

**THE INFLUENCE OF STRATEGIC CHANGE ON EMPLOYEE
PERFORMANCE: A CASE OF KENYA AIRPORTS AUTHORITY, NAIROBI**

BY

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other University or Institution.

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DEDICATION

I dedicate this project to my family, to my parents, the late John Onyango Walumbwa who is always represented by Florence Aoko and Antoinette Akoth Odundo for their love, inspiration and showing me the way. To my beloved, caring and always there aunt Trespaul Odundo and the family at large of the Odundos, my sisters Maurine and Bonie not forgetting my elder brother Walumbwa David who sacrifice their share of the family on my behalf. Again I dedicate this work to Prof. Walumbwa Fred who makes it possible when there are difficulties. To all my friends and relatives for their unending support and encouragement all the way and making me believe in self and for the support both morally and spiritually is invaluable and I shall remain indebted always.

ABSTRACT

Kenya Airways contributes to the growth and development of our economy by creating job opportunities hence growth in the GDP as per the audit report on the importance of the various public sectors of 2015. Kenya Airways has been making tremendous losses annually (-10826 billion) as per 2013 financial year report, rapid employee dissatisfaction even the pilots who threatened to down their tools which can be alluded to poor technology, structures and inefficient organizational culture. The main purpose of this study was to determine the influence of strategic change on performance. Past studies have focused on change in management as the major factor influencing performance yet little is known on the technological, structural and cultural changes on performance which are the specific objectives of this project with a special interest at Kenya Airports Authority. Lewin's model and Kotter's 8 steps of change were used as theoretical framework. The research design was a case study. The area under study was Kenya Airports Authority in Nairobi head office. The population of this study was 150 staff from different levels of management of Kenya Airports Authority in Nairobi. Due to similarities in characteristics, ease of accessibility of the entire population and to limit the margin of error in sampling, the entire population was sampled by means of census sampling. Questionnaires were used to collect primary data and partly through observation and oral interviews while secondary data was sourced from relevant reviewed literature. Descriptive statistics such as mean and frequency distribution were used to analyze the data. Inter rater reliability was used to measure reliability while validity was measured using experts opinion. Data presentation was done by the use of charts, graphs, percentages and frequency tables. The study found that change management factors (culture, structure and technology) influenced employees' performance at all levels in the organization. There was a high positive relationship between the change factors and employee performance. Majority with the highest percentage strongly agreed that technology, structure and culture affected their performance with the smallest percentage strongly disagreeing. The study concluded that: technology has resulted in increased efficiency and effectiveness in work as computers are used by the staff from different levels to keep records, retrieve and store large amount of data, store clients' information and those of its employees. A good organizational structure with a clear line of command, free flow of information and collective decision making creates a healthy work environment. A strong organization will focus on the environment it creates for its workers. Focusing on building and sustaining organizational culture shows employees that they are considered as an important asset of the company. Further, the study recommended that: employees should be enlightened that technology was mainly designed to make work easier and faster. The organization would do well to highlight the urgency and need of the change in simple, easy-to-understand terms; establish a change leadership management team that includes employees possessing the correct technical skills, good interpersonal relationships, and official authority; and articulate logical, clear, and concise strategies for making the desired change. The organization's vision, mission, objectives and goals should be well defined and more inclusive to everyone in the organization avoiding any form of discrimination whatsoever. It should promote a sense of belonging to every employee. The study may be significant in adding value to existing knowledge where change is to be implemented.

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ABBREVIATIONS AND ACRONYMS

KAA : Kenya Airport Authority

JKIA : Jomo Kenyatta International Airport

ICT : Information Communication Technology

EAA: East African Airways

DEFINITION OF TERMS

Change: change is a pervasive influence. It is an inescapable part of both social and organizational life. It is an alteration that can affect the whole or a section of the organization.

Change management: change management is the effective management of a business change such that executive leaders, managers and frontline employees work in concert to successfully implement the needed process, technology or organizational changes

Culture: It is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people. Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the rules of the game for decision-making, structure and power.

Employee Performance: This is the output of an employee against a set target by the employer. Employee performance defines as whether the employee executes his or her duties and responsibilities well.

Policies: These are deliberate plans of action to guide decisions on educational institutions in order to achieve pre-determined objectives.

Management Culture: This is a collective behavior of humans that form part of the organization. It is formed by the organization values, missions, norms, working language and it also includes habits and beliefs of the organization.

Management Restructuring: This is a management term for the act of organizing the legal ownership, operational or any other structures of the organization with the aim of making it more profitable and better organized for present needs.

Performance: This is how things are done to accomplish a certain desired goal. It is a measure of how people carry out their designed roles and responsibilities with a view to achieving planned organizational goals

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CHAPTER ONE

INTRODUCTION

The chapter presents background of the study which explores the factors influencing change management on the performance of employees. Moreover, the chapter outlines the statement of problem, research objectives, and research questions, significance of the study and the scope of study.

1.1 Background of the Study

In business as in military, strategy bridges the gap between policy and tactics, Fred Nickols (2012). Strategy is a plan, pattern, position, and perspective, Henry Mintzberg (1994). It is about delivering unique values. Organizations have some form of formalized structures which Borjas, (2012) defined them as a composition of tangible and regularly occurring features that help to shape the organization's staff behavior. Change is such a crucial work that requires a lot of expertise and knowledge to formulate and implement. The ability to manage and adapt to organizational change is an essential ability required in the workplace today Felicetti (2009). Change management affects the performance of employees during and after change. When the issue of change is introduced to the employees, they tend to fear because of unknown and due to financial and economic constraints. During the change process, the behavior of the employees is greatly impacted through emotional responses. Not only should enterprises adapt to the changes, they must also anticipate the changes and incorporate them in their plans and budgets. Employees feel threatened due to uncertainty of the future. This brings about mental and emotional instability, often with implications on their performance as they feel their roles will be reviewed.

Mclagan, Merker and Marshak all focused on the managerial aspect as the major factor influencing change. However, Marshak and Merker dwelt on communication as the solution to employee resistance during change implementation. Mclagan emphasized on participation. However, little is known on the organizational structure which have to be incorporated and treated as the key during change implementation. These structures also lack at Kenya Airports Authority hence little is known on the importance of these structures.

A study in Kenya by Nzuki (2012), to find out the effects of structural transformation on employee performance at the Kenya Electricity Generating Company singled out structural parameters such as chain of command, span of control, job-redesign and work teams, and their effects on the performance of employees in the organization. Findings of the research indicated that changes in chains of command, span of control, work teams as well as job redesign in the organization led to an improvement in employee performance.

Kute and Upadhyay (2014) and Abbas, Muzaffar, Mahmood, Ramzan and Rizvi (2014) found a positive relationship on change management factors and employee performance. Dauda and Akingbade (2014) in their study found no significant relationship of technological changes and employee performance. Al-Jaradat, Nagresh, Al-Shegran and Jadallah (2013) found a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers. Whenever technology is brought into the organization, there is fear of unknown among the employees who feel they will be rendered redundant as computers are more accurate and faster as compared to human beings. Hence, there is need to communicate the essence and reason for the change, hence eliminating the fear. This lacked at Kenya Airports Authority as the employees still felt their jobs were not safe when a new technology was brought into the organization.

A study by Wambugu (2014) analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya. The study empirically tested the effect of the four elements of organization culture namely; organization values, organization climate, leadership styles and work processes on the employee's performance. The results suggested that managers should focus on the factors that have a significant effect on employee performance. The study revealed that organizational values had a more significant effect to employee's job performance at Wartsila, than the organization climate as is mostly assumed as a vice versa relationship. Organizational culture should always be done considering everyone's culture so that no one feels left out. At Kenya Airports Authority, the old cultures are still being used forgetting that new cultures emerge daily that are changing with the changing world where some old cultures are being rendered obsolete.

1.1.1 Concept of Change Management in Organizations

Against a background of rapid technological development, a growing knowledge workforce and the shifting of accepted work practices, change is becoming an ever-present feature of organizational life (Burnes, 2004). Change management is a critical strategic task in any organization. In many cases, leaders are the ones held responsible for the formulation and implementation of change. In the last decade, statistics indicate that almost 80% of change projects do not succeed. Past studies also confirm that objectives of most change projects are not attained. In certain cases, the change projects are completed after the set deadlines, thus, not benefiting the target subjects. In John Kotter's article, 'Why Transformation Efforts Fail,' he outlines critical factors that affect success in change projects. Kotter introduced a model suggesting that organizational leaders are able to successfully introduce and manage changes if they can perform tasks in the right order. In this model, Kotter (2012) argues that communication is one of the most important aspects in any change management. Based on statistics, various change projects have failed as a result of lack of proper communication between different parties or stakeholders. The resistance to change is always a common thing that leaders should expect in the process of introducing and implementing change. Despite not advocating for pre-planned steps for change and using the appropriate models in the change management process, several proponents and models of the emergent schools of thought like the design and position schools have suggested a sequence of actions that organizations should take to increase the chances of change being successful by putting the interest of the organization and individual first. The main error made by the CEO and its management was failing to create a positive environment for change. Thus, there was resistance from the people who ought to be supportive of change (Blokdijs, 2008).

1.1.2 Change on Performance of Employees

The human resource is crucial, critical and difficult to manage. It is because human behavior is highly unpredictable. It differs not only from individual to individual but often on the part of same individual at different points of time and also the environment can also dictate their behavior. In spite of biological and cultural similarities, human beings not only differ in their appearance but also in their capabilities based on their background, training and experience. Human resource or a person at work is the most important component of the undertaking. Management cannot afford to ignore human resource at

any cost. Management is the process of efficiently getting activities and things done to completion with and through other people. The management functions include planning, organizing, leading, controlling and staffing activities which take place to accomplish objectives. In simple sense, human resource management means employing people, developing them, utilizing, compensating and maintaining their services in tune with the job and organizational requirements. Employees react to change in two main ways either by embracing the change or rejecting it. This can help in employees' development or the employees may fear for their own reasons hence resisting it but it is upon the management to see the change management process is fully implemented for the achievement of the desired goals.

