind. First all, they have to consider the culture and behaviours of employees. It obvious that changing something that people used to it for a long time is not easy to change. Another point is that when talking about a strategic change there must be good consideration about setting compatibility between the change and organization. The usual mistake in this case is to pull successful solutions from another situation to try in current one, which will not work. The last

issue is to consider that change is about changing people. Organization will change by changing the assertiveness of managers and employees of the way they do their business.

Rahim, (2016) recommended for further studies on the importance of social intelligence using diverse methods because of the lack of similar studies. Finally, Al-Jarrah and Asleh (2016) suggested steering further studies using social intelligence and strategic change management using different samples and environments. This study therefore intends to analyse the relationship between social intelligence variables (clarity, authenticity, empathy, situational awareness, situational response) and successful strategic change management.

Statement of problems

In the context of seeing the sovereign mechanisms of intelligence, since the 1920s the thoughts were given also to the being of social intelligence, which was defined by Thorndike (1920) as an aptitude to comprehend and manage other people and act astutely in interpersonal dealings. Social intelligence is an actual individual characteristic. Despite this fact, when trying to define it more precisely, certain problems arise (Silvera, Martinussen, and Dahl, 2001).

The problem at Jubilee Syringe Manufacturing Co. Ltd, Akwa Ibom State therefore is that of strategic change management implementation. Change management is a useful area of management that is hardly known or valued by most managers. It follows therefore that skills required to effectively manage change are lacking. In Nigeria, few studies have been conducted on managing strategic change. Otiso (2008) did a case study of Africa Merchant Assurance Company (AMACO), Bwibo (2000) studied Non-Governmental Organizations in Nigeria, and Sikasa (2004) carried out a study on customer perception of change management practices at Housing Finance Corporation of Kenya (HFCK). Maingi (2005) studied strategic change management in Nigeria while; Mbogo (2003) conducted a study of change management at Commercial Bank in Nigeria.

However, no record highlighting social intelligence and successful strategic change management in the banking sector in Akwa Ibom State. This constitutes a research gap that this study seeks to fill. Although it is argued by Carnall (1995) that there is no universal formula for managing change authors such as Burnes (2009), Hill and Jones (1992) and Kotter (1996) recommended that the change programs should be planned against a set of objectives, strategies and a clear process and that the use of frameworks or models help managers to address issues in a logical order.

Objectives of the study

The study sought to examine the relationship between social intelligence and successful strategic change management. The specifics objectives include;
1.   To determine the relationship between situational awareness and successful strategic change management
2.   To examine the relationship between empathy and successful strategic change management.
3.   To determine the relationship between job clarity and successful strategic change management
4.   To determine the relationship between authenticity and successful strategic change management.

5.   To examine how leadership moderate the effect of social intelligence on successful strategic change management

Research Question

The research questions in which attempt is made to provide solution include;

1.   What is the relationship between situational awareness and successful strategic change management?
2.   What is the relationship between empathy and successful strategic change management?
3.   What is the relationship between job clarity and successful strategic change

 management?

4.   What is the relationship between authenticity and successful strategic change

 management?

5.   Does leadership moderate the effect of social intelligence on successful strategic change management?

Statement of Hypotheses

Ho1:   There is no positive and significant relationship between situational awareness and successful strategic change management.

Ho2:   There is no positive and significant relationship between empathy and successful strategic change management.

Ho3:   There is no positive and significant relationship between job clarity and successful strategic change management.

Ho4:   There is no positive and significant relationship between authenticity and successful strategic change management.

Ho5:   Leadership does not moderate the effect of social intelligence on successful strategic change management**.**

LITERATURE REVIEW

The Concept of Social Intelligence

Over the years, the concept of social intelligence has generated a lot of argument amongst scholars in social and management sciences (Edeh and Eketu 2015). The psychometric aspect of social intelligence was advocated by Thorndike in 1920. He divided intelligence into three forms namely; abstract intelligence, mechanical intelligence and social intelligence. He refers abstract intelligence as the ability to understand and manage concepts and abstract ideas. For mechanical intelligence, he defined it as the ability to understand and manage concrete targets within personal environments. However, other researchers have viewed social intelligence as the ability to get along with others (Thorndike, 1920; Moss and Hunt, 1927).

