CHANGE MANAGEMENT CHALLENGES AFFECTING THE PERFORMANCE OF EMPLOYEES: A CASE STUDY OF KENYA AIRPORTS AUTHORITY, NAIROBI

CATHERINE MBITHE MUIA

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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.

Signature: --------------------------------- Date: -------------------------------------

Catherine M. Muia
EMBA/00101/1/2014

SUPERVISOR:

This project has been submitted for examination with my approval as the appointed University Supervisor.

Signature: --------------------------------- Date: -------------------------------------

Dr. Alaka D. Opollo

The Management University of Africa
DEDICATION

I dedicate this project to my family, to my parents, the late Jeremiah Muia and Priscillah Ndunge for their love, inspiration and showing me the way. To my children Annette Oluoch and Shalyn Achieng, who will take the baton from where I stop and to my late dear husband, Samuel Oluoch for his love, 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
ACKNOWLEDGEMENT

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ABSTRACT

The purpose of this study was to determine change management challenges affecting the performance of employees with reference to Kenya Airports Authority, Nairobi, Kenya with objectives being to determine how management change affects performance of employees at Kenya Airports Authority; to determine how change in technology affects performance of employees at Kenya Airports Authority; to determine how structural change affects performance of employees at Kenya Airports Authority; to determine out how organization change affects performance of employees at Kenya Airports Authority. The study will add value to the body of literature in the area under study. The management of Kenya Airports Authority was able to understand the factors that are likely to hinder change in the organization. The study will adopted a descriptive research design. The population of this study was 250 staff of Kenya Airports Authority in Nairobi. Simple random sampling methods was used to draw samples of the cases used for this study. The study used both primary and secondary data. Primary data was collected with semi-structured questionnaires. The questionnaires were personally administered by the researcher to the respondents. Secondary data was collected from other already existing sources and previous research. Descriptive statistics such as mean and frequency distribution were used to analyze the data. Data presentation was done by the use of charts, graphs, percentages and frequency tables. Based on the research findings the study concluded that training and lack of incentives were a major factors that affected change management at the Kenya Airports Authority. Similarly, information technology changes and style of leadership and the organizational culture as a whole appeared to be politically controlled making it difficult to effect organizational change.
<table>
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<tr>
<td>KAA</td>
<td>Kenya Airport Authority</td>
</tr>
<tr>
<td>JKIA</td>
<td>Jomo Kenyatta International Airport</td>
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<td>ICT</td>
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DEFINITION OF TERMS

Change: change is a pervasive influence. It is an inescapable part of both social and organizational life. Felicetti (2009)

Change Management: In business and organizations this is termed as the effective of handling of business changes such that executive leaders, managers and front line employees work in correct to successfully implement the needed process, technology or organizational changes (Lewis & Cooper, 2005).

Culture: These are the norms of a tribe, group, or an organization that binds them together. It is a bone of togetherness, belongingness.

Employee Performance: This is the output of an employee against a set target by the employer (Tushman, 1997). 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 believes of the organization (Borjas, 2012).

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 (Demigur-Kunt & Martinez, 2005).
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CHAPTER ONE
INTRODUCTION

1.0 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

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 organizations staff behavior. Organizations management structures incorporate a network of roles and relationships and it helps in the process of ensuring that collective effort is organized in order to achieve the desired results. A study conducted in the United Kingdom showed that the growth in technology has a secondary effect of increasing the availability and therefore accountability of knowledge. Easily accessible information has resulted unparalleled scrutiny from stockholders and the media. Imploring eyes and attending ears raise the incentives for failed business environment experiencing so much change; organizations must then learn to become comfortable with change as well. 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. During the change process, the behavior of the employees is greatly impacted through emotional responses. When the issue of change is introduced to the employees, they tend to fear. They often assume a defensive and resistant role. It is important to note that employees do not perceive change positively. Change interferes with their routine activities and they are subjected to a deviation from what they are used to doing. They feel threatened and unsure of their future. This brings about mental and emotional instability, often with implications on their performance.
During the implementation of change, the employees are noted to have negative feelings and they struggle in finding how to cope with the effects of change. Resistance displayed is deeply rooted in pre-conditioned and routine subjection that the employees were previously exposed to within the work environment (TK, 2010).

A study conducted in US according to Dicke (2007) concluded that employees who are engaged during a change management initiative are likely to have increased “buy-in” and better performance. Views concerning change management strategies, lists employee engagement as a primary function for successfully implementing a change management initiative. The key functions associated with successful change management also share a strong relationship with employee engagement. Communication is the most common of these functions followed by collaboration, information flow, trust, and effective problem solving. Some of these management changes include; mission changes, strategic changes, operational changes (including structural changes), Technological changes, and the attitudes and behavior changes. As a multidisciplinary practice change management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change are specified as part of a change management plan. This should be done to assist in the change management implementation process (Marshak, 2005).

In South Africa, Organizations create change-related strain for their employees in two ways; first, the level of strain depends on the impact the change has on the individuals own job. This means high personal demands tend to translate into high strain. Second, if change has a significant impact on the work unit and that change is not managed well, in terms of fairness, this also tends to lead to experiences of personal strain. If change is not well managed it can result to high labour turn over and low production (Donald, 2005).

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.
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). However, whilst many organizations appreciate the need for change, as many as 70% of the change programmes do not achieve their intended outcomes (Balogun & Hailey, 2004). In response to the increasing importance organizational change, there is a growing body of literature looking at the concept and processes of change management and factors that contribute to its success. Drawing from a wide range of disciplines and theoretical perspectives this literature has been described as abounding in complexities and containing many contradictory and confusing theories and research findings Todnem, 2005, Fernandez & Rainey, (2006). Within the literature, one of the most influential perspectives within what are known as ‘planned approaches’ to change is that of Lewin (1952), quoted in (Elrod II & Tippett, 2002) who argued that change involves a three stage process: firstly, unfreezing current behaviour; secondly, moving to the new behaviour; and, finally, refreezing the new behavior.

The three-step model was adopted for many years as the dominant framework for understanding the process of organizational change (Todnem, 2005). Since its formulation, the theory has been reviewed and modified, with stages being divided to make more specific steps. For example, Bullock & Batten (1985) developed a four stage model consisting of exploration, planning, action and integration.

Despite its popularity, Lewin’s (1952) 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.
Despite not advocating 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.

### 1.1.2 Change Management Performance on Employees

The human resource is 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. 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 completed with and through other people. The management process includes planning. Organizing, leading and controlling activities those take place to accomplish objectives. Being a branch of management, personnel management also performs the same functions towards the achievement of objectives. Different terms are used for personnel management. The different terms are labour management, labour administration, labour management relations, employee-employer relations, personnel administration, human assets management and human resources management. 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.

### 1.1.3 Profile of Kenya Airports Authority

The Kenya Airports Authority is an autonomous body established in 1991 through an act of parliament and is charged with an umbrella responsibility of providing and managing a coordinated system of airports in the country. Currently the authority has an estimate of 847 employees in total. Prior to its formation, the former erstwhile Aerodromes Department under the Ministry of Transport and Communication handled this responsibility. 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 14th March 1978 and paved way to the current Jomo Kenyatta International Airport. Contrary to beliefs, Nairobi Airport was not the 1st airport in Kenya. Wilson Airport, which is one of the regions busiest domestic aerodrome traces its roots back to the 1st World War. Wilson Airways Ltd was formed by Mrs. Florrie Wilson to operate from an airfield in Nairobi, at Dagoretti Corner. Later year the airfield at Dagoretti corner was abandoned in favour of the present site of Wilson Airport originally called Nairobi Aerodrome. 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.