1.1.3 Profile of Kenya Airports Authority

Kenya Airways Ltd., more commonly known as Kenya Airways, is the flag carrier of Kenya. The company was founded in 1977. The carrier's head office is located in Embakasi, Nairobi with its hub at Jomo Kenyatta International Airport. The airline was wholly owned by the Government of Kenya until April 1995, and it was privatized in 1996, becoming the first African flag carrier to successfully do so. Kenya Airways is currently a public-private partnership. The largest shareholder is the Government of Kenya (29.8%), followed by KLM, which has a 26.73% stake in the company. The rest of the shares are held by private owners; shares are traded on the Nairobi Stock Exchange, the Dar es Salaam Stock Exchange, and the Uganda Securities Exchange. At January 2013 Kenya Airways was considered one of the leading Sub-Saharan operators. The airline became a full member of SkyTeam in June 2010, and is also a member of the African Airlines Association since 1977. Currently the authority has an estimate of 3870 employees. Erstwhile was in charge of then Nairobi's Old Embakasi Airport which was constructed in the mid-1950 to serve the first generation Boeing 707/DC8 aircraft, Nairobi Embakasi Airport was opened in May 1958, by the last colonial Governor of Kenya, Sir Evelyn Baring. Nairobi Embakasi airport was then closed on 1997/03/14 and paved way to the current Jomo Kenyatta International Airport. Contrary to the beliefs, Nairobi airport was not the first in Kenya. Wilson airport Ltd was formed by Mrs. Florrie Wilson at Dagoretti Corner. Out of the Second World War emerged Mombasa and Kisumu airports which were developed mainly for military use. The airports have since been upgraded to international status thus certified in ISO 9001:2008 Quality

Management System. The authority focuses on greater efficiency, superior quality service and increased capacity in all the Kenyan Airports. Kenya Airports Authority vision and mission is to offer globally competitive airport facilities and services to all travelers using the Kenyan Airports and also to provide efficient and effective airport facilities and services in a sustainable environment. Kenya Airports Authority values include customer focus, team spirit, integrity, professionalism, good governance and innovation. The Authority is headed by a Chairman alongside other Board members appointed by the Government. In its brief period of existence, Kenya Airports Authority has undergone tremendous structural changes intended to make the organization a result-driven and customer focused establishment. Kenya Airports Authority is equally conceited in respect to change management like any other organization. Recently the organization introduced an Enterprise Resources Planning programme which has created a lot of fears among the staff making them feel that their jobs were not secure or at risk. Mr Sebastian Mikosz took the role of Group Managing Director & CEO with effect from 1st June 2017 from Mbuvi Ngunze

1.2 Statement of the Problem

Kenya Airways has been making tremendous losses annually which leads to sacking of the Managers and CEO or even their resignation plus high employee turnover(2015) despite the government's efforts to restore this wealthy sector which should be an image of the republic of Kenya. This prompted a study to determine the problems which I believed are mainly poorly designed organizational structure, the organizational culture and the extent of use of technology as past studies had focused on the managerial factors. The Lewins model that gives 3 stages of change management process, Kotter 8 process model of change. Kenya Airports has undertaken change management which according to the management will bring confidence and growth in activities and offer satisfactory services to their customers both locally and internationally. This is simply because in every change proposal, there are always forces for change and forces against change. Due to dynamic changes worldwide, Organizations as well tend to change over time in order to fit the current situation and at the same time maintain and retain customers. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. However, there is very limited evidence on the influence of

change management in organizations and this study, therefore, seeks to fill the existing gap by determining how organizations change management affects performance of employees with specific reference to Kenya Airports Authority. Kenya Airports Authority is such an important sector as it is a major income earning sector to the economy. It creates employment opportunities hence improving the living standards of the people. It also improves ties and the image of the country as it brings and takes guests from all walks of the world.

1.3 Objectives of the Study

The general objective of the study will be to analyze the influence of strategic change on performance.

1.3.1 Specific Objectives

- i. To examine the extent of change in technology on performance of employees at Kenya Airports Authority.
- ii. To determine the extent of structural change on performance of employees at Kenya Airports Authority.
- iii. To establish the extent of change in organizational culture on performance of employees at Kenya Airports Authority.

1.4 Research Questions

- i. What is the extent of technological changes on performance of employees at Kenya Airports Authority?
- ii. What is the extent of structural changes on performance of employees at Kenya Airports Authority?
- iii. What is the extent of organizational culture on performance of employees at Kenya Airports Authority?

1.5 The Scope of the Study

This study was confined to Kenya Airports Authority, Nairobi which will cover a period of 3 months. This will give enough ground to generalize the findings. The researcher believes that this will provide adequate population and sample for the study and, therefore, will give reliable results and findings. The population size at Kenya Airways,

Nairobi, will be sampled to give a true and fair view on how change affects the performance of employees and the organization at large.

1.6 Significance of the Study

The study will be of great importance to the following;

Kenya Airports Authority Management and Employees The management of Kenya Airports Authority will benefit from this research project by knowing how to manage change without affecting the performance levels of their employees and thus Increase their productivity. The management will also get to learn the impact of change and how to handle the employees during and after the change implementation process. To the employees of Kenya Airports Authority, the research will help them to better understand the need for change and thus welcome changes taking place within their departments with no resistance as they will be encouraged to participate in the process and always encouraged to accept change. This if well implemented, can make Kenya Airways a Centre of benchmarking and excellence in change management process. *The Government* will use this information to advice other government institutions whether state owned or private owned on how to undertake change management without compromising on the employee performance within their organizations and the study can remain as a tool for advising and training during government workshops. *Other Researchers:* Human resource management specialists will benefit from the findings of this research. Precisely, this research proposal will be of assistance to the students who have interest in strategic change management as it will act as a scholarly reference material. It will try to critique any gap and come up with the necessary recommendations to make change management easily understood as the effects are well analyzed.

1.7 Conceptual Framework

Figure 1.2 Framework showing: The effect of strategic change on performance

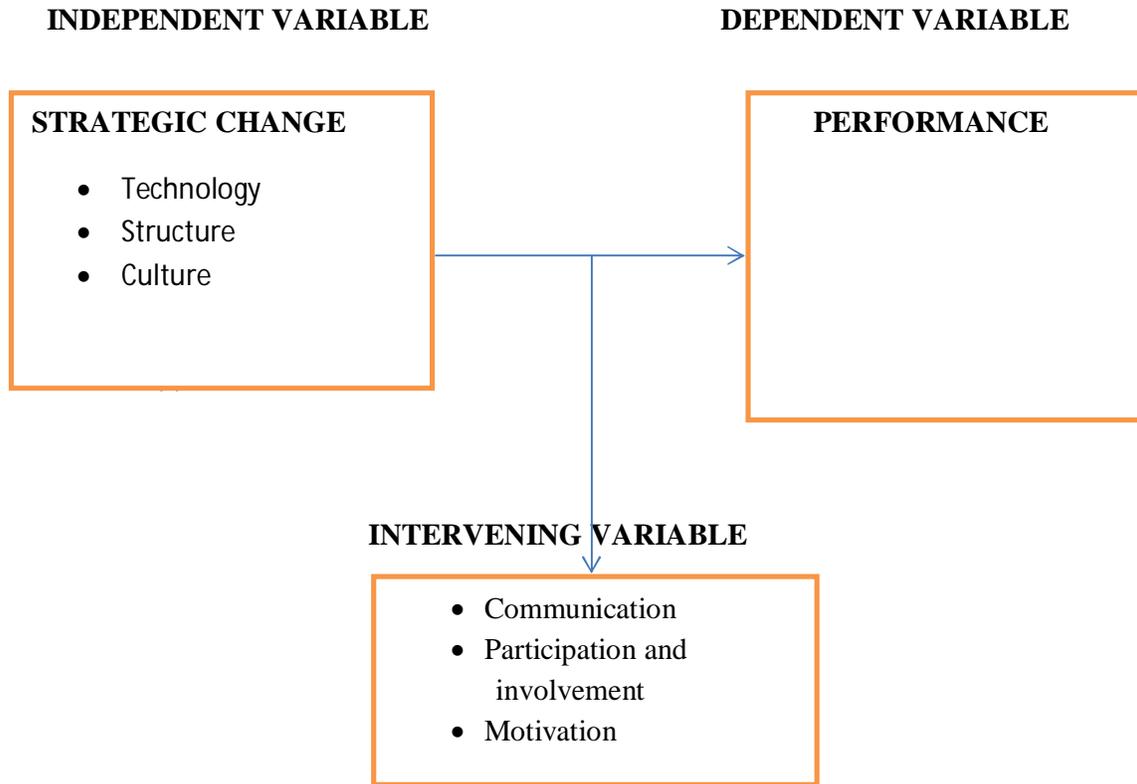


Figure 1.1: showing the relationship between strategic change and performance

This shows the relationship between the dependent and independent variables. Technological, structural and cultural changes affects performance of employees and the general organization. Any slight change in the normal way of doing things will probably attract some resistance which will call for intervention through communication, participation, diplomacy and motivation. There is further need to communicate the need for the change and how it will help both the organization and employees in performing their jobs.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews the literature from other researchers who have studied the same field to the extent and state of knowledge on change management. According to Mugenda and Mugenda (2003), review of literature involves the systematic identification, location, and analysis of documents containing information related to the research problem being investigated. Moreover, literature review helps determine new approaches and stimulates new ideas. The chapter covers; theories related to the concept of change management and employee performance. The chapter further presents empirical literature and gaps to be filled, summary and the conceptual framework of the study.

2.1 Theoretical Literature Review

Despite not advocating for pre-planned steps for change, several proponents of the emergent school have suggested a sequence of actions that organizations should take to increase the chances of change being successful (Kotter, 1996, Kanter et al., 1992, Luecke, 2003). Here the position and design schools of thought will mainly be used. This review on theoretical models and approaches to change management is important in that it sets the scene for change interventions in organizations, be it either public or private. To elaborate, change interventions fall into three main types: Top-down change management which is based on the assumption that if initiators of change plan things properly, change can be executed smoothly. The only obstacle comes from resistance of some employees; hence the focus is on changing the culture of an organization or the 'way we do things around here'. Transformational change management relies on transformational leaders setting a personal example and challenging people to think 'outside the box' and innovate, while providing a safe environment for doing so. Strategic change management is based on a certain recipe and is in contrast with the top-down models in that it aims to introduce new behaviors at work, allowing employees to witness the benefit for the organization and, thus, based on the evidence, internalize the change in their 'ways of working' (Hait & Creasey, 2003). Each of these approaches can be effective, depending on the situation, although it is generally accepted that the first category fails the most. All approaches highlight the importance of leadership, communications and involving employees in the change process. Thus, the key challenge for organizations is to match the model to the context (Burnes, 1996). According to the

literature, some confusion exists about the definition of change models and strategies of change' (Mintzberg, 1979; Aldrich, 1979; Johnson & Scholes, 1993). Sadler (1996) maintains that a strategy adopted by an organization is a means of attaining the focal objective set by the organization. In other words, 'it is the means chosen for the achievement of purpose'. It encompasses, primarily, a mission; a vision; a strategic position; specific objectives, goals and key values; strategy; long-term and operational plans; and tactics (Harper, 2001). Any model of change, on the other hand, refers to assumptions and beliefs that, when combined in a systematic fashion, results in some form of change in the organization (Tichy, 1993). Thus, change management models are frameworks upon which strategies are built and implemented as they explain this phenomena of change.

2.1.1 Lewin's Change Management Model

The planned approach to organizational change emerged through the work of Kurt Lewin (1951) relating to group decision-making, implementation and social change. For Lewin (1958), a major concern was the issue of group conduct. He observed that the behaviour of individuals differed from group to group. Thus, in an attempt to understand the uniformity of some groups' behaviour against others, he was able to argue that people may come to a group with very different reasons, but if they share a common objective, they are more likely to act together to achieve it. He maintained that there was a need to change group conduct so that it would not revert to the old level within a short time. In support of Lewin's theory, Burnes (2004), suggested that 'only by resolving social conflict, whether it be religious, racial, marital or industrial, could the human condition be improved'. Hence, Lewin's theories were premised on the fact that planned change, through learning, would enable individuals to understand and reframe their views on how to resolve social conflict.