In 1967, Guilford developed the behavioural intelligence model. Kihlstrom and Cantor (1989) contended that; Guilford postulated a system of at least 120 separate intellectual abilities, based on all possible combinations of five categories of operations which are cognition, memory, divergent production, convergent production, and evaluation. Cantor and Kilhstrom (2011) elucidated that Guilford and his colleagues were successful in devising measures for two different domains of social intelligence: (1) understanding the behaviour of other people and; (2) coping with the behaviour of other people.

Drawing from the above argument; entanglement still exists among authorities and researchers as to what really constitute intelligence (Eketu and Edeh, 2015). This question was answered by the Harvard professor of our time in 1983. He proposed the theory of multiple intelligence which include abstract intelligence, practical intelligence, emotional intelligence, aesthetic intelligence, kinesthetic intelligence and social intelligence. Kihlstrom and Cantor (1989) explained that; social intelligence has proven difficult for psychometricians to operationalize. But Tsai and Wu, (2011) contended that social intelligence was re-established by Daniel Goleman and Karl Albrecht. Albrecht (2006) argued that social intelligence can be characterize as a combination of a basic understanding of people - a kind of strategic social awareness - and a set of skills for interacting successfully with them.
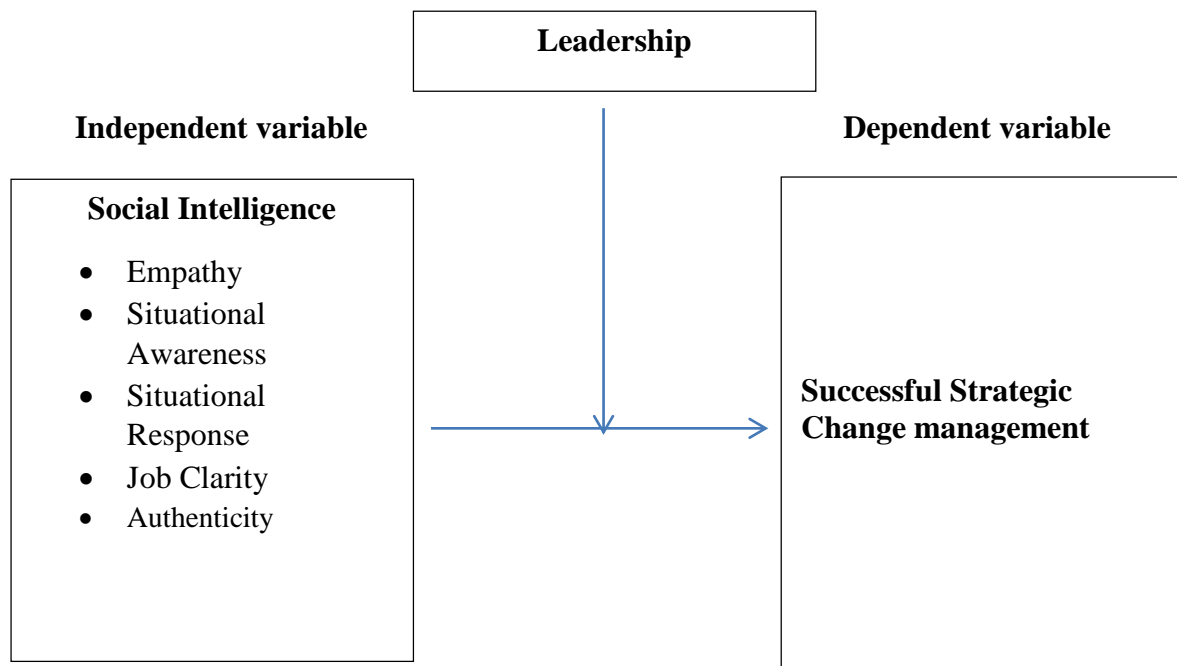
Another challenge that social intelligence is faced with is related to its measurement. Moghaddam, (2013) in their recent work, argued that; due to lack of consensus among social scientists in the definition of social intelligence and the possibility of bias in reports high correlation between the different measures are not observed. For this reason, Silvera, et al (2001) in Moghaddam, (2013) had prepared a new self-report measure of social intelligence which they termed Tromso Social Intelligence Scale (TSIS) to overcome these limitations. Tromso Social Intelligence Scale is a self-report instrument that consists of 21 items to measure its dimensions i.e. 7-items for social information processing, 7-items for social awareness; 7-items for social skills. Silvera et al., (2001); Friborg et al., (2005); Gini, (2006) and Sudraba (2012) explained that social information processing is a social interaction within current cognitive processes: the awareness and acceptance of social situations, the defining and setting of targets, the searching of feedback or social solutions, the taking of optimal decisions, the implementation of chosen action, while at the same time observing its effectiveness.