Kenya Airports Authority provides facilitative infrastructure for aviation services between Kenya and the outside world. The authority focuses on greater efficiency, superior quality service and increased capacity in all the Kenyan Airports. It works closely with other government agencies and departments, most notably the Kenya Airports Authority, which is responsible for air navigation regulation.

Kenya Airports Authority vision and mission is to offer globally competitive airport facilities and services to all travellers 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.

Currently, the authority is undertaking major projects to improve existing aerodromes in the country as well as build new ones to cater for growth in key sectors of the economy such as tourism, horticulture, and trade and like many other organization Kenya Airports Authority usually embraces change. 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. The programme was aimed at automating majority of the routine work processes, moving from paper to paperless and hence increased computer
usage. As a result, changes have various influences on employee performance and hence productivity of the organization. This study therefore seeks to find out the influences of change management on employees performance in Kenya Airports Authority.

This change has therefore necessitated the researcher to carry out this research work in order to establish how change management was managed at Kenya Airports Authority and its effects to employee performance and make future recommendations that will assist management of Kenya Airports Authority improve on its activities and service delivery to its customers.

1.2 Statement of the Problem

The concept of change management process has been in existence for decades. Change management scholars have carried out researches and eventually developed different models to describe the process, for instance Hiati (2006) explains the ADKAR model for change management. According to the model, there are 5 stages for change management which are: Awareness, desire, knowledge, ability and reinforcement. Bridges (1991) on the other hand asserts that people go through the phases of transition as they orient to change. The phases, according to his transition model are: the lull between the waves, denial, resistance, exploration, commitment and getting ready for the new wave. Johnson (2002) emphasize that in managing change one needs to know the key elements to change which include: what is changing, why the change is taking place, who change impacts and how to monitor the changes throughout the process. These elements will help a researcher to identify the aspects of change and eventually track how change implementation stages affects employee performance.

There is need to understand the effect of change management on performance of organizations so that organizations which have not embraced change of management to adopt it and become more successful. 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 local and international. 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.
1.3 Objectives of the Study

The general objective of the study is to determine the change management challenges affecting the performance of employees with specific reference to Kenya Airports Authority.

1.3.1 Specific Objectives

i. To determine the effect of change management on performance of employees at Kenya Airports Authority.

ii. To examine the effect of change in technology on performance of employees at Kenya Airports Authority.

iii. To determine the influence of structural change on performance of employees at Kenya Airports Authority.

iv. To establish the effect of organizational culture on performance of employees at Kenya Airports Authority.

1.4 Research Questions

i. How does change in management affect performance of employees at Kenya Airports Authority?

ii. How does technological change affect performance of employees at Kenya Airports Authority?

iii. How does structural change affect performance of employees at Kenya Airports Authority.

iv. How does organization culture affect performance of employees at Kenya Airports Authority?

1.5 Significance of the Study

The study will be of great importance to the following:

1.5.1 Kenya Airports Authority Management and Employees

The management of Kenya Airports Authority will benifit from this research project by knowing how to manage change without affecting the performance levels of their employees and thus
increase their productivity. 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.

1.5.2 The Government

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.

1.5.3 Other Researchers

Human resource management specialists will benefit from the findings of this research. Precisely, this research project will be of assistance to the students of the Management University of Africa as it will act as a scholarly reference material.

1.6 The Scope of the Study

This study was confined to Kenya Airports Authority, Nairobi. This gave enough ground to generalize the findings. The researcher believes that this will provide adequate population and sample for the study and therefore give reliable results and findings. The study was carried out during the month of August 2015 and September 2015.

1.7 Chapter Summary

This chapter has explored the background basis upon which this study is carried out based on the topic of study; this chapter outlines the background of the study. It includes the description of the statement of the problem which gives the reason as to why the study has been conducted. It also gives the objectives guiding the study, significance and the scope of the study. Therefore this acts as the principle upon which literature is reviewed, research carried out and analysis made.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

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

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 behaviours 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 definitions of ‘models of change’ 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 models are the frameworks upon which strategies are built and implemented.

### 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.
To elaborate, in the unfreezing step, 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. Similarly, 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), 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 behaviour 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 organisational change; Changing various organisational structures and systems – reward systems, reporting relationships, work designs; or Directly changing the organisational 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. However, a major drawback of this model is that it is based on the assumption that organizations operate under stable conditions and can move from one stable state to another in a planned manner, meaning this model might not be useful in more turbulent and chaotic business environments.

2.1.2 McKinsey 7-S Change Management Model

The McKinsey 7-S model offers a holistic approach to organizations. It has 7 factors that operate as collective agent of change namely; shared values, strategy, structure, systems, style, staff and skills. This model also offers four primary benefits; effective method to diagnose and understand an organization, provides guidance in organizational change, combines rational and emotional components and finally all parts are integral and must be addressed in a unified manner. McKinsey 7-S Change Management model does not go without its advantages which include effective method to diagnose and understand an organization, providing guidance, combining rational and emotional components. All parts are integral and must be addressed in a unified manner. Using this model means when one part changes, all parts change, because all factors are interrelated, differences are ignored and the model is complex. Organizations using this model have been known to have a higher incidence of failure.

2.1.3 The Contingency Model of Change - Dunphy and Stace’s Model of Change

Expanding upon the three-step model as espoused by Lewin, Dunphy and Stace (1988, 1992, 1993) investigated change from an organizational transformation perspective.
Within this perspective, Dunphy and Stace (1993) maintained that organizations needed a model of change that was essentially a 'situational' or 'contingency model'. This model should be one that indicated how to vary change strategies to achieve ‘optimum fit’ with the changing environment (Dunphy & Stace 1993). Furthermore, these writers state that the contingency model to change is based on the theory that situational variables determine the structure and performance of organizations and because no two organizations are alike, they will not face the same situational variables. Invariably, this may impact upon their operations and structures (Dunphy & Stace 1993).

Dunphy and Stace’s (1992) model of change is more situational in design and supportive of the view that ‘that the selection of appropriate types of change depends entirely on a strategic analysis of the situation’ (Dunphy & Stace, 1992). These authors also maintained that change does not always occur on an incremental basis, but can also occur on a discontinuous basis. They also suggested that transformational change is not only consultative but is also coercive in nature. A major criticism of this model, in this researcher’s view, is its dependency on the interpretation of the model by change initiators and implementation, in that change may be influenced more by the style of the ‘change driver’ than by an effective organizational change analysis. If the ‘change driver’ has a collaborative leadership style, then employees would be allowed power, either through formal or informal process, significant enough to influence both the goals and means of change. If the ‘change driver’ is characterized by a consultative style of leadership, power would be placed more firmly in the hands of managers and would involve managers consulting widely among employees and being open to influence from employees about how change is affected. If the ‘change driver’ is characterized by a directive style of leadership, this would involve the use of legitimate authority to bring about organizational change, being most effective when subordinates respect this authority. If the ‘change driver’ adopts a coercive style of leadership, this would involve using explicit or implicit force by managers on employees, and an autocratic mode of decision-making.
2.2 Empirical Literature Review

The reasons for the failure of many change initiatives can be found in resistance to change. Resistance introduces costs and delays into the change process that are difficult to anticipate but must be taken into consideration. Resistance has also been considered as a source of information, being useful in learning how to develop a more successful change process. Undoubtedly, resistance to change is a key topic in change management and should be seriously considered to help the organization to achieve the advantages of the transformation (Thurlow & Mills, 2009).