From Lewin's work resulted a model that views change as a three-step procedure. This three-step model is associated with intentional change in the organisation and change initiators may choose to use a range of strategies to implement the intended change (Branch 2002). According to Harper (2001) the three steps are unfreezing, initiating the change (moving) and refreezing.

In the unfreezing step, people analyze the present situation, discuss the problems and recognize the need for change. It infers that their current way of thinking is unfrozen and resistance to change is eliminated. This can be done by: build trust on employees and boost their confidence about their security .Employees break away from the way things have been done. In organizations, for effective change to occur, employees must embrace new work practices with a sense of urgency. In order to achieve this, employees are encouraged or are forced to distance themselves from comfort zones that they were accustomed to so that they acclimatize to new work practices, even if there is uncertainty regarding their future, Harper (2001) argued that organizations that are implementing change management should encourage employees to abide by a plan that allows for the ‘sloughing of yesterday’ because ‘it will force thinking and action ... make available men and money for new things create a willingness to act’.

However, this process has drawbacks, like anxiety and risks associated with uncertainty that can lead to unconstructive rather than constructive behaviour on the part of employees. These behaviour patterns have been noted by Argyris (1993) who observed that employees tend to become anxious while performing new tasks, not knowing the outcomes of the change if the change is not yet initiated.

In step two, (initiating the change) or moving, once people have accepted the change, new information is collected, new concepts developed and members are trained to implement the concepts and present perspectives and attitudes are changed. New behavior is promoted and the existing value system is changed. It is prudent to know that driving people to change their behavior and attitude can either result negatively or positively. Employees engage in activities that identify and implement new ways of doing things or engage in new activities in order to bring about change. In this respect, Harper (2001) proposed that for effective change to take place, management must ensure that all relevant stakeholders are given the opportunity to be engaged in decision-making and problem solving in a collaborative manner. Whilst the latter was predominantly the role of management, the current thinking is that employees who become involved are most likely to accept change and become committed to making change a success. A better understanding of the needs and benefits of change may result in little or no resistance on the part of change recipients.

In the third and final step (refreezing), the emphasis is on the reinforcing of new processes and tasks in the organization by the employer. For this step to be successful, employees must be acknowledged, as reward is an important consideration. Reward is crucial for behaviour modification. Employees should receive appropriate recognition for changes in behaviour if they embrace or accept the change. In this instance, reward serves to recognize that the new behaviour is valued and prevents previous behavior from reoccurring (Harper 2001). Thus, according to Branch (2002), Lewin's model of organizational change can be accomplished in three ways: Changing the individuals who work in the organization (their skills, values, attitudes, and eventually behaviour) – with an eye to instrumental organizational change; Changing various organizational structures and systems – reward systems, reporting relationships, work designs; or Directly changing the organizational climate or interpersonal style – how often people are with each other, how conflict is managed, how decisions are made. Lewin's model focused on the interdependence and ordering factors within a relationship. In the context of the organization, this meant that there was a process of dependence among the different units and subunits within the organization. Also, the level of dependence was based on the importance of the various units within the organization. Despite its popularity, Lewin's original theory has been criticized for being based on small scale samples, and more importantly the fact that it is based on the assumption that organizations act under constant conditions that can be taken into consideration and planned for. As a consequence of such criticisms an alternative to planned approaches to organizational change was developed that is known as the 'emergent approach.' An emergent approach to organizational change sees change as so rapid and unpredictable that it cannot be managed from the top down. Instead, it is argued, change should be seen as a process of learning, where the organization responds to the internal and external environmental changes. Todnem (2005) suggests that this approach is more focused on "change readiness and facilitating for change" than for providing specific pre-planned steps for each change project and initiative.

2.1.2 Kotter Model 8 step change model

John Kotter, a renowned researcher in organizational change, has developed and helped corporations worldwide implement his change models within their organizations. His eight steps to change introduced in his book *Leading Change*, was written in 1995. The

author lists the eight steps and the actions needed to make the model successful in the organization: Establish a sense of urgency: Analyze environment for potential crises and opportunities and Convince 75% of managers status quo is more dangerous than the unknown; Form a powerful guiding coalition that will assemble groups with commitment and power to lead the effort. Encourage them to work as teams outside the hierarchy; create a vision which guides the transformation. Develop strategies for turning vision into reality; communicate the vision: Communication is multi-channeled and continuous. Coalition managers model the new behaviors/actions; empower others to act on the vision which will encourage risk taking, innovation actions; plan for and create short term wins: define and promote visible improvement successes. Recognize and reward employees positively involved; Consolidate improvements and produce more change: Build on credibility from early successes to advance more implementation plans like removing barriers, getting additional resources. Finally institutionalize new products by being proactive with explanations connecting new approaches. Succession plans should be created to identify individuals who can carry the vision forward in the long-term (Kotter, 2007). This model introduced by Kotter is to provide a basic framework for management to build upon, rather than use for action plans on a step-by-step basis. Managers must be visible role models who are also positive, and available to provide instruction and explanations when there is confusion during the change. Leadership carries the key which will unlock all the benefits of transformational change within any organization (Stragalas, 2010). This model can be used for all top-down change process and it is easy to understand. Its weaknesses being wrong assumptions due to its linearity and furthermore, it can lead to frustrations among employees if the stages of grief and individual needs are not taken into consideration.

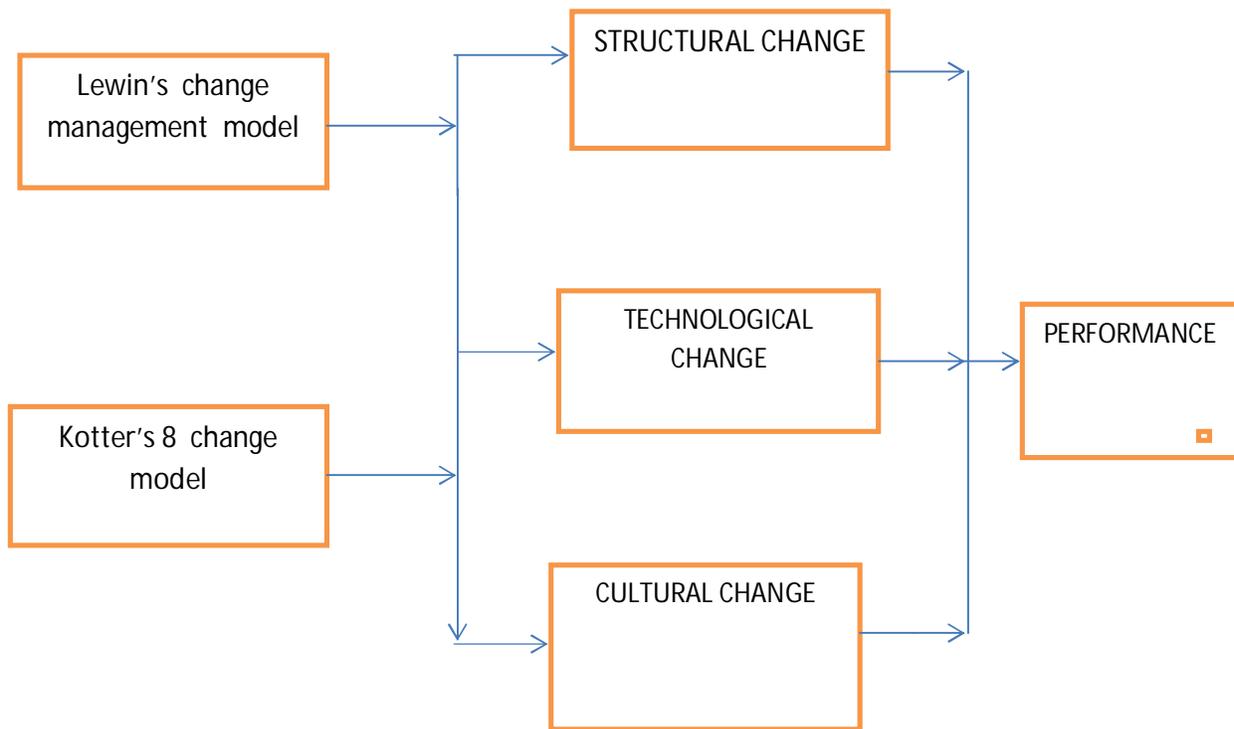


Figure 2.1 Diagram showing the relationship between theories, independent and dependent variables

2.2 Empirical Literature Review

Conceptual Clarifications of Change Management Korir, Mukotive, Loice and Kimeli (2012) defined change management as the effective management of a business change such that executive leaders, managers and frontline employers work in concert to successfully implement the needed process, technology or organizational changes. While Moran and Brighton (2011) defined change management as the process of continually renewing an organization's direction, structure and capabilities to serve the ever changing needs of external and internal customers. Burnes (2004) like many others scholars asserted that change is an ever present feature of organizational life, both at the operational and strategic level. Due to its importance, change management is becoming imperative and needs appropriate managerial skills and strategy. For firm to survive, succeed and remain competitive in today's highly volatile and continuously evolving business environment, it must be able to successfully manage the change which is as a matter of fact a necessity. Even though there has not been consensus as to the framework

for organizational change management, there seem to be an agreement on two important issues. One, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun and Hailey 2004). Burnes 2004, Carnall, 2003; Luecke 2003 and second, Dr. Olajide Olubayo Thomas International Journal of Humanities Social Sciences and Education (IJHSSE) . It is agreed that the pace of change was greater then, than in the current business environment (Balogun and Hailey 2004; Burnes 2004; Carnall 2003; Luecke 2003. Senior 2002; Moran and Brighton 2001). Despite the complexity of change management as it does not have a simple solution, a number of key areas of focus were raised to properly manage change management. These are: Effective leadership is a key enabler as it provides the vision and rationale for change. Different styles of leadership have been identified for example, coercive consultative and collaborative. These different styles may each be appropriate depending on the type and scale of change being undertaken, for example, when there is a larger scale organization wide change, a directive style has been identified as most effective. Appropriate and timely is frequently identified as key to effective change. Organizational development is one approach or intervention used when trying to bring about change oriented to improving organizational effectiveness and Two way communication with employees and their active involvement in implementation has also been identified as a key enabler to change management (Olajide, Tijani, and Awe 2012;

Lyayi 2000; Shaskin and Havelock 1983). Change usually involves the introduction of new procedures, people or ways of working which have a direct impact on the various stakeholders within an organization. The key to successful change management lies in understanding the potential effects of a change initiative on these stakeholders. Will employees be scared, resistant, pessimistic or enthusiastic about your proposed changes? How can each possible reaction be anticipated and managed? As you begin to think about any kind of significant change, be aware of how the change will impact others in your organization and your customers.

2.2.1 Structural Management Change on Employee Performance

When organizational structures are more consistent it gives employees security and a positive attitude. Organizational structure enables an organization to have common views and mission. Well-functioning organizational structure is important for an

organization going through change, because if there are flaws in the structure it will affect communication flow. With unclear roles conflicts and misunderstandings occur that lowers motivation and work morale. It can also drift different departments apart from common organizational goal, where decision making processes becomes slow and employee effectiveness disappears. According to McLagan (2002), in USA, there are three types of changes in the organization structure. They are transactional, transitional and transformational. Where he used descriptive design and surveys during her research, found out that there is positive relationship between change and performance.