Social intelligence is one of the most important issues because it is connected with the ability of individuals in communicating with others. This is why this concept takes high attention from scholars and researchers. Thorndike (1920) was one of the main researchers that perceived social insight idea clearly, and underscore on the event of three kinds of intelligence (abstract, mechanics and social). He defined social intelligence as the ability to effectively handle others; it also includes the ability to understand and behave with others in social situations. Further, Ford (1983) defined social intelligence as "implicit and explicit" theories. The implicit theories focus on having (communication and leadership) skills, empathy, and self-concept express speculations concentrate on self-confidence, and integrative. Further, the explicit theories focus on self-assertiveness, and integrative.

  Lee et al., (2000) defined social intelligence from two sides; the first is the cognitive side which includes the individual's ability to understand and solve verbal and non-verbal behavior of others, and the second one is the behavioural side which occurs when individuals are influenced through interacting with each other. Goleman (2006: 83) has argued that a full understanding of social intelligence requires "non-cognitive" aptitudes and has defined social

intelligence as social awareness which includes empathy, authenticity, social cognition, and social facility (relationship management) which includes self presentation, interaction, influence and concern for others.

Frankovsky and Birknerová (2014) claim that social intelligence depends on knowledge and awareness, which means, that it is not enough to know, be aware, and predict the behaviour and experience of others, but also beside to this it is imperative to know and comprehend our own capacities and abilities. It is clearly that there are many definitions of social intelligence. Although there are many researchers of different fields and disciplines, they all have agreed about one definition that the ability of individuals about understanding and responding others in the social situations through interacting with others, following verbal and non-verbal communication and influencing them. Therefore, we can measure the social intelligence in individuals because it is "acquired knowledge" not inherited as (Goleman, 2008) indicated. This is why it is important to learn, understand and improve it in our live. From the researcher's point of view, social intelligence is a set of practices including (organizational awareness, social skills, empathy, situational awareness, situational response) which are exercised by managers in their works.

	Leadership	
Independent variable		**Dependent variable**
Social Intelligence • Empathy • Situational Awareness • Situational Response • Job Clarity • Authenticity	→	**Successful Strategic Change management**

Goleman's Model of Social Intelligence:

Goleman (2006) presents a model of social intelligence that includes the synergistic interplay of brain and biology. He explains that our brain physiology is shaped by our social interactions. He describes the difference between two brain processes "high road" and "low road". The high road uses a comparatively slow neurological pathway when we analyze and consciously think. High road thinking runs through neural systems that work methodologically thinking is instinctive and provides us with intuitive feelings (Ledoux, 1998; Galese, 2007). According to Goleman, social intelligence is the ability to effectively use both low roads and high road processes. Goleman's model of social intelligence is descriptive, not definitive. In his model, social intelligence is organized into two broad categories: social awareness and social faculty.

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Social awareness: It is the ability of how to understand and appreciate the culture, values, and norms of employees at organization (Goleman and Boyatzis, 2008). The procedural definition of organizational awareness: It is a set of practices which are exercised to understand attitudes of employees, appreciation employees'' customs and traditions, beliefs and values, and try to understand unspoken norms in the organization. The first category of social intelligence, social awareness encompasses primal empathy, atonement, empathic accuracy and social cognition.

Empathy: Abdul-Saheb, (2014) suggests the definition of empathy as the ability of the employee to put himself in another's place: behaviour, feelings, actions, and thoughts. In other words, "I put myself in his shoes". The procedural definition of empathy: It is a set of practices which are exercised to understand the moods to share the feelings with employees and to give hand to them.

Situational awareness: Rahim, (2014) has defined the situational awareness as the employee's ability of collecting information for inspection and formulation of problems. This ability is very important for employee's success in life and leadership. The procedural definition of situational awareness: It is a set of practices which are exercised to read the situation by evaluating, analyzing the conflict issues.