Organizational change is an empirical observation in an organizational entity of variations in shape, quality or state over time after the deliberate introduction of new ways of thinking, acting and operating. The general aim of organizational change is an adaptation to the environment or an improvement in performance (Stringer, 2010).

This definition encompasses many situations that should be distinguished by applying certain dimensions to establish ‘typologies of change’. That way, changes can be defined along a continuum starting in low-scope or evolutionary changes to high-scope or strategic ones. This is with the aim of making the use of this dimension (scope) easier and then will describe both extremes of the continuum keeping in mind that real changes are not a pure type but a mixture. First the evolutionary incremental or first order changes; these are small changes that alter certain small aspects, looking for an improvement in the present situation, but keeping the general working framework. The second type of change is strategic, transformational and revolutionary or second orders ones. They are radical transformations, where the organization totally changes its essential framework, looking generally for a new competitive advantage and affecting the basic capabilities of the organization (Wiltbank & Boeker, 2007).

On one hand, resistance is a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its costs. On the other hand, resistance is any conduct that tries to keep the status quo, that is to say, resistance is equivalent to inertia, as the persistence to avoid change. So, inertia and thus resistance are not negative concepts in general, since change is not inherently beneficial for organizations. Even more, resistance could show change managers certain aspects that are not properly considered in the change process (Rumelt, 2012).
2.2.1 Change management on employee performance

Change Management is the effective management of a business change such that executive leaders, managers and front line employees work in concert to successfully implement the needed process, technology or organizational changes. 70% of change programs fail to achieve their goals, largely due to employee resistance and lack of management support. When people are truly invested in change it is only 30% more likely to stick to the change. The goal of change management is to implement these business changes quickly in an attempt to improve organizational performance through minimizing the impact on productivity, avoiding unnecessary turnover or loss of valued employees, eliminating any adverse impact on their customers and achieving the desired business outcomes as soon as possible (Dalziel, 2003).

The characteristics of organizational change are mainly categorized along the following two dimensions; radical versus incremental change and reactive versus proactive change. Radical changes is defined as changes that have an impact on the whole system of the organization and fundamentally redefine what the organization is or change its basic framework, including strategy, structure, people, processes, and (in some cases) core values (Nadler & Tushman, 2013).

Change can be reactive or proactive in nature. Reactive change is defined as change that is implemented in response to some external event and or serious internal operational and managerial problems. They see proactive change as that where the company to put the company in a better position or avert potential future problems. Though this anticipatory approach to change is generally preferable, in practice most companies tend to take a reactive approach, usually as a consequence of the commonly held view that there is no need for change if current performance is satisfactory (Nadler & Tushman, 2013).

In the context of business operations, change management affects the performance of employees during and after change. During the change process, the behavior of the employees is greatly impacted upon through emotional responses. When the issue of change is introduced to the employees, they tend to fear. They often assume a defensive and resistant role. It’s important to note that employees do not perceive change positively. It interferes with their routine activity and they are subjected to a deviation from what they are used to doing. They feel threatened and insure. This brings about mental and emotional instability, often implicating on their
performance. During the implementation of change, the employees are noted to have negative feelings and they ‘scrabble’ about in finding how to cope with the effects of change (Fedor, 2009). The resistance which is displayed is deeply rooted in pre-conditioned and routine subjection that the employees are previously exposed to within the work environment (Stringer 2007).

2.3.2 Organisational Culture
Martins and Martins (2003) define organisational culture as “a system of shared meaning held by members, distinguishing the organisation from other organisations”. Similarly, Schermerhorn, Hunt and Osborn (2008) describe organisational culture as a “system of shared actions, values and beliefs that develops within an organisation and guides the behaviour of its members”.

characterise culture as “something to do with the people and unique quality and style of the organisation”. The definitions suggest organisational culture distinguishes one organisation from another and exerts an influence on employees. Roos and Eeden (2010) state corporate culture not only has an impact on employees’ behaviour but also on the way employees think and feel about a company.

Both Glission and James (2002), and Manetje and Martins (2009) state the culture of an organisation describes the experiences of employees and provides explanations about how organisations influence attitudes, behaviour and the well-being of individuals. La Grange and Geldenhuys (2008) argue when organisations embark on implementing changes in their strategies or adapt to changing circumstances, it is critical they also implement corresponding changes in organisational culture. According to Manetje and Martins (2009), the major implication of constant change in the business world is the changes also affect other aspects of the functioning of the organisation, such as organisational culture and organisational commitment. Similarly, Pool (2000) maintains organisational culture plays a significant role in organisational change.
Weeks (2010) argues organisations are experiencing increasing difficulty with realigning their management responses to continuous change, implying strategies are likely to fail (La Grange & Geldenhuys, 2008) or reengineering efforts will be defeated before they even begin (Detert, Schroeder & Mauriel, 2000). Given the importance of culture to any organisation and the uniqueness of each culture, it can be argued that if an organisation cannot strongly define and effectively manage its own culture, creating alliances with a strategic partner will result in even more challenges. Munck (2001) states changing an organisation’s culture is one of the most fundamental challenges facing an organisation because people’s natural inclination is to hold onto whatever feels familiar, even when confronted with better options.

Previous research on strategic alliances has focused on financial performance (Kauser & Shaw, 2004), internal and lateral communication (Butler, 2010; Lloyd & Varey, 2003) and trust and knowledge sharing (Hult, Ketchen & Arrfelt, 2007; Marshall, et al., 2005). However, neither financial nor strategic perspectives provide plausible explanations for the 30% to 70% failure rate of alliances (Kale & Singh, 2009). More recently, researchers such as Das and Kumar (2010), Dong and Glaister (2007), Meirovich (2010) and Mehta, et al. (2005) have voiced the opinion that cultural differences between organisations play an important role in strategic alliances. A consensus exists amongst researchers that a cultural fit between organisations in a strategic partnership should exist in order for the relationship to succeed.

In their article, Das and Kumar (2010) explicitly state cultural differences in alliances are reflected in differences in organisational routines or standard operating procedures, and the differences create problems of appropriation and coordination in alliances. Their analysis recognises alliance managers who have been exposed to different cultures are more than likely to interpret and respond to their partner’s behaviour in conflicting ways. The authors developed the interpartner sensemaking framework to understand the impact of cultural differences and internal tensions on the dynamics of strategic alliances. The framework proposes internal tensions are inevitable in strategic alliances. However, how these internal tensions present in an alliance are interpreted and acted upon by the alliance partners is what eventually shapes the dynamics of an alliance.
Das and Kumar (2010) argue that if the conflicting tensions between partners are not appropriately managed, the tensions may lead to the emergence of “behavioural and structural contradictions” (Das & Kumar, 2010), making it difficult for the alliance to achieve the desired outcomes. Rashid, et al. (2004) hypothesize there is an association between these organisation cultures and three types of attitudes towards organisational change, namely, “cognitive, affective and behavioral” (Rashid, et al., 2004). These authors explain the components of these attitudes as follows: The cognitive attitude consists of the information a person has about a person or object which is based on what the person believes is true. • The affective attitude involves a person’s evaluation and emotion of an object and is often expressed as ‘like’ or ‘dislike’ for the object. The behavioural attitude concerns the way a person intends to behave toward an object. The findings of their study led the authors to conclude there is an association between organisational culture and the “affective, cognitive, and behavioural” (Rashid, et al., 2004: 167) tendency of attitudes toward organisational change. The results showed organisations with a mercenary culture showed strongly positive attitudes toward change while organisations with communal, fragmented and networked cultures had lower levels of acceptance toward change.