A study by Merker (2011) in Canada using survey and descriptive research using 400 workers from a Canadian firm and a sample of 150 workers to find out the effect of causes of employee resistance during change process, found out that people want to remain the way they are and never want anything that will make them more responsible and furthermore, came up with communication as a solution. A consistent structure is one where the hiring of employees are within the organization, when employees are promoted when they are effective and when employees can relax about job loss. An organization has a consistent structure; employees will devote themselves and perform the best at the jobs, which gives an organization a higher production rate. An organizational structure is the way of doing business, how each change is implemented and how each job description is made, how the communication of the organization will work and the strategic plan to improve productivity (Merker, 2011). Further, organizations strive to be the best competitors in the environment they are competing in, and thus must ensure that the structure they are using impact positively on employees' performance for the organization to achieve competitive advantage (Marshak, 2005).

In their study Hao, Kasper and Muehlbacher (2012) investigated the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results are tested by bootstrap methods. The findings reinforce the important infrastructure position of organizational structure on performance. Organizational structure had more effects on organizational

learning than on innovation, organizational learning has an indirect effect on performance through innovation, except the direct effect of structure on performance. A study in Kenya by Nzuki (2012), to find out the effects of structural transformation on employee performance at the Kenya Electricity Generating Company using 300 employees from various levels of management and through census sampling and from surveys, singled out structural parameters such as chain of command, span of control, job-redesign and work teams, and their effects on the performance of employees in the organization. Findings of the research indicated that changes in chains of command, span of control, work teams as well as job redesign in the organization led to an improvement in employee performance.

Mclagan, Merker and Marshak all focused on the managerial aspect as the major factor influencing change. However, Marshak and Merker dwelt on communication as the solution to employee resistance during change implementation. Mclagan emphasized on participation. However, little is known on the organizational structure as the key during change implementation. These structures also lack at Kenya Airports Authority hence little is known on the importance of these structures.

2.2.2 Technological Change on Employees Performance

Organizations have undergone a revolution in the adoption and application of complex information technology. In the hope of extracting the greatest value from innovations, organizations have adjusted their management structures, work processes and culture (Orlikowski 2000). Yet, swift technology enhancement unintentionally reduces the presumed lifespan of many Information Technology (IT) systems. Organizations build and rebuild their existing IT systems in response to market changes. The results of these initiatives are often rather disappointing. The world has more technology than ever before with technological changes increasing at an accelerating pace. The amalgamation of data processing, communications and the advances of software allows firms to gain a competitive advantage, improve performance and develop new businesses from various areas. Use of information technology is now shifting from a supportive role to a more strategically oriented role in organizations (Lucas & Turner, 2002). The 2000s were marked by major breakthroughs in computing in organizations as organizations had undergone a revolution in the adoption and application of complex information technology. Nevertheless, swift technology enhancement unintentionally reduces the

presumed lifespan of many IT systems. Organizations build and rebuild their existing IT systems in response to needs and market changes. The outcomes of these initiatives are often rather unsatisfactory. Half of these technological change projects experience failure (Adam, 2003).

A study by Dauda and Akingbade (2011) examined how employee relation could be employed for technological change management. It also sought to determine effective method of using technological innovation for improved performance in the Nigerian manufacturing industry. Question based on the research objectives were formulated and 1256 questionnaires were distributed to select 30 manufacturing industry in beverages, textile, steel, cement and chemical industry in Nigeria. Findings revealed that employee relations do not have significant relationship with technological change. An empirical study by Abbas, Muzaffar, Mahmood, Ramzan & Rizvi (2014) examined the effects of information technology on performance of Allied Bank employees in Pakistan. The data was gathered through unstructured interviews. It was figured out that technology greatly escalates the productivity of employees along with time saving. It greatly affects the workload on employees and ensures control over mistakes and frauds. Quick access to information and ease of use enables the bank employees to deliver quality service. The study recommended that organizations which implement new technology should provide proper training to its employees to increase their performance. Kute and Upadhyay (2014) examined the relationship between technological changes and its impact on employee performance in commercial printing industry. The study found that technological changes affect employee's performance in various ways like redundancy, employee turnover and the level of motivation at work.

Ideally, employee performance has been on the rise as a result of improvement and adoption of change management by most organization. This is because the change in management influences greatly on employees and therefore if proper change is adopted and implemented, it results in increased performance of employees. This is simply because in every change proposal, there are always forces for change and forces against change (Sidikova, 2011).

Past empirical studies have mixed results on the effect of change management on employee performance. International Journal of Business and Social Science Vol. 7, No. 4; April 2016. Kute and Upadhyay (2014) and Abbas, Muzaffar, Mahmood, Ramzan and Rizvi (2014) found a positive relationship on change management factors and employee performance. They used exploratory and case survey to determine the influence of technology on organizational performance. Dauda and Akingbade (2014) in their study found no significant relationship of technological changes and employee performance. Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) found a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers. Due to dynamic changes worldwide, Organizations as well tend to change over time in order to fit the current situation and at the same time maintain and retain customers. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress

2.2.3 Cultural Change on Employees Performance

Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people (Awadh & Saad, 2013). Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the rules of the game for decision-making, structure and power (Wambugu, 2014). She is of the view that culture is based on shared history and traditions of the organization combined with current leadership values. Organizational culture has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment as norms, values and objectives helps in improving culture of an organization. The system of organization is based upon effective establishment of culture that keep learning/work environment strong. The performance of employees improves by establishment of strong culture of an organization. Employee performance would be considered as backbone of an organization as it leads to its development effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization (Denison, 2004). Nowadays organizational culture has generally been interrelated to management. The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture (Baca & Claudia, 2005). Certain characteristics of organization

culture have been established in which set of norms, values and beliefs helps in perfect association between them. At different level of organization culture different background, ethics and racial differences impact upon performance. The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability (Baca, 2005).

Awadh and Saad (2013) investigated the relationship between organizational culture and performance. Literature review is adopted as methodology to assess the culture of an organization impacts upon process, employees and systems. The study found certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. The study recommended that strong culture of an organization be based upon managers and leaders help in improving level of performance. Managers need to relate organizational performance and culture to each other as they help in providing competitive advantage.

A study by Wambugu (2014) analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya. The study empirically tested the effect of the four elements of organization culture namely; organization values, organization climate, leadership styles and work processes on the employee's performance. The results suggested that managers should focus on the factors that have a significant effect on employee performance. The study revealed that organizational values had a more significant effect to employee's job performance at Wartsila, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was established, of organizational change towards employee performance in the banking sector of Pakistan.

Questionnaires were used for primary data collection. The study used descriptive statistics and correlation analysis technique for the analysis of data. Wambugu, Khosa both used primary data as its main source of data yet Awadh used secondary data in their work to determine the influence of culture on employee performance. The studies gave varying responses. The results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan. The study suggested

that further research should be conducted in various sectors and also by increasing factors of organizational change in order to observe the overall impact of organizational change towards employee performance. The current study sought to fill this gap by using both primary and secondary data to determine if there is any relationship between employee performance and organizational culture if there is a change.

2.3 Summary and Research Gap

The research project was done to find out whether change management factors (culture, structure and technology) influenced employees' performance at all levels at Kenya Airports Authority. The proposal revealed that structural changes are most effective when direction comes from a clear line of authority. These findings concur with Hao, Kasper and Muehlbacher (2012) findings which reinforced the important infrastructure position of organizational structure on performance. Organizational structure enables an organization to have common views and missions as they emanate from a single point ensuring there are no conflicts of commands and smooth information flow. It is evident from the findings that technological changes have driven the organization to install the most recent systems of technology in handling its customers and employees. This may be due to the fact that the world is rapidly adjusting in to the new forms of technology to ease work load and to also increase efficiency in the work place. The research findings agrees with Kute and Upadhyay (2014) who found that technological changes affect employee performance like redundancy, employee Turnover and level of motivation. It is also in agreement with the statement that technology has the power to change the nature of employees' working conditions including workload, working environment, and interpersonal relationships and, in the process, have a considerable impact on employees' job performance and satisfaction, a salient predictor of work behaviors. It is evident from the findings that strong organizational culture improves on performance of the employees at the organization. A positive culture boosts and guides operations by employees helping them have positive minds. Compensations and rewards enhance strong culture. Wambugu (2014) revealed a positive relationship between organization culture and employee performance. The study further revealed that the attitude and behaviors of the leaders substantially shape the functioning of employees in an organization. The behaviors of leaders in an organization will shape the organization either positively or negatively. Hurduzeu (2015) found that organization leadership positively influenced the productivity

of employees hence productivity of the company. Effective leadership skills result in high levels of cohesion, commitment, trust, motivation, and performance in these new organizational environments

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter outlines the research methodology which offers an explanation into what type of research this study is all about. It also defines the population of the study and the specific sampling techniques to be used, methods of data collection and data analysis. This chapter is organized along the following subsection: research design, target population, sample size and sampling procedures, research instruments, data collection procedures and data design, data analysis and research ethics

3.1 Research Design

In this study, case study was used as the research design. According to Sekaran (2009) descriptive studies are structured with clearly stated investigative questions. According to Nachmias and Nachmias, (2007), descriptive survey is used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior or values. The purpose of the study was to determine a certain aspect intensively and comprehensively so that one can get the background aspect and the current status.

According to Mugenda & Mugenda (2003) a case study is an in-depth investigation of an individual, group, institution or phenomenon. The study is viewed as an example of a class of events or group of individuals or institution.

3.2 Study Area

Kenya Airways was founded in the year 1977 on the 22nd of January and commenced its operations on the 4th of February 1977. It is located In Nairobi Kenya in Embakasi East constituency on ones way to Utawala which on a public transport, one can board Kenya bus services. It also neighbours police administration lines. It is 15 km (9 mi) South East of Nairobi CBD. It has a sub tropical highland climate with a mean maximum temperature of 24 deg (Coppen Climate Classification). It is 1deg 09'S 36deg 39'E and 1deg 27'S 37deg 06'E.

3.3 Target Population

Borg and Gall (2008) described target population as a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator

wishes to generalize the result. The target population of this study was the employees of Kenya Airports Authority headquarters Jomo Kenyatta International Airport, while the study population was 200 staff members who deal directly with the day to day running of the Kenya Airports Authority at Jomo Kenyatta International Airport. Mugenda and Mugenda (2003) explained that the target population should have observable characteristics to which the study intends to generalize the result of the study. This definition assumes that the population is not homogeneous. As tabulated in Table 3.1 below

Table 3.1: Table Showing Study Target population

Population category	Target population
Top management	20
Middle management	50
Non- management staff	80
Total	150

3.4 Sample frame

A sample is defined as subject of a population that has been selected to reflect or represent characteristics of a population (Kothari, 2004). This is because of the heterogeneity of the population and respondents all had equal opportunity of participation and they also show similar characteristics. (Kothari, 2004) argues that a stratified proportional sample increase a samples statistical efficiency and provides adequate data for analyzing the various populations. Thi smethod is cost effective, fast track data collection, and access to the unit of analysis and element sof the study. According to Mugenda and Mugenda, (2003), in stratified sampling, subjects are selected in such a way that the existing sub-groups in the population are more or less reproduced in the sample. Kerlinger (1973) observed that sample drawn randomly is unbiased in a way that no number of populations has any chance of being selected more than the other. Since the population was easily accessible and the cost of administration in terms of time and resources was not high and further need to reduce the research error, the entire population was used as the sample hence census sampling technique was used.