Situational response: It is the employee's ability of how to use the information to make effective decisions to obtain desirable results, and this ability is needed for employee's success in organization (Rahim, 2014). The procedural definition of situational response: It is a set of practices which are exercised to adapt, to choose an appropriate response, and respond to conflict issues in a good way.

Concept of Strategic Change Management

Firms and companies all are living in a moment which the speed of change is so high that we begin to see the present when it is already disappearing The definition of change refers to cope progression of touching from an unacceptable present state to a preferred state (Beckhard and Dyer, 1983). Nowadays organizations take advantage from strategic change, so they must adjust themselves with new condition if they want have profits. The challenge for today's managers is learning to manage change successfully. With the purpose of remain competitive in the long term, enterprises are required to assume compound changes with increasing speed, effectiveness and success (Arnaboldi and Azzone, 2005). In addition, in strategic management change we have planned change that means consequences from on purpose challenge by managers to progress organizational function if persons, teams, or organizations won't adapt to change in the specific time they are doubtful to survive (Edmonds, 2011).

According to Churchill (1983), five main stages of development have an effect on a business's expansion. There is existence, survival, success, take off, and resource maturity. If an organization moves from one step to another, it must adjust to the challenges of that phase (Churchill and Lewis, 1987). Organizational change is the procedure by which the organization moves from its current position and state towards some future position as a way of raising its overall usefulness. The management of change is a difficult development, which according to Larkin and Larkin (1996) is something which many organizations find incorrect. Change in definition means create anything that is different from the past, but innovation is adopted for the new ideas. Researchers believe that innovative organizations are organizations that are generally attributed to changing customer needs, changing skills of competitors, changes in the spirit of community, government regulations, international trade and react to change in conditions, and in revised form and how its products are changing their. Sometimes it is hard to convince employees to accept change and it takes time that they adapt themselves. All the people know that it is not a simple evolution. Failure can make loss of market share and position and reliability with stakeholders as well as decreased morale among management and loss of

main employees. Structure and Control Systems are the most important factors of strategic change. But most of the time top managers may adjust strategy but performance and assumptions stay same as before, with the consequence that change program tends to be unsuccessful (Pfeifer, Schmitt, and Voigt, 2005).

Reasons for organization's change

Usually, change is happening when organizations face to big crisis that could be internal or external or consumer behavioural which modify the firms` setting, and also it can happen when the firm feel the need of face to change internally to achieve grate goal which is require big vision (Satler, 2002). Another factor that would push organizations decision to change is analyzing competitive position and find a way for creating value for customers and be different from competitors. It is obvious that if they want to expand their strengths and opportunities and decrease their threats and weakness organization change is unavoidable. The most famous reasons that can be mention are like change the government's regulation, mergers and acquisitions, changing for reach into global market, structural change or introduction of new strategy (Goll, Johnson, and Rasheed, 2007). In fact, change cannot manage totally, the organization should build up the capability and resources (Edmonds, 2011). There are also some managerial factors that can divide in three groups: technical, political and cultural. When the main focus is about technical factor it means using high-tech tools and technology based system in the organization which rising the competition between competitors. Political pressure pass on to subject which are power, persuade employees and customers and allocation of resources, and cultural parameter that goes to physiological factors and beliefs of employee that are different from each other and creating value to them can be mentioned as last but not the least (Tichy, 1983).Change needs environmental information and these information is being shared by employees, subsystems and also can be adapted and adjusted by firms staffs. Many organizations meeting point on a single factor of change project, as a clear cut of example, look at structure or strategy, while successful change programs, need a more complete analysis of all the elements influencing the final (Quinn, 1993).

Barriers of strategic change

There are many challenges and barriers versus strategic change, like culture and management, technology, strong competition, environment, structure , labour and employees and political issues that will be explain each parameter in below obviously . The paramount barrier in organization versus strategic change is culture. The reason is clear. In the organization there is different kind of people with different kind of thinking. Culture has a strong effect on organization's strategy and also decision making between managers.

The definition of culture refers to attitude of employees and top managers in the organization that shows how they behave and carry out the business. Culture also can completely ruin everything in the firms. The treat of the employees, their respond and reaction to the new change is always had been the main problems that the firms are face to. In adequate support between managers and also not pioneering in the management level are the things that happen when the problem is about culture and management. Team working is also very important in any project, so it is clear that when the team working is weak, organization face to problem with changing. The difference in culture also happens among different departments of organization. Learning programmed and teaching is the other parameter that helps the employee with different culture to adopt with change easily. It is obvious that by learning the

knowledge level f the employee will enhance so that the main profit will go to firm because if the firm can enroll the new strategy goof enough all and specially this is the firm which can increase its strength over the other competitor. New technology and product development required for strategic changing that cost a lot for an organization, so it is one of the barriers of change. Strong competitors are also the big challenge for changing. The company should have a strategic plan for competing among it its competitors.