2.3.3 Structural Management Change on Employee Performance

When organizational structures are more consistent it gives employees security and a positive attitude. 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 impacts positively on employees’ performance for the organization to achieve competitive advantage (Marshak, 2005).
2.3.4 Technological Management Change on Employees Performance

Technological change and its impact on the work force have become a focus of attention all over the world. However, there are conflicting views about the implications of changing technology for employment. Some experts say that the pace of technological change is accelerating and that thousands of workers in plants and offices are affected as labour saving innovations is diffused more widely (Mark, 2010). Technological change and its impact on the work force have become a focus of attention all over the world. The innovations include advanced communication systems, industrial robots, flexible manufacturing systems, computer-assisted design (CAD), and computer-assisted manufacturing (CAM). These modern technologies incorporate powerful and low-cost microelectronic devices that have the potential to increase productivity in office and factory production tasks (Smith, 2007).

However, there are conflicting views about the implications of changing technology for employment. Some experts say that the pace of technological change is accelerating and that thousands of workers in plants and offices are affected as labour saving innovations are diffused more widely. These experts contend that recent innovations represent a sharp departure from earlier changes, and that techniques for maintaining job security was essential. Technological change is beneficial for all groups in our society, whichever the changes are more evolutionary than revolutionary in nature, and that technology ultimately creates more jobs than it eliminates. Concerns about changing technology have been continual over our history-usually increasing during periods of higher-than-average unemployment, and abating somewhat (Mark, 2010).

2.3.5 Employees Performance

The human resource is critical and difficult to manage. It is because human behavior is highly unpredictable. Different not only from individual to individual, but often on the part of same individual at alternate points in time. 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 completed with and through other people. The management process includes planning. Organizing, leading and controlling activities those take
place to accomplish objectives. Being a branch of management, personnel management also performs the same functions towards the achievement of objectives. Different terms are used for personnel management. The different terms are labour management, labour administration, labour management relations, employee-employer relations, personnel administration, human assets management and human resources management. 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. In the context of business operations, change management affects the performance of employees during and after change. According to Fedor, (2009) during the change process, the behavior of the employees is greatly impacted upon through emotional responses. When the issue of change is introduced to the employees, they tend to fear. They often assume a defensive and resistant role. It’s important to note that employees do not perceive change positively. It interferes with their routine activity and they are subjected to a deviation from what they are used to doing. They feel threatened and insure. This brings about mental and emotional instability, often implicating on their performance. During the implementation of change, the employees are noted to have negative feelings and they ‘scrabble’ about in finding how to cope with the effects of change. The resistance which is displayed is deeply rooted in pre-conditioned and routine subjection that the employees are previously exposed to within the work environment (Stringer, 2007).

2.4 Summary and Research Gap
Influence of change management on employee’s performance indeed is inevitable and need to fully know how to introduce and further implement it. Influence of change of management on the employee’s performance into day’s business world is a major focus for many organizations, both in the public and private sectors. Accordingly the influence of change management on the employee performance should be broader and based to include effectiveness, efficiency, economy, quality, consistency, behavior and normative measures. Managers work hard to come up with smart strategies such as organizations branding strategies to ensure that their organizations perform and achieve the desired targets and objectives (Nzuki, 2012).

Scholars have suggested lots of stages to adopt in order to be successful including Wachira (2013), who made recommendations for further research. Hence the researcher did not find any
precise research done on this topic prompting to do the study to fill the existing research gap, specifically conducting a study to investigate the influence of change management on the employee performance with special reference to Kenya Airports Authority (Wachira, 2013).

2.5 Conceptual Framework

The conceptual frame work was used to show the relationship between the independent variable and the dependent in order to arrive to a conclusion that change management on employees performance is influenced by the independent variables.

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

2.6 Operationalization of Variables

2.6.1 Change management

There is a strong emphasis placed on management’s ability as a change agent to properly diagnose and communicate the context of change and to provide the right environment in order to prepare employees sufficiently, both cognitively and emotionally, for change (Vakola & Nikolaou, 2005; Frahm & Brown, 2007; Raukko, 2009; Qian & Daniels, 2008). Implementing change without the necessary commitment of employees is more difficult and also more likely to fail.
2.6.2 **Organizational Culture**

Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization.

2.6.3 **Structural Change**

Examines the effects of the incorporation of new technologies, aspects of international economic integration and development, the changing structure of employment and income distribution, the interdependence between environmental and economic change, and related issues. Structural transformation will eventually run its course and industrialization will reach its limits. From that point on, growth must depend on the steady accumulation of fundamentals emphasized by neoclassical growth theory.

2.6.4 **Technological Change**

Technology allows organizations to reach new economic markets. Organizations can increase their employees' productivity through the use of technology. Computer programs and business software usually allow employees to process more information than manual methods. Business owners can also implement business technology to reduce the amount of human labor in business functions. This allows organization to avoid paying labor costs along with employee benefits. Organizations may also choose to expand operations using technology rather than employees if the technology will provide better production output.
2.7 Chapter Summary

Literature review aims to maximize the accuracy of determining that there is need to thoroughly and critically select the most appropriate past activities. The study has selected the literature that fall within the objectives of the study; that gave a clear account of all past theoretical undertakings that tried to identify the challenges facing implementation of performance contracting in county governments. This literature review sets out to explore and critically analyze the concept facing implementation of performance contracting in county governments and the challenges that come with it. It is aimed at providing a theoretical and conceptual basing from which a methodology for research is developed, an analytical framework chosen, relevant data collected and consequent analyses carried out towards drawing conclusions on change management challenges affecting the performance of employees.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

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, descriptive research design approach was adopted. 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. Descriptive research design was chosen in this study because the study aims at finding out factors that influencing change management on the performance of employees with reference to Kenya Airports.
Authority, Nairobi, Kenya. The purpose of the study is 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 as 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 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 populations of this study was the employees of Kenya Airports Authority headquarters Jomo Kenyatta International Airport, while the study population was 250 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 intents to generalize the result of the study. This definition assumes that the population is not homogeneous. As tabulated in Table 3.1 below

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>Middle Management</td>
<td>70</td>
<td>28</td>
</tr>
<tr>
<td>Non Management Staff</td>
<td>150</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3 Sample and Sampling Design

A sample is defined as subject of a population that has been selected to reflect or represent characteristics of a population (Kothari, 2004). Stratified proportion sampling is employed to obtain a suitable unit representative of analysis. This is because of the heterogeneity of the population and respondents all had equal opportunity of participation. (Kothari, 2004) argues that a stratified proportional sample increases a samples statistical efficiency and provides adequate
data for analyzing the various populations. This method is cost effective, fast track data collection, and access to the unit of analysis and elements of the study.

The researcher will use stratified random sampling technique to select the respondents. According to Mugenda and Mugenda, (2003), in stratified random 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. From each stratum, 30 percentage respondents was selected and be used to gather the required information. The sample size is tabulated as follows

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>30</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Middle Management</td>
<td>70</td>
<td>21</td>
<td>28</td>
</tr>
<tr>
<td>Support Staff</td>
<td>150</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods
The study used both primary and secondary data. The most common tools of collecting data within the study approaches are through the use of questionnaire. 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.

