

**EFFECTS OF RESTRUCTURING ON ORGANIZATIONAL PERFORMANCE  
A CASE STUDY OF TELKOM KENYA**

**BY**

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## ABSTRACT

The purpose of the study is to evaluate the effects of restructuring on organizational performance. Specific research questions of the study were: - What are the effects of downsizing on market share at Telkom Kenya? What are the effects of change of ownership on products and services at Telkom Kenya? And what are the effects of repositioning and rebranding on profitability at Telkom Kenya?. The study adopted a case study research design of Telkom Kenya, where it will target 40 employees from various departments. Since the population is small all the employees will be included in the study. Thereafter the researcher used the structured questionnaires as the data collection instruments. Data used was analyzed through descriptive statistics such as frequencies and percentages. Tables were also used to present the data for easy interpretation. From the study it was found out that the effects of organizational restructuring on downsizing can increase the number of customers as a result of organizational restructuring and organization which will enable the organization to open new branches. Findings on the organizational restructuring on change of ownership at Telkom Kenya enhanced production of quality goods and services, better branding of the products and services in the company. Findings on the organizational restructuring on profitability, Sales were efficiently increased and this attracted more investors in the organization. The study recommend that the organization should downsize its employees through encouraging investors to regularly look at Telkom current position and future trends and how they should rebrand themselves from their competitors. It further recommended that organizational restructuring on products and services should be enhanced through re-branding of the products and services which enabled Telkom to tremendously gain on competitive advantage due to variety of products and services .On profitability, the company made strategic plans by demonstrating strong consumer demand for a product. This helped to build retailers' preference for stocking the organization's product, and also ensure strategies available in as many retail outlets as possible. Areas for further study were done on the effects of downsizing on organizational performance and also the effects of retrenchment on the morale and job security of the retained employees.