Environment is another parameter that plays a challenging role in organizations. The most important of them is lacking of understanding of customers and clients'requierments. I can also say that uncertain strategic direction, insufficient concept of business environment, not to share the knowledge and problem among each others, poor vision and mission and goal setting, high speed of external change are the other factors that happen in environment barrier.

Structure of organization is also one of the barriers that limited performance, inadequate creativity and imaginative power, different moral patterns and competitions are the most paramount elements in the structure. Beside environment is the element that all the managers who think about the changing should consider while they are looking forward any change and recruiting any new strategy because without that no firms can overcome to its problems and they will remain due to the environmental effect, so environment should be considered with no doubt.

Empathy and Successful Strategic Change Management

Empathy is defined as a skill of understanding others' feelings, predicaments, and challenges better (Marques, 2010). Empathy also defined as the skill of sensing other people's emotions, allows for understanding beyond someone's apparent surface behaviour by putting oneself in another's shoes and taking an active interest in their concerns (Goleman, 2000; Mencl and May, 2009). According to Voss, Gruber, and Reppel (2010), empathy skills allow leaders to understand better other peoples' perspectives and opinions, making the work environment more enjoyable and productive. Marques (2010) states that, to achieve leadership effectiveness, leaders must develop empathy skills to their fullest potential since empathy enhances a sense of leadership by providing leaders with the awareness to listen, serve their followers, and have greater understanding of interrelationships within the group. Thus, followers may be more likely to invest energy and commitment in their performance to the group.

Gardner and Stough (2002) point out that by placing themselves in the same position as their employees, leaders are using empathy to help motivate their employees by earning their trust. Goleman et al. (2002) note that empathy helps leaders to increase their capacity and willingness to understand situations, and accept proposed changes and opinions of others. Empathy enables leaders to be sensitive towards others so that they can create an atmosphere of openness, making these leaders more flexible and open to new ideas and perspectives that lead to effective leadership (Goleman, 2001). Empathy has become increasingly important to the success of leadership because empathic leaders are more likely to have an appropriate degree of openness about diversity and the differences between cultures (Atwater & Waldman, 2008; Choi, 2006). According to Martinovski, Traum, and Marsella, (2007), empathy also plays an important role in developing trust in leader-employee relationships.

Job Clarity and Successful Strategic Change Management

Role clarity is affected by strategic alignment and is the degree to which employees have a clear perception of their role expectations and actions. If employees are not sure of their roles, they avoid their job responsibilities, leading to tension and making it difficult to achieve strategic goals or exerting a negative effect on organizational performance. Hall (2011) argued that role clarity more clearly expresses roles than role ambiguity, which is why it is helpful to divide role clarity into goal and process clarity in terms of adequate behaviours to fulfil employees' expectations and roles. Sawyer (2002) established goal clarity and process clarity based on role theory. Clarity regarding goals and processes not only increases individuals' understanding of their work objectives and paths but also emphasizes the alignment of colleagues, teams, and organizations. Clear goals and processes improve a team's competencies by reinforcing collective interaction.

Authenticity and Successful Strategic Change Management.

Operationalization of Authentic leadership stems from Henderson and Hoy's (1983) work on authenticity and inauthenticity of leaders. Authentic leadership has been defined as 'a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates and fostering positive self-development' (Luthans and Avolio,2003). This work laid the foundation for the development of authentic leadership construct, which triggered scholarly interest in it and received praises and criticisms as well (Avolio, Walumbwa, & Weber,2009). This concept emanates from positive organizational behaviour which states that peoples' behaviours depend on their strengths and capacities which are developable and measurable. By strengthening the required capacities in human resources, their performance can be enhanced and managed for further improvements (Novicevic, Davis,Dorn, Buckley, & Brown,2005).