### 3.5 Data Collections Instruments
The researcher used questionnaires as the main tool to collect data, the questionnaire will have both structured (close-ended). 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 was self-administered by the researcher by hand delivering it to the organization under study and was collected a after a few days. The advantage is that the researcher personally introduced the study to the respondents and clarified any doubts or questions that arose.

3.6 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 was to ensure the reliability of data collection instruments used. A letter of introduction and a consent form was attached to the questionnaires explaining the purpose of the study. The questionnaires were administered to the respondents. The use of questionnaires was aimed at improving the quality and efficiency of the research process. At the same time it reveals 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 are committed to the effort.

3.6.1 Validity
According to Mugenda and Mugenda (2003) validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used 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.

3.6.2 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.

3.7 Data Analysis and Presentations

Data was analyzed by use of descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools was 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 was first coded and organized into concepts from which generalization was made of entire population. Data will then be tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages will then be calculated and interpretation made.

3.8 Ethical Considerations

The researcher will undertake various steps to ensure that the study adheres to research ethical standards. Research authorization permit was obtained from the participating institutions, Management University of Africa and Kenya Airport Authority.

3.7.1 Voluntary Participation:

The researcher sought consent from the management of the Kenya Airport Authority before administering the questionnaires. Participants was asked to verbally consent to participate in the research, for which they was free to participate or not to. The researcher explained to them that the information that they gave was used only for the study. The researcher explained that meaningful data for this study is to contribute their views on factors influencing change management on the performance of employees.

3.7.2 Informed Consent

Borrowing from Oliver (2004) the researcher ensured that through the principle of informed consent, complex as it is, and the respondents was void of hang-ups that come with lack of clear expectations of the research. As Oliver points out, some respondents may be impressed by the
status of the researcher, or even by the word research has used and may agree to participate without having a good idea of what the research is all about.

### 3.7.3 Privacy

The potential respondents were not identified by name. Confidentiality respondents was treated as a matter of priority.

### 3.7.4 Confidentiality

The researcher explained to the respondents that the data being gathered in this study was treated in confidence and that the findings were meant for a thesis at the Management University of Africa. The researcher explained to the respondents that the data was coded and no one, whatsoever, related the data to the respondents for both external and internal audiences of the thesis.

### 3.7.5 Anonymity

The researcher accorded the respondents their due respect while at the same time ensuring that they answer the questions to the expectations of the study, interjecting questions, intelligibly. The researcher picked some respondents without any discrimination. This helped the researcher to receive truly anonymized respondents even to the researcher herself. This was achieved through self-administered questionnaires with an anonymous method of return.

### 3.9 Chapter Summary

The researcher adapted descriptive design; questionnaires was 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 was. This chapter has introduced and discussed the choice of grounded theory methodology as a suitable research methodology for this
study. This chapter described 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.

CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter presents the findings of the study, which was to change management challenges affecting the performance of employees with Kenya Airports Authority, Nairobi, Kenya as reference case. The chapter has been sectioned into; response rate, respondent’s background, and the change management challenges affecting the performance of employees.

4.1: Presentations of Research Findings

4.1.1 Response Rate

Table 4. 1: Table Showing Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return Questionnaires</td>
<td>70</td>
<td>93</td>
</tr>
<tr>
<td>Un returned Questionnaires</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4. 1: Figure Showing Response Rate
The researcher distributed questionnaires to 75 respondents which were computed as shown in chapter three section 3 and 4; sampling design and sampling technique. A response rate of 93% was achieved which was favorable for the study. This formed the basis for the analysis presented in this chapter as shown in table 4.1 and figure 4.1 above.

4.1.2 Demographic Information of the Respondents

Table 4.2: Table Showing Gender of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>35</td>
<td>53</td>
</tr>
<tr>
<td>Female</td>
<td>30</td>
<td>47</td>
</tr>
<tr>
<td>TOTAL</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2: Figure Showing Gender of the Respondents
The gender characteristics of Kenya Airports Authority is dominated by males 53% as shown in figure 4.2 and table 4.2 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 4.3:** Table Showing Age Groups of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-23 Years</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>24-29 Years</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>30-35 Years</td>
<td>21</td>
<td>30</td>
</tr>
<tr>
<td>36-41 Years</td>
<td>25</td>
<td>36</td>
</tr>
<tr>
<td>42 years and Above</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Figure 4.3:** 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 4.3 and figure 4.3 above.

Table 4.4: Table Showing Level of Education of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>College</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Graduate</td>
<td>19</td>
<td>27</td>
</tr>
<tr>
<td>Post graduate</td>
<td>31</td>
<td>44</td>
</tr>
<tr>
<td>Doctorate</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.4: Figure Showing Level of Education of the Respondents
As shown in figure 4.4 and table 4.4 respondents were told to indicate there 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 KAA have at least level secondary level of education and 96% have professional qualification.

4.1.3 Main Issues of the Study

Table 4.5: Table showing effects of change on management on organization performance

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The changes taking place ensure the survival of the organization.</td>
<td>10 14%</td>
<td>27 39%</td>
<td>5 7%</td>
<td>15 22%</td>
<td>13 19%</td>
</tr>
<tr>
<td>A clear, structured plan for changes is communicated and implemented.</td>
<td>27 39%</td>
<td>25 35%</td>
<td>2 3%</td>
<td>10 14%</td>
<td>6 9%</td>
</tr>
<tr>
<td>A constant environment of change makes it difficult to remain committed to the organization.</td>
<td>30 43%</td>
<td>26 37%</td>
<td>6 9%</td>
<td>5 7%</td>
<td>3 4%</td>
</tr>
</tbody>
</table>
When a management change is proposed, I feel that it presents a threat to my environment.

The Management changes improve the way things are done in the organization.

Positive outcomes of the management changes outweigh the negative outcomes of the changes experienced.

As tabulated in Table 4.5 and shown in Figure 4.6 respondents were asked questions on effects of change on management on organization performance and this is how they responded:

- When a management change is proposed, I feel that it presents a threat to my environment: 27 (39%) strongly agreed, 25 (35%) agreed, 2 (3%) were neutral while 10 (14%) disagreed and 6 (9%) strongly disagreed.

- The Management changes improve the way things are done in the organization: 10 (14%) strongly agreed, 27 (39%) agreed, 5 (7%) were neutral while 15 (22%) disagreed and 13 (19%) strongly disagreed.

- Positive outcomes of the management changes outweigh the negative outcomes of the changes experienced: 15 (19%) strongly agreed, 27 (39%) agreed, 0 (0%) were neutral while 15 (22%) disagreed and 13 (19%) strongly disagreed.

- As tabulated in Table 4.5 and shown in Figure 4.6 respondents were asked questions on effects of change on management on organization performance and this is how they responded:

- A clear, structured plan for changes is communicated and implemented: 39% strongly agreed, 35% agreed and 9% were neutral while 22% disagreed and 19% strongly disagreed.

- A constant environment of change makes it difficult to remain committed to the organization: 43% strongly agreed, 37% agreed, 9% were neutral while 7% and 4% disagreed and strongly disagreed respectively.

- Another issue was when management change is proposed, I feel that it presents a threat to my environment: 39% strongly agreed, 35% agreed and 9% were neutral while 22% disagreed and 19% strongly disagreed.

- And for the management changes improve the way things are done in the organization: 14% strongly agreed, 39% agreed and 7% were neutral while 22% disagreed and 19% strongly disagreed.