Table 3.2: Showing the sample size

Category	Target population	Sample size	percentage
Top management	20	20	15
Middle level management	50	50	35
Support staff	80	80	50
Total	150	150	100

3.5 Data Collection Methods

The project used both primary and secondary data. The most common tools of collecting data within the study approaches are through the use of questionnaires, observation and partly through oral interviews. Primary data was collected with a semi-structured questionnaire that was self-administered by the researcher to the respondents. Secondary data was collected from other already existing sources and previous research. This was through reading relevant literature available in the library, various documents, publications and reports including, journals, and magazines. Majorly primary data was the most used as secondary data was used as reference point while doing this project.

3.5 .1 Sources of Data

The main sources of data was primary and secondary. Primary data will involve interviews, observation, questionnaires. Secondary data uses previous researches, diaries, mass media communication and historical information.

3.5.2 Data Collection Procedures

The researcher used questionnaires as the main tool to collect data, the questionnaire had structured and close-ended questions. Structured or close-ended questions are the questions with a list of all possible alternatives from which respondents select the answer that best describes their situation. They are easier to analyze since they are in an immediate form, and are economical to use in terms of time and finance. Unstructured or open-ended questions are questions which give the respondent complete freedom of response. The questionnaires were self-administered by the researcher by hand delivering it to the organization under study and was also allowed to meet the employees at lower

levels of management to present the questionnaires personally and make any clarification regarding the research and was collected a after a few days mainly from the top management. The advantage is that the researcher personally introduced the study to the respondents and clarified any doubts or questions that arose.

3.5.3 Research Instruments

Instrument is the generic term that researchers use for a measurement device (survey, test, questionnaire, etc.) to help distinguish between instrument and instrumentation, consider that the instrument is the device and instrumentation is the course of action (the process of developing, testing, and using the device). Usability refers to the ease with which an instrument can be administered, interpreted by the participant, and scored/interpreted by the researcher. Reliability can be thought of as consistency. Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform.

3.5.4 Reliability

Reliability is the ability of a research instrument to consistently measure the characteristics of interest over time. According to (Owuor, 2004) a reliability test of research instruments is one that consistently produces the expected results. Kothari (2004) points out that instrument reliability refer to the level of internal consistency or the stability of the measuring devices. They say that because of economy in time and labour, the procedure for extracting an estimate of reliability should be obtained from the administration of a single test. It is the measure to the which the measurement tools are dependable and consistent. The respondents were asked questions that they are aware of and that directly affect them during the change process as they were also simplified to avoid misinterpretation. Inter rater reliability test was adapted to see if there will be similar responses from the respondents. It became hard using test-retest reliability test as the respondents got agitated being asked similar questions more than once.

3.5.5 Validity

According to Mugenda and Mugenda (2003) validity is the accuracy and meaningfulness of inferences, based on the research results. It is the extent to which a measure adequately represents the underlined constructs. It is a measurement procedure which is distinct from

that of a design attribute. The proposal was based on expert's judgment. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study will use both face and content validity to ascertain the validity of the questionnaires. Content validity draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Gillham (2008) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills.

3.5.6 Pilot Study

A pilot test involving 10 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questions to the respondents. This ensured the reliability of data collection instruments used. A letter of introduction and a consent form will be attached to the questionnaires explaining the purpose of the study. The questionnaires will be administered to the respondents. The use of questionnaires will be aimed at improving the quality and efficiency of the research process. At the same time it will reveal deficiencies in the design of a proposed experiment or procedure which require finances, time and resources experiment or procedure which require correction before time, money and other resources which were committed to the effort.

3.6 Data Analysis and Presentations

Data will be analyzed by use of descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools were simple tabulations and presentations of the report using spreadsheets. The data was presented using tables, charts and graphs. Data was analyzed using both qualitative and quantitative methods. Data will first be used to identify the main themes, then codes were assigned to the main themes which helped in determining the number of times a particular theme was mentioned. The researcher will then classify the responses under the main themes then finally integrate the themes in the context of the report.

3.7 Data Presentation

Data will then be tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages were then be calculated and interpretation made.

3.8 Chapter Summary

Since the objectives were descriptive in nature, the researcher adapted descriptive design; questionnaires were administered by the researcher himself to collect the data from a convenient sample of respondents. Research methodology offers explanation into what type of research this study will be. This chapter describes the research methodology, including the population, sample, data collection instruments as well as strategies used to ensure the ethical standards, reliability and validity of the study. Dealing with people is so complex more so getting their views on a matter pertaining their work environment and how they feel about change required a lot of patience and understanding. It was also expensive in terms of tools that were being used during reliability and validity test. Time was also consumed to get the questionnaires in place.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter presents the findings of the study and their discussion. This chapter, therefore, presents the response, demographic characteristic and finally the findings as per the objective of the study. Data was also examined before analysis and all the completely variables and values excluded from the analysis. However, the randomly missing data was specified in the analysis and in such cases, only the results on pair wise variables presented.

4.1: Response Return Rate

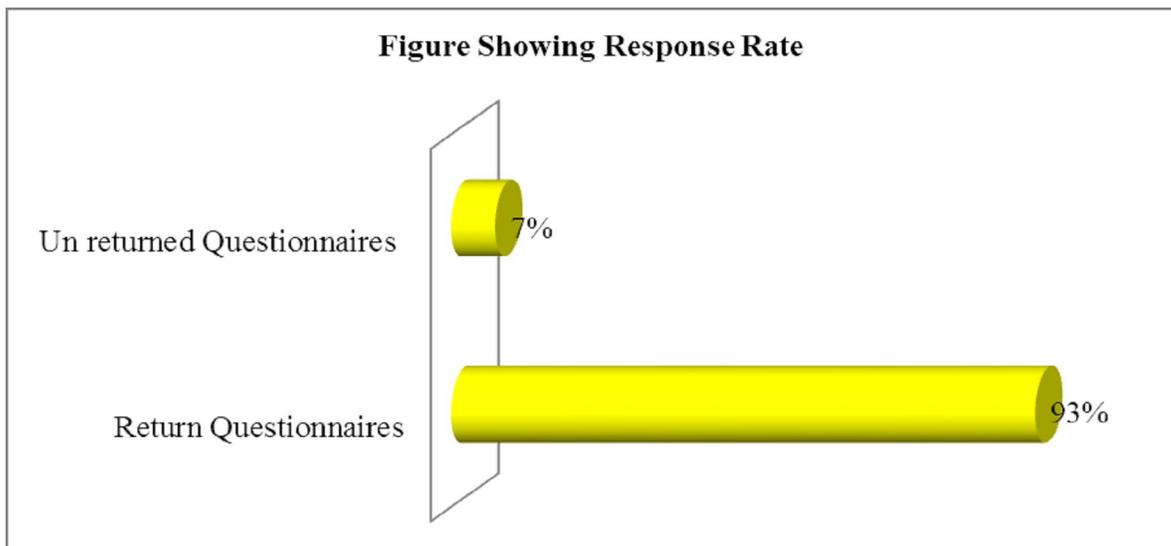
The study administered 150 questionnaires to the respondents who were employees at Kenya Airports Authority from different levels of management at its headquarters in Nairobi. The response rate is presented as shown in table 4.1

Table 4.1: Response Return Rate

Respondents	Response rate	Percentage
Return questionnaires	140	93
Unreturned questionnaires	10	7

Source: Survey data 2017

Figure 4.1: Response Rate



The results in table 4.1 on response return rate show that there was a good response return of 93% from the 150 questionnaires that were administered to the respondents. This means that there was a thorough collection process that was also done with a lot caution. A data response rate of 70% is considered sufficient for data analysis and in this case, the researcher was above the limits as suggested by Mugenda and Mugenda (2003). This means that there were no data issues related with sample size.

4.2: Demographic Characteristics of Respondents

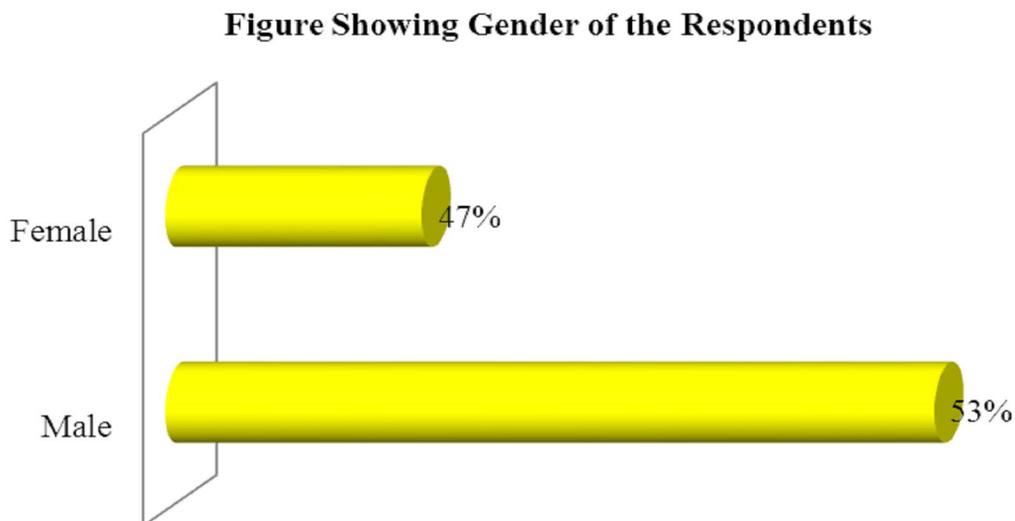
The study sought information on respondents demographic characteristics particularly based on gender.