Situational Awareness and Successful Strategic Change Management

It is the ability of how to understand and appreciate the culture, values, and norms of employees' at organization (Goleman and Boyatzis, 2008). The procedural definition of organizational awareness: It is a set of practices which are exercised to understand attitudes of employees, appreciation employees'' customs and traditions, beliefs and values, and try to understand unspoken norms in the organization. The first category of social intelligence, social awareness encompasses primal empathy, atonement, empathic accuracy and social cognition.

(a) Primal empathy is the ability to sense and make meaning of another's non-verbal emotional signals, communicated unconsciously through facial muscles (Ekman, 2007)

(b) Atonement refers to the ability to listen with fill receptive capabilities. When faculty members focus attention on the individual speaking, they are making an effort to connect on a personal level by listening intentionally.

(c) Empathetic accuracy has to do with understanding another person's thoughts in the area of empathetic accuracy suggests that our reading of the thoughts and feelings of others can be accurate (Ickes, 2001).

(d) Social cognition is an understanding of the norms and mores of a changing environment

Concepts of Leadership

A famous quote by Douglas MacArthur cited in Anderson (2015) states that 'A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent' (Anderson, 2015). "Leadership is defined as a process of individual influence on a group of individuals aimed at the achievement of individual and or common goals of the group or the organization" (Benscotter and Rothwell, 2012). Thus without two elements of the leader and follower leadership ceases to exist (Kouzes and Posner, 2002). The determinants of good leadership in an organization include the following aspects: the qualities of a good leader, the difference of a boss and a leader, emotional intelligence, objectives of leadership and the advantages of good leadership.

The concept of ''leadership,'' as used today, made its way into the general literature across the last century and has only recently become of increasing interest for the health sciences. The idea of a charismatic individual leader, capable of recruiting followers to his or her path, has given way to team-based problem solving. Today, organizational goals are pursued by people who move rapidly between leading and following roles. This team model accomplishes two critical goals: better decisions are made because leaders are listening to and considering the diversity of input from co-workers with different experiences and insights, and there is improved acceptance of the group decision through consensus building as a result of the collaborative process, thereby fostering compliance Posner, 2002. Effective leadership requires insight and self-awareness, organization, ongoing communication and reinforcement, the ability to catalyze a shared future vision, and successful recruitment of followers motivated to action.

Effective leaders do not possess a defined thematic list of personal traits but, rather, deliver both high performance in addressing organizational task issues and consideration for individuals with concern for interpersonal relations. Demands for more leadership, and more effective leader-ship, are frequently heard at all levels in the health professions today, including in medicine, nursing, public health, and veterinary medicine Benscotter and Rothwell, 2007. Leadership in the health sciences has a major gender bias: men have a higher probability of attaining leadership positions, and women are underrepresented in higher medical administrative positions despite their growing workforce parity and projected future majority. Physician sin public health, and in those specialties with a higher proportion of female physicians, have more identified female leaders.

Who Starts the Change?

In fact the answer To this questions is easy: Everyone who has commitment in an organization may start (trigger) change. Thus, in order to trigger change in an organization "commitment" is a precondition. 'Commitment' can be defined as dedication to a particular course of action (Rathod, 2010). What will be your answer to this question: "Do I show my best to improve business results?" From a simple perspective, if your answer is "yes", then you are committed to your organization. For a leader, the hardness of this issue -commitment- is to make all employees/followers committed, so that culture of change may easily flourish. In "Breaking the Code of Change", Roger Martin (2000) explains that the way things are within an organization, the status quo, is the final result of a series of cascading choices. Everyone in the organization makes choices and takes action on the basis of these choices. Most often,

downstream choice occurs. Choices made at high levels of the organization, broad abstract choices about the direction of the company, cascade downstream to the bottom. Here, employees make the concrete choices that influence day to day operations (Beer & Nohria, 2000, 458). It is important to note, however, that the choice cascade may indeed flow upstream. Managers and employees lower level individuals- immersed in the operation of the organization have the power to encourage the upstream chooser to reconsider or modify the upstream choice. Ideally, the choice cascade should work both ways. Downstream managers should feel comfortable asking upstream managers to re-evaluate their choices, and upstream managers should respond positively and revisit the choices.

