IMPACTS OF CHANGE MANAGEMENT ON THE PERFORMANCE OF EMPLOYEES: A CASE STUDY OF KENYA AIRPORTS AUTHORITY.

BY

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DECLARATION

I hereby declare that this project is my original work and has not been presented to this institution or any other University for the examination purpose.

Signature: .....................................Date: ..................................................

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L125/20402/2011

This research report has been submitted for examination with my approval as a University supervisor.

SUPERVISOR

Signature: .....................................Date: 24/6/2014

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ABSTRACT

In the modern business environment, organizations face rapid change like never before. However it has been noted that, change management affects the performance of employees during and after change.

The study was aimed at determining the impacts of change management on employees’ performance at Kenya Airports Authority. The objectives of the study were; to establish the types of changes under taken at KAA, to establish the impacts of technological, structural and strategic changes on employees’ performance, to examine the practice of change management and its impacts on employees’ performance at KAA, and to make recommendations on how change should be handed at KAA.

The study utilized cross sectional descriptive design which was meant to describe the impacts of change management on employees’ performance. Purposive sampling method was used to obtain a sample size of 28 respondents. The data collection tool used was a questionnaire and the data collection was done by the researcher. Results were analysed by use of SPSS and presented in form of tables, pie charts, graphs, percentages and frequencies.

Though change management processes introduced at KAA was found to be satisfactory, it was noted that at some point employees differed in the views regarding the introduced changes. This can be linked to the fact that employees were drawn from different settings (though within the same organization) but not necessarily under one supervisor or having different objectives. It was also explicit that a manager doesn’t lead by example as this was confirmed by majority of the employees. Also it was clear that majority of ideal management protocols are observed in the organization and generally employees are relatively satisfied.

Conclusively the impacts of change management were found to elude positivity than the negativity in KAA.