- Finally, on positive outcomes of the management changes outweigh the negative outcomes of the changes experienced: 19% strongly agreed, 39% agreed while 22% disagreed and 19% strongly disagreed.

**Figure 4.5:** Figure showing effects of change on management on organization performance.
Table 4.6: Table showing effects of change management in regards with organizational culture on organization performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive outcomes of the management changes outweigh the negative outcomes of the changes experienced</td>
<td>19%</td>
<td>22%</td>
<td>19%</td>
<td>39%</td>
<td>10%</td>
</tr>
<tr>
<td>The Management changes improve the way things are done in the organization</td>
<td>7%</td>
<td>22%</td>
<td>19%</td>
<td>39%</td>
<td>14%</td>
</tr>
<tr>
<td>When a management change is proposed, I feel that it presents a threat to my environment.</td>
<td>9%</td>
<td>14%</td>
<td>35%</td>
<td>39%</td>
<td>9%</td>
</tr>
<tr>
<td>A constant environment of change makes it difficult to remain committed to the organization</td>
<td>4%</td>
<td>7%</td>
<td>9%</td>
<td>37%</td>
<td>43%</td>
</tr>
<tr>
<td>A clear, structured plan for changes is communicated and implemented.</td>
<td>9%</td>
<td>14%</td>
<td>3%</td>
<td>35%</td>
<td>39%</td>
</tr>
<tr>
<td>The changes taking place ensure the survival of the organization.</td>
<td>7%</td>
<td>22%</td>
<td>19%</td>
<td>39%</td>
<td>14%</td>
</tr>
</tbody>
</table>

This figure shows the effects of change management on organization performance.
The culture has a positive impact on the changes that take place in the organization.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td>30</td>
<td>26</td>
<td>6</td>
<td>9%</td>
<td>5</td>
</tr>
<tr>
<td>37%</td>
<td>15</td>
<td>27</td>
<td>0</td>
<td>0%</td>
<td>15</td>
</tr>
<tr>
<td>9%</td>
<td>5</td>
<td>7%</td>
<td>3</td>
<td>14%</td>
<td>6</td>
</tr>
<tr>
<td>7%</td>
<td>3</td>
<td>4%</td>
<td>4</td>
<td>9%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Changes contribute to creating a learning organization that increases the overall knowledge of employees.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>15</td>
<td>27</td>
<td>39%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>39%</td>
<td>27</td>
<td>25</td>
<td>35%</td>
<td>2%</td>
<td>10</td>
</tr>
<tr>
<td>3%</td>
<td>10</td>
<td>14%</td>
<td>6</td>
<td>9%</td>
<td>15</td>
</tr>
<tr>
<td>19%</td>
<td>15</td>
<td>22%</td>
<td>15</td>
<td>19%</td>
<td></td>
</tr>
</tbody>
</table>

Management behaves in a way that creates a pleasant working climate

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>39%</td>
<td>27</td>
<td>25</td>
<td>35%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>3%</td>
<td>10</td>
<td>14%</td>
<td>6</td>
<td>9%</td>
<td>15</td>
</tr>
<tr>
<td>14%</td>
<td>15</td>
<td>19%</td>
<td>9%</td>
<td>14%</td>
<td></td>
</tr>
</tbody>
</table>

The culture of the organization promotes hard work and striving for excellence.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>15</td>
<td>27</td>
<td>39%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>39%</td>
<td>27</td>
<td>25</td>
<td>35%</td>
<td>2%</td>
<td>10</td>
</tr>
<tr>
<td>22%</td>
<td>15</td>
<td>22%</td>
<td>15</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>19%</td>
<td>15</td>
<td>22%</td>
<td>15</td>
<td>19%</td>
<td></td>
</tr>
</tbody>
</table>

Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td>30</td>
<td>26</td>
<td>6</td>
<td>9%</td>
<td>5</td>
</tr>
<tr>
<td>37%</td>
<td>15</td>
<td>27</td>
<td>0</td>
<td>0%</td>
<td>15</td>
</tr>
<tr>
<td>9%</td>
<td>5</td>
<td>7%</td>
<td>3</td>
<td>14%</td>
<td>6</td>
</tr>
<tr>
<td>7%</td>
<td>3</td>
<td>4%</td>
<td>4</td>
<td>9%</td>
<td>19%</td>
</tr>
</tbody>
</table>

As shown in figure 4.6 and table 4.6 respondents were asked questions on change management in regards with organizational culture on organization performance; The culture has a positive impact on the changes that take place in the organization 43% of the respondents strongly agreed, 37% agreed, 9% were neutral while 7% disagreed and 4% strongly disagreed. The other issue was if changes contribute to creating a learning organization that increases the overall knowledge of employees 19% strongly disagreed, 39% agreed, 22% disagreed while 19% strongly disagreed, the other issue was if management behaves in a way that creates a pleasant working climate 39% strongly agreed, 35% agreed, 3% were neutral while 14% disagreed and 9% strongly disagreed. Another question asked was if the culture of the organization promotes hard work and striving for excellence, 19% strongly agreed, 39% agreed and 22% disagreed while 19% strongly disagreed and finally respondents were asked if differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes 43% strongly agreed, 37% agreed while 9% were neutral and 7% and 4% disagreed and strongly disagreed respectively.

**Figure 4.6:** Figure showing effects of organizational culture on organization performance
Table 4.7: Table showing effects of structural change in organizations on organization performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes.</td>
<td>4%</td>
<td>7%</td>
<td>9%</td>
<td>37%</td>
<td>41%</td>
</tr>
<tr>
<td>The culture of the organization promotes hard work and striving for excellence.</td>
<td>19%</td>
<td>14%</td>
<td>7%</td>
<td>37%</td>
<td>41%</td>
</tr>
<tr>
<td>Management behaves in a way that creates a pleasant working climate?</td>
<td>19%</td>
<td>22%</td>
<td>7%</td>
<td>37%</td>
<td>41%</td>
</tr>
<tr>
<td>Changes contribute to creating a learning organization that increases the overall knowledge of employees.</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>35%</td>
<td>43%</td>
</tr>
<tr>
<td>The culture has a positive impact on the changes that take place in the organization.</td>
<td>19%</td>
<td>22%</td>
<td>9%</td>
<td>35%</td>
<td>43%</td>
</tr>
</tbody>
</table>
Leaders in my organization have clear expectations for how employees should treat each other and our customers/clients.

<table>
<thead>
<tr>
<th></th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>43%</td>
<td>26</td>
<td>37%</td>
<td>6</td>
<td>9%</td>
<td>5</td>
<td>7%</td>
<td>3</td>
<td>4%</td>
</tr>
</tbody>
</table>

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

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<thead>
<tr>
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<th>%</th>
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<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>27</td>
<td>39%</td>
<td>25</td>
<td>35%</td>
<td>2</td>
<td>3%</td>
<td>10</td>
<td>14%</td>
<td>6</td>
<td>9%</td>
</tr>
</tbody>
</table>

Leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations.

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<thead>
<tr>
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<th>F</th>
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<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>14%</td>
<td>27</td>
<td>39%</td>
<td>5</td>
<td>7%</td>
<td>15</td>
<td>22%</td>
<td>15</td>
<td>19%</td>
</tr>
</tbody>
</table>

My supervisor encourages and allows me to work to the best of my abilities.