For significant change to take place, leaders need to foster interplay among the different levels of an organization. Leaders and employees those immersed in the daily operation of the company have the ability to create change within an organization. These individuals often have more insight into customer feedback and expectations. They sustain the daily functioning of the organization and may therefore be in a better place to improve organizational practices. However, directing change upstream can be a tricky process. It requires the driver to be both innovator and change revolutionary. Initially, others may perceive you as a resistor or a rebel. You are the individual who breaks away from those who perpetuate the status quo. Yet, by using the same paradigm and practices as those who lead downstream change, you can move your vision upward and in so doing turn the company -or at least your portion of it- in a new direction.

METHODOLOGY

A survey research design approach was adopted for the study. The population of the study were made up of 330 staffs of Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State. The Taro Yamen technique was further employed to arrive at a sample size of 118 respondents for the study.

Primary and secondary data were used and the primary data were generated through firsthand information gathered from the Jubilee syringe Manufacturing Co. Ltd employees in Akwa Ibom State. Secondary data were sourced from both published and unpublished papers and records on issues that border on the subject matter under study. Data collected from primary sources were further analyzed with the Spearman Rank Correlation (SRC) to ascertain the relationship that exist between the independent and dependent variables. The test will be carried out at a 95% Confidence interval, with 5% (0.05) level of significance. The reliability was determined through the Cronbach alpha reliability test. The resulting coefficient for 16 items was 0.874. Since the result co-efficient was above the threshold of 0.5, the instrument was ascertained reliable and adopted for the study.

Test of Hypotheses

Table 1 H$_{01}$: There is no positive and significant relationship between situational awareness and successful strategic change management.

Correlations

			Situational awareness	Successful Strategic Change Management.
Spearman's rho	Situational awareness	Correlation Coefficient	1.000	.779**
		Sig. (2-tailed)	.	.000
		N	97	97
	Successful Strategic Change Management.	Correlation Coefficient	.779**	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

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

From table 1, the correlation (r) value of 0.779 indicates that there is a positive relationship between situational awareness and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and situational awareness in Jubilee syringe Manufacturing Co. Ltd,, Akwa Ibom State.

Table 2 H$_{02}$: There is no positive and significant relationship between empathy and successful strategic change management.

Correlations

			Empathy	successful strategic change management
Spearman's rho	Empathy	Correlation Coefficient	1.000	.695**
		Sig. (2-tailed)	.	.000
		N	97	97
	successful strategic change management.	Correlation Coefficient	.695**	1.000
		Sig. (2-tailed)	.000	
		N	97	97

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

From table 2, the correlation(r) value of 0.695 indicates that there is a positive relationship between empathy and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected.

This means that there is a significant relationship between successful strategic change management and empathy in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State.

Table 3 H$_{03}$: There is no positive and significant relationship between job clarity and successful strategic change management.

Correlations

			Job clarity	Successful strategic change management
Spearman's rho	Job clarity	Correlation Coefficient	1.000	.777**
		Sig. (2-tailed)	.	.000
		N	97	97
	Successful strategic change management	Correlation Coefficient	.777**	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

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

From table 3, the correlation(r) value of 0.577 indicates that there is a positive relationship between job clarity and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and job clarity in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State.

Table 4 H$_{04}$: There is no positive and significant relationship between authenticity and successful strategic change management.

Correlations

			Authenticity	successful strategic change management
Spearman's rho	Authenticity	Correlation Coefficient	1.000	.695**
		Sig. (2-tailed)	.	.000
		N	97	97
	successful strategic change management.	Correlation Coefficient	.695**	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

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

From table 4, the correlation(r) value of 0.695 indicates that there is a positive relationship between authenticity and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and authenticity in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State.

Table 5 H$_{05}$: Leadership does not moderate the effect of social intelligence on successful strategic change management**.**

Correlations

			Leadership	successful strategic change management
Spearman's rho	Leadership	Correlation Coefficient	1.000	.827**
		Sig. (2-tailed)	.	.000
		N	97	97
	successful strategic change management.	Correlation Coefficient	.827**	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

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

From table 5, The correlation(r) value of 0.827 indicates that Leadership moderate the effect of social intelligence on successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that Leadership moderate the effect of social intelligence on successful strategic change management in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State.