Table 4. 2.1: Table Showing Gender of the Respondents

Category	Frequency	Percentage
Male	74	53
Female	66	47
TOTAL	140	100

Source: Survey data 2017

Figure 4.2.2: Figure Showing Gender of the Respondents

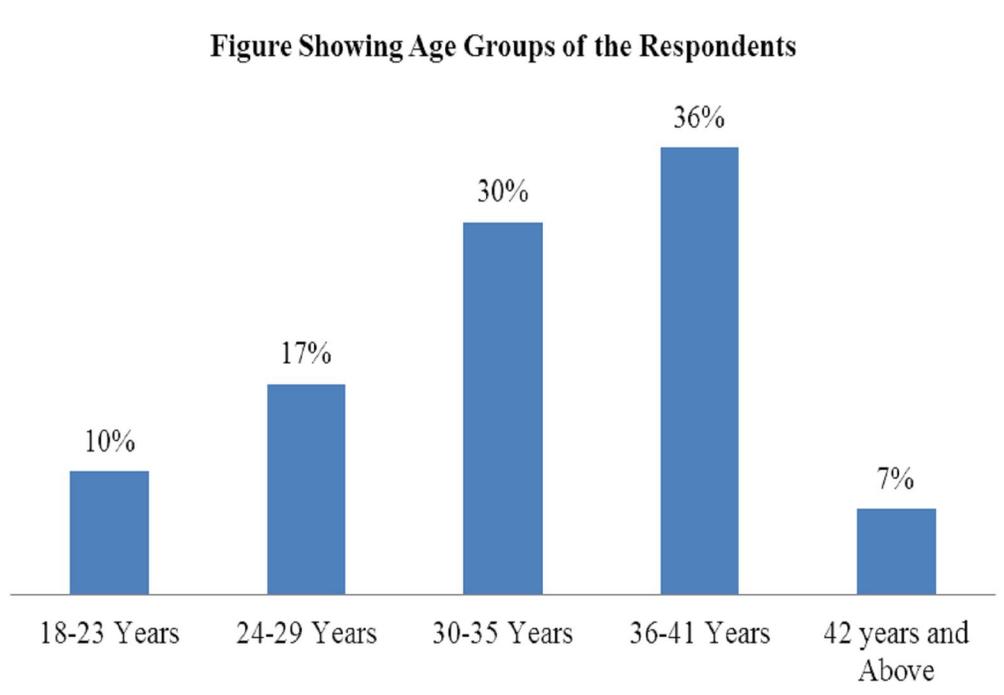


The gender characteristics of Kenya Airports Authority is dominated by males 53 % as shown in figure 4.2.1 and table 4.2.2 above by against females who are 47%. The gender representation of the respondents indicate that, views concerning the factors influencing change management on the performance of employees with Kenya Airports Authority, were represented by all gender, and no single opinion can be attributed to a particular gender.

Table 4.2.3: Table showing age groups of respondents

Category	Frequency	Percentage
18-23 Years	14	10
24-29 years	24	17
30-35 years	42	30
36-41 years	50	36
41 years and above	10	7
Total	140	100

Figure 4.2.3: Figure Showing Age Groups of the Respondents



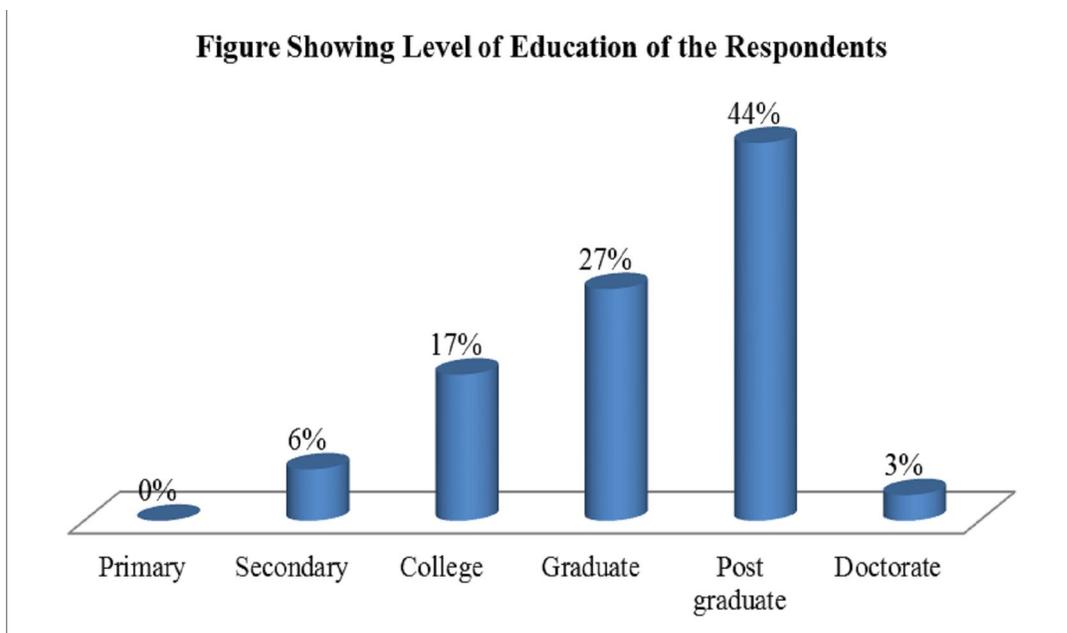
Majority of the respondents Kenya Airports Authority organization is dominated by age group 36-41 years who constitute 36%, followed by 30-35 years at 30%, then followed at 17% by 24-29 who constituted 10% while age groups 18-23 years by 42 and above was were at 7 %. As tabulated in table 4.2.3 and figure 4.2.3 above.

Table 4.2.4 : Table showing level of education of the respondents

Category	Frequency	Percentage
Primary	0	0
Secondary	8	6
College	24	17
Graduate	38	27
Post graduate	62	44
Doctorate	4	3
Total	140	100

Source: survey data 2017

Figure 4.2.4 : Showing level of education of respondents



As shown in figure 4.2.4 and table 4.2.4 respondents were told to indicate their level of education, 44% who were the majority indicated post graduate level of education, followed by graduate at 27% , while college were 17% and secondary were 4% . This shows that the staff members at KAA have at least level secondary level of education and 96% have professional qualification.

CHANGE IN TECHNOLOGY		F	%	F	%	F	%	F	%	F	%
I.	Does information technology change affect organization performance .	54	39	50	25	4	3	20	14	12	9
II.	In your opinion, is ICT considered a key organization objective within the policy framework?	60	43	52	37	12	9	10	7	6	4
III.	Has ICT made work easier especially with dealing with external and internal clients?	76	54	52	37	4	3	10	7	0	0
IV.	Have changes in ICT had a significant impact on the way things are done in the Organization? or it has caused fears among employees about job losses and change in responsibility.	72	52	52	37	6	3	10	7	0	0

Source: *Survey data 2017*

Figure showing effects of information technology change on organization performance

- The ICT changes have had a significant impact on the way things are done in the Organization.
- Has ICT made work easier especially with dealing with external and internal clients
- In your opinion, is ICT considered a key organization objective within the policy framework
- Does information technology change affect organization performance.

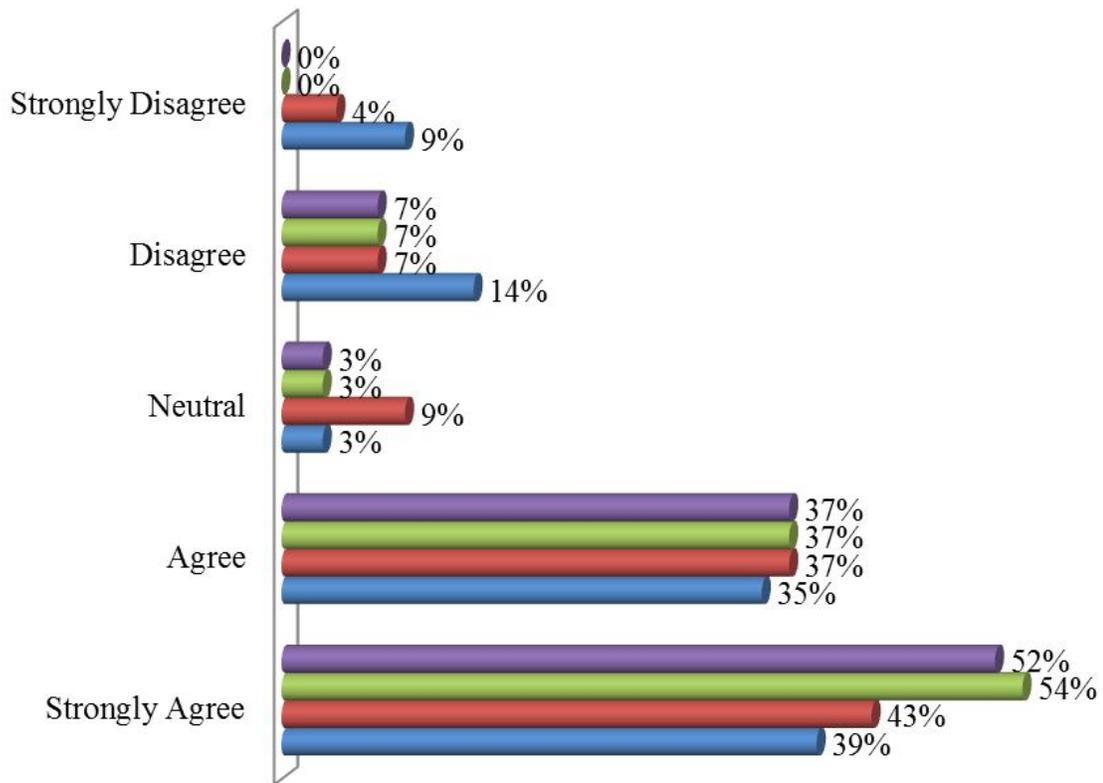


Figure 4.3.1: showing the influence of technological change on employee performance

As shown in figure 4.3.1 and table 4.3.1 respondents were asked the influence of information technology change on organization performance and the followings questions were asked: does information technology change affect organization performance or it causes fears among employees about losses of job and change in responsibility 39% strongly agreed, 35% agreed, 3% were neutral and 14% disagreed while 9% strongly

disagreed; another issue asked was if in your opinion, is ICT considered a key organization objective within the policy framework 43% strongly agreed , 37% agreed, 9% were neutral and 7% disagreed while 4% strongly disagreed, another issue asked was if has ICT made work easier especially with dealing with external and internal clients 54% strongly agreed , 37% agreed, 3% were neutral and 7% disagreed and finally if the ICT changes have had a significant impact on the way things are done in the organization and has it caused fears among the employees of Job losses and changes in responsibility 52% strongly agreed, 37% agreed and 3% were neutral while 7% disagreed.

The first research objective was to establish the extent of technological change on performance. The research findings in this study are consistent with those of Kute and Upadhyay (2014) who found that technological changes affect employee performance like redundancy, employee turnover and level of motivation. It is also in agreement with the statement that technology has the power to change the nature of employees' working conditions including workload, working environment, and interpersonal relationships and, in the process, have a considerable impact on employees' job performance and satisfaction, a salient predictor of work behaviors.

The study differs with the study by Dauda and Akingbade (2011) who examined how employee relation could be employed for technological change management. It also sought to determine effective method of using technological innovation for improved performance in the Nigerian manufacturing industry. Question based on the research objectives were formulated and 1256 questionnaires were distributed to select 30 manufacturing industry in beverages, textile, steel, cement and chemical industry in Nigeria. Findings revealed that organizational performance do not have significant relationship with technological change.

All the above studies dealt with the organizational performance but none of them considered the performance of employees in specific. The current study revealed the extent of Information Technology change on performance of employees. It showed a positive relationship between employee performance and change in technology. This can be deduced from the high response rate from the respondents who highly agreed.

Table 4.4.1: Table showing influence of structural change in organizations on employee performance

	ORGANIZATIONAL STRUCTURE	Disagree strongly		Disagree		Neutral		Agree		Agree strongly	
		F	%	F	%	F	%	F	%	F	%
		i.	Is there flow of communication from the top management to other levels of management in during change in the organization .	60	43	52	37	12	9	10	7
ii.	In your understanding, if change is brought in, do you think it will increase the productivity of the employees if employees are allowed to take part in decision making	54	39	50	35	4	3	20	14	12	9
iii.	My job description clearly spells out my responsibilities for how I should treat other employees and our customers/ clients.	20	14	52	39	10	7	30	22	28	19
iv.	Leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations	54	39	50	35	4	3	20	14	12	9

Source: Survey data 2017

Figure 4.4.1: Figure showing extent of structural change on employee performance

Is there free flow of communication from the top management to other levels of management during change in the organization?