<table>
<thead>
<tr>
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<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
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<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>27</td>
<td>39%</td>
<td>25</td>
<td>35%</td>
<td>2</td>
<td>3%</td>
<td>10</td>
<td>14%</td>
<td>6</td>
<td>9%</td>
</tr>
</tbody>
</table>

As tabulated in table 4.7 and figure 4.7 respondents were asked effects of structural change in organizations on organization performance and their responses was as follows for the question if Leaders in my organization have clear expectations for how employees should treat each other and our customers or clients 43% strongly agreed, 37% agreed, 9% were neutral while 7% strongly disagreed and 4% strongly disagreed; another question was if respondent job description clearly spells out their responsibilities for how they should treat other employees and our customers or clients 39% strongly agreed, 35% agreed, 3% were neutral while 14% disagreed and 9% strongly disagreed; another issue asked was if leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations 14% of the respondents strongly agreed, 39% agreed, 7% were neutral while 22% disagreed and 19% strongly disagreed. And finally respondents were asked if supervisor encourages and allows them to work to the best abilities 39% strongly agreed, 35% agreed, 3% were neutral and 14% disagreed while 9% strongly disagreed.

**Figure 4.7:** Figure showing effects of structural change on organization performance
Table 4.8: Table showing effects of information technology change on organization performance

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure showing effects of structural change on organization performance

- My superior encourages and allows me to work to the best of my abilities.
- Leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations.
- My job description clearly spells out my responsibilities for how I should treat other employees and our customers/clients.
- Leaders in my organization have clear expectations for how employees should treat each other and our customers/clients.
<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Does information technology change affect organization performance.</td>
<td>27</td>
<td>39%</td>
<td>25</td>
<td>35%</td>
<td>2</td>
<td>3%</td>
<td>10</td>
<td>14%</td>
</tr>
<tr>
<td>In your opinion, is ICT considered a key organization objective within the policy framework</td>
<td>30</td>
<td>43%</td>
<td>26</td>
<td>37%</td>
<td>6</td>
<td>9%</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Has ICT made work easier especially with dealing with external and internal clients</td>
<td>38</td>
<td>54%</td>
<td>26</td>
<td>37%</td>
<td>2</td>
<td>3%</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>The ICT changes have had a significant impact on the way things are done in the Organization.</td>
<td>36</td>
<td>52%</td>
<td>26</td>
<td>37%</td>
<td>3</td>
<td>3%</td>
<td>5</td>
<td>7%</td>
</tr>
</tbody>
</table>

As shown in figure 4.8 and table 4.8 respondents were asked effects of information technology change on organization performance and the followings questions were asked does information technology change affect organization performance 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 52% strongly agreed, 37% agreed and 3% were neutral while 7% disagreed.

**Figure 4.8:** Figure showing effects of information technology change on organization performance
4.2 Limitations of Study

4.2.1 Confidentiality

The researcher was suspected of collecting information and leaking it to unauthorized persons, by the respondents. However, the researcher used the letter of introduction from Management University of Africa that inform the respondents that the information collected is for academic purposes only and was treated as very confidential.
4.2.2 Lack of Cooperation

The researcher encountered poor cooperation from respondents initially but after explaining to them the purpose of the study and showing them the letter of introduction, they accepted to volunteer information. However, the researcher assured the respondents on the importance of the study by citing the top beneficiaries.

4.3 Chapter Summary

This research report attempts to ease this dilemma by reporting the results of an exploratory study examining to investigate the factors influencing change management on the performance of employees. The findings were therefore influenced by both males and females. These findings reveal the need of addressing factors influencing change management on the performance of employees at a prompt time. The study provides the significant findings to support the government effort in planning and development of budget for change management in government organizations in Kenya as well as development of strategies to address these factors.
CHAPTER FIVE
SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

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 and finally areas that need further research. The research was aimed at determining the factors influencing change management on the performance of employees. Data relating to the objectives of study was collected and analyzed and the findings are presented in chapter four.

5.1 Summary of Findings

The results presented in the preceding sections of the chapter indicated that change is experienced differently from person to person and company to company. These results indicated that despite the mass of literature and theoretical frameworks available on implementing change effectively, change was still not effectively implemented. The researcher distributed questionnaires to 75 respondents which were computed as shown in chapter three sections 3 and 4; sampling design and sampling technique. A response rate of 93% was achieved which was favorable for the study. The gender characteristics of Kenya Airports Authority are dominated by males 53% 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. Respondents are dominated by age group 36-41 years who constitute 36%, followed by 30-35 years at 30%; 44% had post graduate level of education, followed by graduate at 27%, while college were 17%.

Respondents were asked questions on effects of change on management on organization performance and this is how they respondent on The changes taking place ensure the survival of the organization 53% indicated that it was a reason for change in Management These results highlighted the variances in perceptions that can occur over time as identified by Raukko (2009). The initial uncertainty reported in the organisations at the beginning of change is consistent with the findings of Qian and Daniels (2008). In a number of instances, the proposed changes were
even eagerly anticipated, however the results suggest this excitement are never supported by people who are not fully prepared for the change and disagreement existed with regards to the reasons for or method of implementing change.

Second issue was A clear, structured plan for changes is communicated and implemented 39% strongly agreed, 74% agreed and a constant environment of change makes it difficult to remain committed to the organization 80% were in favor this issues are supported Where the benefits of change were clearly articulated in an engaging manner in order to build excitement for the change, individuals were able to buy-in to a common vision and had something towards which to work, which Thurlow and Mills (2009) also discovered. However, in organisations were the bigger picture or vision was not communicated; uncertainty and insecurity were rife, fuelling the negative perceptions.

Change management in regards with organizational culture on organization performance; The culture has a positive impact on the changes that take place in the organization 80% of the respondents agreed and changes contribute to creating a learning organization that increases the overall knowledge of employees 58% agreed, if management behaves in a way that creates a pleasant working climate 65% agreed. Another question asked was if the culture of the organization promotes hard work and striving for excellence, 58% agreed, differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes 80% agreed. In the literature review, La Grange and Geldenhuys (2008) indicate organizational culture plays a significant role in organizational change. The culture of the organization allows employees to have fun at work”, indicate the work environment is not considered vibrant and energetic in a way that employees can have fun yet work hard. The significance of the findings suggests it is critical for the organisations to make corresponding changes to the culture in order to adapt to changing circumstances. Effects of structural change in organizations on organization performance and their responses Leaders in my organization have clear expectations for how employees should treat each other and our customers or clients 80% another question was if respondent job description clearly spells out their responsibilities for how they should treat other employees and our customers or clients 74% agreed, another issue asked was if leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations 52% agreed, and finally respondents were
asked if supervisor encourages and allows them to work to the best abilities 74% agreed. In order to retain these highly committed employees, Nel and Haycock (2005) and Govender and Parumasur (2010) strongly recommend organisations give more focus to recognition and acknowledgement, personal growth, development and wellness among employees.

Effects of information technology change on organization performance and the followings questions were asked does information technology change affect organization performance 74% agreed, another issue asked was if is ICT considered a key organization objective within the policy framework 80% agreed, another issue asked was if has ICT made work easier especially with dealing with external and internal clients 91% agreed and finally if the ICT changes have had a significant impact on the way things are done in the organization 89% agreed. Technological change and its impact on the work force have become a focus of attention all over the world. However, there are conflicting views about the implications of changing technology for employment. Some experts say that the pace of technological change is accelerating and that thousands of workers in plants and offices are affected as labour saving innovations is diffused more widely (Mark, 2010).

