Introduction

There are divisions and obstacles that are present and pressing within today's organizations in their struggle to grow and sustain themselves in a complex environment. This goal is achievable with the support of two integrally related fields of Organizational Development (OD) and Change Management (CM). But these disciplines do assist not only in the enhancement of organizational effectiveness but also complexity related to change management. This literature review aims at identifying the roles of OD and CM, but specifically, the difference in the process that both undertake for change processes in Kenyan organizations. More specifically, the review will address on how OD and CM help organisations to learn and change, with focus on Safaricom PLC. Therefore, by having a look at the open system perspective of organisations and its impact on performance, this review paper should enable the reader to understand key concepts in OD and CM strategically and comprehensively. In addition, grounding of the paper with theories relevant to the objectives and provision of messy/real life examples from organizations of Kenya will provide a rich context to the topic. In this format, the discussion will continue by identifying and explaining the various tactics that could be used when operating a business in the fluid market in Kenya.

Organizational Development and Change Management: There are various definitions that have been given to entrepreneurship by different scholars and which are as follows;

Organizational Development (OD) refers to the process through which an organization evolves towards enhancing organizational effectiveness. It entails systematic interventions that are pursued at the organization level and designed with the purpose of enhancing an organization's capacity, and its ability, to accomplish strategic objectives through altering processes, culture and structures. OD is concerned with enhancing the organizational system and operation in the long term with the help of the concept and principles of behavioural science. This involves activities which will include, staff bonding, leadership training, course of action, and tactics aimed at enhancing health and performance of an organization (Cummings and Worley, 2014).

Childers and Chiocchio (1996) distinguished key elements of OD, these are the diagnosis stage, the intervention stage and the evaluation stage. Evaluation involves determining the status of an organizational entity in order to be diagnosed with what exactly needs a change. Intervention means that certain activities are specifically undertaken as planned by the worker in order to correct the problems and enhance the operations of the organisation. Audit determines the results of purposes to establish that changes applied have the intended accomplishments. OD's importance is due to the fact that it addresses the core of an organization's function and performance improvement. As being pro-people and pro-process OD striving for an even more human, organic, flexible, and responsive organization able to manage the challenges of organizational field.

Change Management (CM), therefore, relates to the systematic method that organizations employ in trying to transform from what is currently in place to what is expected in future. It comprises the tools and techniques that organizations use to communicate change management as processes to alter their organizational structures and other interactions that take place within and beyond an organization. APP is critical for the human side of change where the employees are ready, able and willing for change by providing them with resources to tackle the change process (Hiatt & Creasey 2012). The process of creating a CM strategy is usually divided into pre-implementation, implementation and post implementation. Breezing fosters awareness and

appreciation for the existence of change among the employees involved throughout the process. The implementation consists of the creation and realization of the change initiative plan which comprises of plans, time frames, actions and needed resources. Sustainment entails that new changes are resolved in the organization and upheld over time by consistent coaching and following up.

CM also means that an organisation is able to manage change within its structure such that it will not be met with ripples of negative impacts such as resistance to change. This in a way makes it contribute to achievement of organizational strategic goals since human resource management is used to reflect new directions and priorities in an organization.

OD and CM are separate disciplines but they are interfaced and combined in most organizational practice. They both seek to enhance the performance of an organization, but they achieve this by working through separate strategies. OD emphasizes on strengths and gradual growth and implementation of changes, whereas CM encompasses the management of change that takes place in the organization. In this case, the modality between OD and CM can be expressed in the following way: the activity of using OD with CM, the combined strategies of these two approaches and increased capabilities. While OD focuses on setting the base for organizational improvement CM is a means of checking that particular changes are effectively introduced. The integration of OD and CM approaches can prove beneficial for more elaborate and long-lasting change processes. Combined with OD and CM, the organization can create more beneficial and effective strategies for regulating the impact of external pressures and producing the necessary changes in response to the emerging opportunities.

For instance, a company that is adopting a new technology system may apply OD principles to promote innovation and learn organisely while at the same time apply CM principles to assist the employees through the change process of adopting the new system. In conclusion, Organizational Development and Change Management are two essential elements to be used in organizations in order to achieve the goals of the company. These disciplines thus contribute hugely in increasing the organizational effectiveness and managing change to enable the organization to overcome or adapt with the hitches in a competitive environment for its stability. I believe that having a grasp of the principles of OD and CM and how to apply both can greatly help an organisation to adapt, and to be able to continuously innovate in the ever-changing business environment.