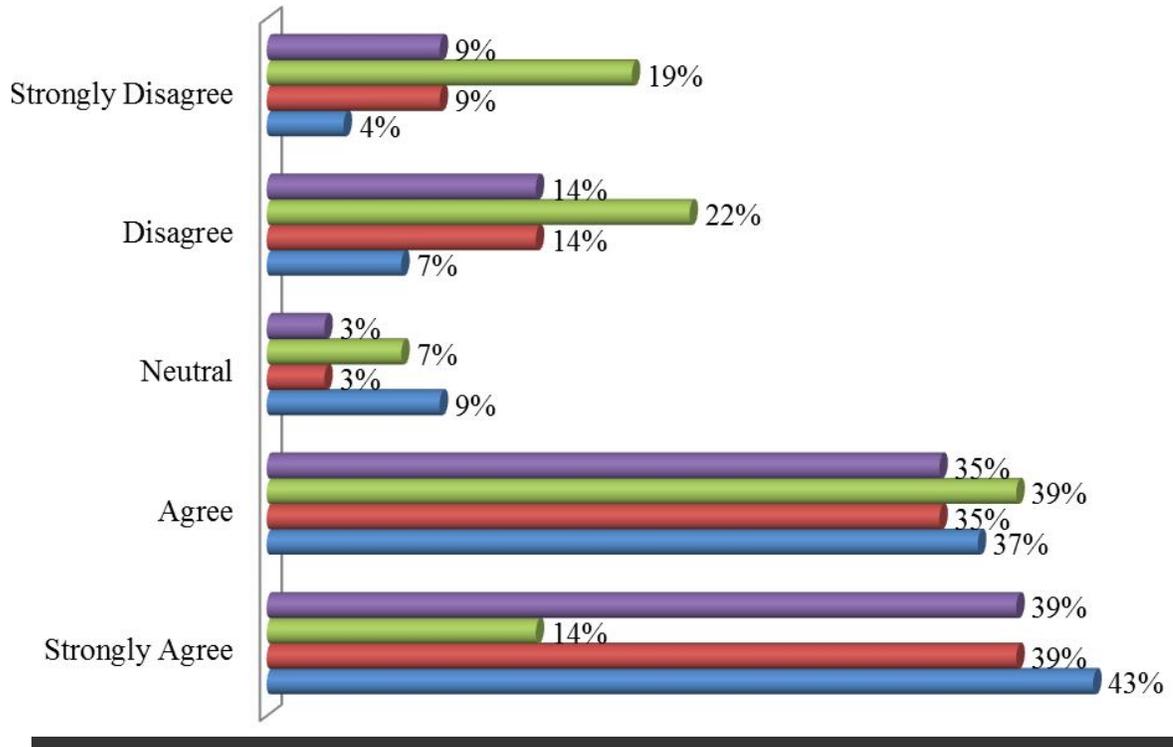
My job description clearly spells out my responsibilities for how I should treat other employees and our customers/clients?

Leaders in my organization give employees the authority to make decisions and take

actions to meet the needs and expectations.

In your understanding if Change is brought in, do you think it will increase the productivity of the employees if employees are allowed to take part in decision making.

Figure 4.4.1 showing influence of structural change in performance



When organizational structures are more consistent it gives employees security and a positive attitude. Organizational structure enables an organization to have common views and mission. Well-functioning organizational structure is important for an organization going through change, because if there are flaws in the structure it will affect communication flow. With unclear roles, conflicts and misunderstandings occur that lowers motivation and work morale. It can also drift different departments apart from common organizational goal, where decision making processes becomes slow and employee effectiveness disappears.

The findings of this study are consistent with those of McLagan (2002), in USA, where she said that there are three types of changes in the organization structure. They are transactional, transitional and transformational. Where he used descriptive design and

surveys during her research, found out that there is positive relationship between change and performance. This study too after using descriptive research design and questionnaires, found out that there is a positive relationship between change in organizational structure and performance of employees. The findings are also consistent with the study of Hao, Kasper and Muehlbacher (2012) who investigated the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results are tested by bootstrap methods. The findings emphasized on good structures for better, effective and efficient performance of the organization at large.

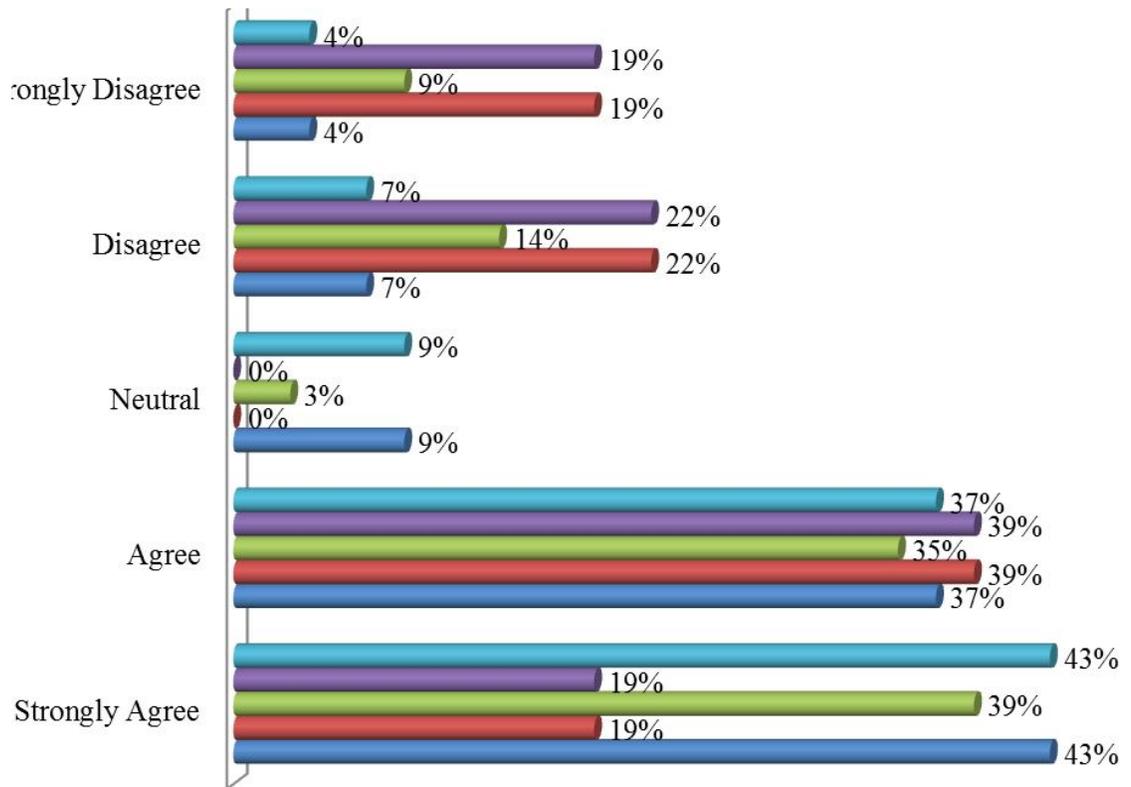
The findings of this study differ slightly with the study in Kenya by Nzuki (2012), to find out the effects of structural transformation on employee performance at the Kenya Electricity Generating Company using 300 employees from various levels of management and through census sampling and from surveys, singled out structural parameters such as chain of command, span of control, job-redesign and work teams, and their effects on the performance of employees in the organization. Findings of the research indicated that changes in chains of command, span of control, work teams as well as job redesign in the organization led to an improvement in employee performance.

All the studies above dealt with span of control, leadership style and team work but none of them considered major aspects of organizational structure like communication, assigning of responsibilities, employee motivation and organizational chart. The current study revealed the extent of structural changes on employee performance.

Table 4.5.1 Table showing influence of cultural change management in regards with employee performance

CHANGE IN CULTURE		F		%		F		%		F		%	
I.	The culture has a positive impact on the changes that take place in the organization?	60	43	52	37	12	9	10	7	6	4		
II.	Changes contribute to creating a learning organization that increases the overall knowledge of employees	30	19	54	39	0	0	30	22	26	19		
III.	Management behaves in a way that creates a pleasant working climate?	54	39	50	35	4	3	20	14	12	9		
IV.	The culture of the organization promotes hard work and striving for excellence?	30	19	54	39	0	0	30	22	26	19		
V.	Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes.	60	43	52	37	12	9	10	7	6	4		

Figure 4.5.1 showing the influence of change in organizational culture on performance



As shown in figure 4.5.1 and table 4.5.1 respondents were asked questions on change management in regards with organizational culture on organization performance. The findings of the current study are consistent with the study by Wambugu (2014) which analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya using four elements of organization culture namely; organization values, organization climate, leadership styles and work processes on the employee's performance. The study revealed that organizational values had a more significant effect to employee's job performance at Wartsila, than the organization climate as is mostly assumed as a vice versa relationship. The study differs with the works of Awadh (2012) which showed a negative relationship between organizational culture and employee performance. All the above studies used in each case dealt either with primary data or secondary data as its source of information yet none of them considered both sources. The current study revealed the extent of cultural change on employee performance using both sources of data which led to a conclusive decision on the positive relationship between the two variables.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter consists of a summary of the findings of the research, conclusions relating to the research objectives, suggestions or recommendations on the change management challenges affecting the performance of employees, limitations of study and areas that need further research. The research was aimed at determining the factors influencing change management on the performance of employees.

5.1 Summary of Findings

The study found that change management factors (culture, structure and technology) influenced employees' performance at all levels in the organization. The first research objective was to establish the extent of technological change on performance. The research findings agree with Kute and Upadhyay (2014) who found that technological changes affect employee performance like redundancy, employee turnover and level of motivation. It is also in agreement with the statement that technology has the power to change the nature of employees' working conditions including workload, working environment, and interpersonal relationships and, in the process, have a considerable impact on employees' job performance and satisfaction, a salient predictor of work behaviors.

The second research objective was to establish the extent of structural change on employee performance. The study revealed that structural changes are most effective when direction comes from a clear line of authority. These findings concur with Hao, Kasper and Muehlbacher (2012) findings which reinforced the important infrastructure position of organizational structure on performance. Organizational structure enables an organization to have common views and missions as they emanate from a single point ensuring there are no conflicts of commands and smooth information flow.

Lastly the third objective was to establish the influence of cultural change on employees performance. The study revealed that a positive culture boosts and guides operations by employees helping them have positive minds. Compensations and rewards enhance strong culture. Wambugu (2014) revealed a positive relationship between organization culture

and employee performance. The study further revealed that the attitude and behaviors of the leaders substantially shape the functioning of employees in an organization.

The behaviors of leaders in an organization will shape the organization either positively or negatively. Hurduzeu (2015) found that organization leadership positively influenced the productivity of employees hence productivity of the company. Effective leadership skills results in high levels of cohesion, commitment, trust, motivation, and performance in these organizational environments. There is further need to engage the employees when planning for change through continuous communication, participation and collective decision making.