5.2 Recommendations

In the context of this discussion, the researcher maintains that if change initiatives are to be successfully introduced in the JKIA, 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 (the management of (KAA) have to share information with employees in order to empower them with enough background to embrace the change; 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.

Employees who have nothing to do with the issue will only be frustrated and will not be able to participate in a meaningful manner; and Employees will not participate in change initiatives if the change initiator does not encourage them to do so. In essence, it would appear that these
shortcomings are related to the focus on short-term gains over long-term results. There are also the following requisites in the change process: Re-evaluation of current communication channels so as to create new and more efficient channels, gathering of greater feedback from employees regarding change initiatives, becoming more sensitive to corporate culture and diversity issues, seeking opportunities to plan strategically and communicating positive results, considering all audiences in the change process, informing employees that change is a continuous process, gauging and understanding employee issues, reinforcing key issues, and remembering the role of operational issues in shaping employees’ understandings.

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) in the JKIA. They indicated that the organisation would do well to highlight the urgency and necessity 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.

Where several major changes take place in close proximity, formal change management is even more essential to minimise the disruption to an organisation. Where change will result in, or is implemented by a team with different values to those previously in existence, alignment of these values is critical before attempting to implement change. Different values that are not clearly communicated can be interpreted as a lack of values.

Change management is a specialist role and should be undertaken by individuals who are equipped with the essential knowledge and skills required, and who can devote the required time and effort to see the change through from beginning to end.

Divisional managers have an important role to play in ensuring the momentum of change is maintained. As such they must be well informed of the motivation, vision and direction for change at all times and must be equipped to support their staff. Change plans must take account
of the risks both internally and externally and various contingency plans should be deliberated upfront to ensure a consistent and appropriate response is communicated and acted on to ensure change remains on track. This may require amendments to a number of elements within the initial change plan.

Support mechanisms need to be appropriate to the delivery channels available within the organisation and should also be relevant to the targeted audience if they are to be effective. Buy-in, especially from influential members of the organisation, should be sought from the beginning, however, effective communication and leadership is required to ensure it is maintained throughout the duration of change.

Taking sufficient time to introduce the change to the members of the organisation and involving them in the change improves an organisation’s ability to understand and align the multiple perspectives that exist within the organisation. A good change management plan takes these different perspectives into account and successfully communicates a shared vision of the change to each group, in a manner appropriate to each group.

5.3 Suggestion for Further Study

There is need to have a further study in other organizations to establish the periods in which change management implementation experience resistance. This needs to be determined in order to enable policy makers overcome such resistance and embrace change in there working environment.

5.4 Conclusion

Organizational change is a significant event in the life of private and public sector organizations of the twenty first century. In today’s rapidly changing business environment, organizations are faced with the challenging task to either adapt to the changes or to perish altogether. Employees play a pivotal role in the success of an organization which brings into focus the importance of their commitment towards any developmental or change related initiatives. According to Cashman and Feldman (1995), demands for high performance and organisational growth requires
employees to take the initiative and link their work skills to the evolving needs of the organisation in a manner that suits change initiatives being introduced. However, this is no easy task. Decades of change initiatives has had a dramatic impact on employees and change initiators alike.

The way in which work is currently performed has been revolutionized by recent organisational changes. In the past, a person entered a vocation, and practiced that work for a lifetime. Nowadays, with change and change management impacting every job and the manner in which employees work, employees cannot rely on their work skills to be assured of a lifetime of employment. According to Buhler (2000), organizations are now looking to employees to keep pace with change, anticipate changes and even create some of the change. Cashman and Feldman (1995) maintained that ‘employees and organizations are struggling with ambiguity, anxiety, low morale, more pressure, more stress, less control, more work and growing frustration’. Also, because change has become a dominant factor of organisational life, employees are faced with the issues of how to change and what impact the change will have on them.

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APPENDIX I

LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a student at Management University of Africa, in partial fulfillment of the award of Executive Master Degree in Business Administration; I am conducting a study on “FACTORS INFLUENCING CHANGE MANAGEMENT ON THE PERFORMANCE OF EMPLOYEES: A CASE STUDY OF KENYA AIRPORTS AUTHORITY, NAIROBI.”

For the purpose of facilitating my research work, I wish to collect data through questionnaire. I shall be grateful if you would kindly extend to me the help I may need to have this questionnaire completed. 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,

CATHERINE M. MUIA
EMBA/00110/2/2014
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 opened, 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?
   
   Less than 1 year [ ] between 2 - 3 years [ ]
   
   Between 4 - 5 years [ ] between 6 - 7 years [ ] 8 years and Above[ ]

4. What is your highest level of education? (Tick one)

   Primary ( ) Secondary ( ) College ( ) Graduate ( )
   
   Post graduate ( ) Doctorate ( )

PART TWO

The following questions are aimed to view your perception of how change Management is managed in the organization. Please place an X that represents your opinion ranging from strongly disagree to strongly agree?
Use the scale provided below to show the degree of your Response;

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

<table>
<thead>
<tr>
<th>CHANGE OF MANAGEMENT</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>The changes taking place ensure the survival of the organization?</td>
<td></td>
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<td>ii.</td>
<td>A clear, structured plan for changes is communicated and implemented?</td>
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<td>iii.</td>
<td>A constant environment of change makes it difficult to remain committed to the organization?</td>
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<td>iv.</td>
<td>When management change is proposed, I feel that it presents a threat to my environment?</td>
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<td>v.</td>
<td>The Management changes improve the way things are done in the organization?</td>
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<td>vi.</td>
<td>Positive outcomes of the management changes outweigh the negative outcomes of the changes experienced.</td>
<td></td>
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</tbody>
</table>

<p>| ORGANIZATIONAL CULTURE | |
|------------------------| |
| viii.                  | The culture has a positive impact on the changes that take place in the organization? |</p>
<table>
<thead>
<tr>
<th></th>
<th>Changes contribute to creating a learning organization that increases the overall knowledge of employees</th>
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<tbody>
<tr>
<td>x.</td>
<td>Management behaves in a way that creates a pleasant working climate?</td>
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<tr>
<td>xi.</td>
<td>The culture of the organization promotes hard work and striving for excellence?</td>
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<tr>
<td>xii.</td>
<td>Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes.</td>
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<tr>
<td>xiii.</td>
<td><strong>STRUCTURAL CHANGE</strong></td>
</tr>
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<td>xiv.</td>
<td>Leaders in my organization have clear expectations for how employees should treat each other and our customers/ clients.</td>
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<tr>
<td>xv.</td>
<td>My job description clearly spells out my responsibilities for how I should treat other employees and our customers/ clients.</td>
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<td>xvi.</td>
<td>Leaders in my organization give employees the authority to make decisions and take actions to meet the needs and expectations</td>
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</table>
| xvii. | My superior encourages and allows me to work to the best of my
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<tr>
<th>xviii.</th>
<th><strong>INFORMATION TECHNOLOGY CHANGE</strong></th>
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<tr>
<td>xix.</td>
<td>Does information technology change affect organization performance?</td>
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<td>xx.</td>
<td>In your opinion, is ICT considered a key organization objective within the policy framework?</td>
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<td>xxi.</td>
<td>Has ICT made work easier especially with dealing with external and internal clients?</td>
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<tr>
<td>xxii.</td>
<td>The ICT changes have had a significant impact on the way things are done in the Organization?</td>
</tr>
</tbody>
</table>

*Thank you for your participation.*