DISCUSSION OF FINDINGS

From the above table, "r" calculated 0.000 being less than the "r" tabulated; we reject the null hypothesis and conclude that there is a positive significant relationship between empathy and successful strategic change management. The nature of the relationship between empathy and successful strategic change management is strong (0.929) and positive. This simply means that the adequate implementation of empathy would lead to an increase in the successful strategic change management. Compared with the rank correlation from table 4.3.1, the correlation (r) value of 0.779 indicates that there is a positive relationship between situational awareness and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and situational awareness in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State. Rahim, (2014) has defined the situational awareness as the employee's ability of collecting information for inspection and formulation of problems. This ability is very important for employee's success in life and leadership. The procedural definition of situational awareness: It is a set of practices which are exercised to read the situation by evaluating, analyzing the conflict issues.

From table 1., the correlation(r) value of 0.695 indicates that there is a positive relationship between empathy and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and empathy in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State. According to Voss, Gruber, and Reppel (2010), empathy skills allow leaders to understand better other peoples' perspectives and opinions, making the work environment more enjoyable and productive. Marques (2010) states that, to achieve leadership effectiveness, leaders must develop empathy skills to their fullest potential since empathy enhances a sense of leadership by providing leaders with the awareness to listen, serve their followers, and have greater understanding of interrelationships within the group. Thus, followers may be more likely to invest energy and commitment in their performance to the group.

From table 2, the correlation(r) value of 0.577 indicates that there is a positive relationship between job clarity successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and job clarity in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State. Role clarity is affected by strategic alignment and is the degree to which employees have a clear perception of their role expectations and actions. If employees are not sure of their roles, they avoid their job responsibilities, leading to tension and making it difficult to achieve strategic goals or exerting a negative effect on organizational performance. Hall (2011) argued that role clarity more clearly expresses roles than role ambiguity, which is why it is helpful to divide role clarity into goal and process clarity in terms of adequate behaviours to fulfill employees' expectations and roles. Sawyer (2002) established goal clarity and process clarity based on role theory. Clarity regarding goals and processes not only increases individuals' understanding of their work objectives and paths but also emphasizes the alignment of colleagues, teams, and organizations.

From table 3, the correlation(r) value of 0.695 indicates that there is a positive relationship between authenticity and successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between successful strategic change management and authenticity in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State. Authentic leadership has been defined as 'a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates and fostering positive self-development' (Luthans and Avolio,2003). This work laid the foundation for the development of authentic leadership construct, which triggered scholarly interest in it and received praises and criticisms as well (Avolio, Walumbwa, & Weber,2009).

From table 4, The correlation(r) value of 0.827 indicates that Leadership moderate the effect of social intelligence on successful strategic change management. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that Leadership moderate the effect of social intelligence on successful strategic change management in Jubilee syringe Manufacturing Co. Ltd, Akwa Ibom State.

CONCLUSIONS

In conclusion, this study supported other recent research findings that social intelligence is an important successful change management that is predictive of leadership. It also furthered the notion that intelligence is important in creating appropriate and original problem constructions. Because social intelligence is a trait that accounts for effective leader behaviour across multiple situations, it seems to reconcile the trait and situation approaches to leadership. However, based on the results of this study, we are no further in understanding how social intelligence effects leadership. It does seem logical that social intelligence somehow operates through the creative problem solving process, but this study was not able to show it. Social intelligence is a significant factor of prediction and interpretation of successful change management in various social contexts of social practice. It is assumed that the presented concept and methodology for detection of social intelligence as one of the performance characteristics of a person is productive.

Public organizations act in a turbulent environment, which is characterized by a multitude of stakeholders, conflicting goals as well as a high level of external political impacts on decision-making processes. Environmental complexity includes factors which influence the change process (Van der Voet, et al, 2016). Results show that employees in public organizations suffer from the negative effects of the cuts of resources. Also the failure of leaders to make employees part of the organizational and innovative change is significant. Previous researches show that leadership may play a significant role in the implementation of change in public organizations. Communication and participation are the most important ways to increase the support for change among employees (Van der Voet, et al., 2016). not trust their organization.

Recommendations

Based on the findings of this study;

It is highly recommended that specific care be taken at the beginning of the employment relationship to firstly establish and agree to personality traits that would benefit both parties in the employment relationship. Employers should establish the expectations of their employees as soon as possible as this will assist employers with managing the expectations of their employers from the start.

Employees should be allowed to participate in decision making, to enable feel them valued by the organization. Organizations needs to extensively improve the leadership skills of their leaders, as leadership can be seen as a key driving force behind a successful organization. Leaders, who are regarded as being loyal, honest and trustworthy, will set an example to other employees.

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