5.2 Conclusion

Change management affects employees' performance in various dimensions. Change management was done in three dimensions namely technology, structure and culture as the researcher believed these are new areas that needed to be explored. Based on research finding of the first objective which took to establish the influence of technology on performance, Computers are being installed in most operating systems to improve on the quality of services as compared with the previous systems. Technology has resulted in increased efficiency and effectiveness in work as computers are used by the staff from different levels to keep records, retrieve and store large amount of data, store clients' information and those of its employees. Furthermore, to generate financial information that is useful for decision making of the organization. According to Buhler (2000), organizations are now looking to employees to keep pace with change, anticipate changes and even create some of the change.

Furthermore, Organizational culture improves on performance of the employees. Organizational culture is how the organization carries itself on its operations, the image it portrays and impression it creates in the people around it hence selling itself which will make the environment form a perception of it which in turn will lead to either positive or negative attitude. A strong organization will focus on the environment it creates for its workers. Focusing on building and sustaining organizational culture shows employees that they are considered as an important asset of the company. Once a strong organizational culture is built, it will gain a momentum of its own and will help to allow

people to feel valued and express themselves freely. The excitement and energy will end up being a positive influence that affects employee performance positively. This suggests that a strong and positive organizational culture will help make everyone more efficient and successful.

Leadership in an organization provides direction .A leader influences others to follow. The attitude and behaviors of the leaders substantially influence the performance of their subordinates. A good organizational structure with a clear line of command, free flow of information and collective decision making creates a healthy work environment as everyone is aware of the need for the change and the beauty it will bring to the organization. This will in turn reduce resistance and save on cost and time that could have been taken managing resistance. This concludes that communication, clear role definition of roles and responsibilities can make performance more objective and enjoyable.

5.3 Recommendations

Based on the first objective on technological changes on employee performance, it is recommended that the employees should be enlightened that technology was mainly designed to make work easier and faster, hence they should be made to believe that and this can be done by taking them through the various benefits that come about through the use of information technology which will wash the fear joblessness and inferiority.

The study recommended that quality leadership and continuous communication should be ensured during and after the change process. A good change management plan takes these different perspectives into account and successfully communicates a shared vision of the change to each group. This will make structural change more effective. From the above viewpoints expressed by employees, it is obvious that they were not satisfied with the change processes and practices being implemented (at the time of this research) at KAA. The study suggested that the organization would do well to highlight the urgency and need of the change in simple, easy-to-understand terms; establish a change leadership management team that includes employees who are trustworthy, possess the correct technical skills, good interpersonal relationships, and official authority; and articulate logical, clear, and concise strategies for making the desired change. By doing so, this would foster understanding of the change processes and practices.

Lastly, the researcher maintains that if change initiatives are to be successfully introduced at KAA, the following conditions should be met: Employees should feel the need to participate in the change process; the change in which employees are involved should be closely related to their own work environments; the change initiators which is the management of (KAA) has to share information with employees in order to empower them with enough background to embrace the change and Only employees who are directly involved, or employees who are knowledgeable about the change under discussion, should be allowed to participate in decisions regarding the change while the rest who are passive should also be enlightened about the change as it will affect them in one way or the other. The organization's vision, mission, objectives and goals should be well defined and more inclusive to everyone in the organization avoiding any form of discrimination whatsoever. It should promote a sense of belonging to every employee.

5.4 Limitations of the study

5.4.1 Cooperation

The researcher encountered poor cooperation from respondents. This was witnessed before explaining to the respondents the purpose of the study and showing them the letter of introduction. Things later changed after one of the senior managers explained to them what the organization will benefit from my study. They then willingly accepted to volunteer information.

5.4.2 Confidentiality

There was suspicion among the employees who thought that the information they could implicate them in one way or the other. However, the letter of introduction saved the situation as it showed the research was purely for academic purposes; hence, confidentiality was one of the ethics that had to be upheld.

5.5 Suggestions for Further Research

There is need to do studies in private companies to establish if change faces similar challenges as their counterparts in public sector. Since past studies have dealt so much on the management aspect as the major factor influencing change, this will interestingly bring a better comparison on the technological, structural and cultural factors in both sectors.

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APPENDICES

Appendix I : Letter of Introduction

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a student at Maseno University, in partial fulfillment of the award of Master Degree in Business Administration; I am conducting a study on “THE INFLUENCE OF STRATEGIC CHANGE ON PERFORMANCE: A CASE OF KENYA AIRPORTS AUTHORITY, NAIROBI

For the purpose of facilitating my research work, I wish to collect data through questionnaire, observation and sometimes through oral interviews. I will be grateful if you will allow the employees and management at different levels to help in giving their opinions on the questionnaires. This information is purely for the purpose of my research work and therefore it shall be treated with strict confidentiality. A copy of the final report shall be given to you on request.

Thank you in advance, I look forward to your assistance.

Yours Faithfully,

WALUMBWA AMBROSE

MBA/BE/00062/2015

Appendix II: Research Study Questionnaire

I humbly request you to assist by providing the following information regarding the topic below. Any information collected shall only be used for academic purposes and as such shall be treated with utmost confidentiality. The questionnaire will only require less than ten minutes of your time as such kindly spare time to fill in.

Instructions

Tick the appropriate response. Where the question is open, write in the space provided

Part one: Demographic information

1. Please indicate your gender. Male [] Female []

2. Please tick the age bracket in which you fall.
a) 18-23 Years () b) 24-29 Years () (c) 30-35 Years d) 36-41 Years ()
e) 42 years and above ()

3. How long have you been working in this organization?
a) Less than 1 year [] b) between 2 - 3 years [] c) Between 4 - 5 years []
d) between 6 - 7 years [] e) 8 years and Above []

4. What is your highest level of education? (Tick one)
a) Primary () b) Secondary () c) College () d) Graduate ()
e) Post graduate () f) Doctorate ()

PART TWO

The following questions are aimed at viewing your perception on influence of change management on performance in an organization. Please place a TICK OR X that represents your opinion ranging from strongly disagree to strongly agree?

1 = Disagree strongly, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Agree strongly

	ORGANINAL STRUCTURE	Disagree strongly	Disagree	Neutral	Agree	Agree strongly
i.	Is there flow of communication from the top management to other levels of management in during change in the organization .					
ii.	In your understanding, if change is brought in, do you think it will increase the productivity of the employees if employees are allowed to take part in decision making					
iii.	My job description clearly spells out my responsibilities for how I should treat other employees and our customers/ clients.					
iv.	Leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations					
	CHANGE IN CULTURE					
I.	The culture has a positive impact on the changes that take place in the organization?					

II.	Changes contribute to creating a learning organization that increases the overall knowledge of employees					
III.	Management behaves in a way that creates a pleasant working climate?					
IV.	The culture of the organization promotes hard work and striving for excellence?					
V.	Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes.					
CHANGE IN TECHNOLOGY						
I.	Does information technology change affect organization performance .					
II.	In your opinion, is ICT considered a key organization objective within the policy framework?					
III.	Has ICT made work easier especially with dealing with external and internal clients?					
IV.	Have changes in ICT had a significant impact on the way things are done in the Organization? or it has caused fears among employees about job losses and change in responsibility.					

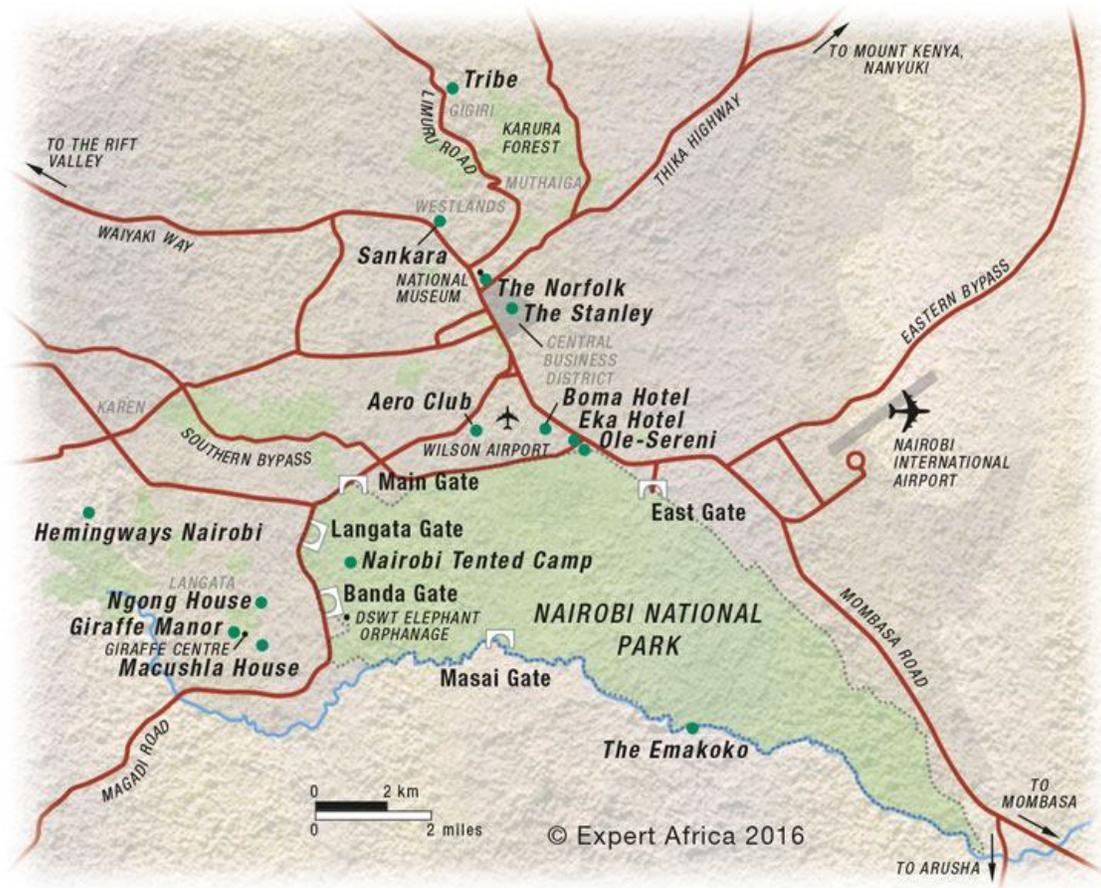
Appendix III: Research Plan

DATE	ACTIVITY	PLACE	OUTCOME
30/08/2017	First correction with the supervisor	Maseno University	Corrections to be done within 3 weeks
26/09/2017	Final meeting to make sure the corrections are done	Maseno University	Prepare the document for defence which will be communicated
04/10/2016	Defense of proposal	Maseno university G8	Defense done and corrections were to be made. Authority granted to proceed to section 4 and 5

Appendix IV: Budget

NO.	ITEM	DESCRIPTION	ESTIMATED AMOUNT(SH)
1.	STATIONERY	10 PENS @150	1500
		A REAM OF FOOLSCAPS	500
		1 FLASH DISC	1000
		PRINTING AND PHOTOCOPING	12000
2.	COMMUNICATION	INTERNET	5000
		TELEPHONE	1500
3.	MISCELLANEOUS	RESEARCH ASSISTANT	15000
		TRANSPORT	5000
	TOTAL		41500

Appendix V: Map Data



Source: Map data @2017