Theoretical Frameworks

Lewin's Change Management Model

The most important change model where organizations can draw their change management strategies is Kurt Lewin's Change Management Model. Lewin's model is structured into three distinct stages: Lewin (1947) proposed the concept of Unfreezing, Changing and Refreezing. The Unfreezing stage requires the organisation to begin a process of being readied to even accept the need for change, and this requires the dismantling of the current paradigm before constructing the new. This stage often involves raising awareness on how things are done currently is being counterproductive to the organization and why change is-needed. The Changing stage is also referred to as the transition/moving stage where all actual changes are expected to occur. In this phase, individuals start seeking to find a solution to ambiguity and search for some different approaches for accomplishment. They must ensure significant

support and balance at this point since people require time to cope with the new directions. The last stage is Refreezing whereby the change becomes a new norm within the organization. The processes that have been implemented during the change phase are integrated, and the new change becomes the 'new ethos'. Thus, this stage makes a check to ensure that organisational culture does not go back to its previous state and the new implementation is adopted by the culture of the organisation. Change management measures are also highlighted by Lewin where it is stated that; in maintaining change, efforts should be made to support the new behaviours and practices.

Kotter's 8-Step Change Model

The 8-Step Change Model / The 8-Step Method by John Kotter is a detailed plan of action that provides directions how the change in organizations can be managed, and what steps need to be taken to guarantee the successful change process (Kotter, 1996). Senge's Model of Framework comprises of five disciplines, the first of them being Creating a Sense of Urgency, whereby one is supposed to assist the others to embrace change and the need to act now. It involves making the organisation to want to make a change due to the reasons proffered for the change. The steps in forming a Guiding Coalition include identifying a group of individuals who can spearhead the change initiative because of their power, authority, and competence. This group needs to be in collaboration and to establish enough force to push for the change. Strategic Vision and Initiatives entails identifying a clear vision of change that is required and designing politically feasible change initiatives that will support the vision. This vision serves a purpose of actually helping shape the necessary change and can serve to inform the goals and objectives. Recruiting a Volunteer Army requires informing the population bout the project and the plan to establish thousands of people to back and support the cause. Kotter devised the guidelines for change where he notes that leaders should look for volunteers for change since they have interests in the vision being implemented.

The second factor, that goes under the title of Enabling Action by Removing Barriers, aims at understanding what actions could be an obstacle in the change process. It may also mean modifying the processes, organizations or the rules that negatively impact on the change vision. Creating Short-term wins is the fourth element where short-term victories are identified and achievements are celebrated. Early gains are positive and maintain the level of commitment to organizational change because people get to see the effectiveness of the change process. Sustaining Acceleration, mean using enhanced credibility to alter all systems, structures, and policies that work incoherently and fail to align with the transformation vision. They involve people for selection, training, and nurturing the talents of those who can help to deliver the change vision as well as revitalising the change process with new initiatives, concerns and champions. The process of instituting change is aimed at the integration of the changes into the organizational culture and hence is aimed at making the change as being a normal process in the business. Kotter's model is well-known due to adopting an superb change management model for embracing the change process both emotionally and logically.

Open Systems Theory

Open Systems Theory considers organisation as systems that are continually involved in exchange with their surroundings. The process theory was formulated by Daniel Katz and Robert Kahn and consists of inputs, transformation or conversion processes, and outputs (Katz & Kahn, 1978). Inputs can be defined as the resource which an organization either obtains or

receives from the external environment. These are resources that the organization needs for it to be able to function; these can be in the form of material, people, capital or information. Change processes refers to the activities and operations that helps in changing or transforming input in to output. This deals with structures within the organization and the workflow of the organization including; production processes, organizational decision making and organizational communication structures . All these procedures are about creating value and realizing goals and objectives of any organization. Organization productions and offerings are referred to as outputs as they are the things that the organization delivers and transmits back to the environment. The outputs are also of two types, which are positive or having positive impacts on the environment hence the organization and the negative or those that impacts the environment negatively thereby influencing the success of the organization or the sustainability of the organization.

Open Systems Theory postulates that for an organization to prosper, there must be the suitable management of organizational relation-ships with the environment. This can include responding to the environment, adapting to change and growth which all imply change in some form. In this respect, the capability of the organisation to adjust itself to the feedback received in the environment is one of the decisive pre-conditions for the further existence and development. The bureaucratic perspective allows managers to account of the organisation as an open system that can facilitate examination of the relationships between the organisation 'structure and social context and provide recommendations for change that fosters adaptability. It also likewise stress on learning ability and innovation as fundamental success factor in the organisation.

Lewin's Change Management Model, Kotter's 8-Step Change Model, and Open Systems Theory are all effective frameworks for understanding the development and management of change. These two frameworks are rather helpful to develop a diversified viewpoint and specific approaches to organizational transformation, which can be integrated and implemented in practice. In this way, the employees and the organizations as a whole can manage change effectively in order to improve the overall organizational effectiveness and efficiency. Organizational development and change management may be used in the organization in a variety of ways, and their roles may be distinct or overlapped in some areas.

Organizational Development Approaches

Organizational Development (OD) is an ongoing business practice that encompasses various organizational improvement activities, all of which are aimed at streamlining the organization to meet the ever-changing internal or external challenges. This systematic approach is expected to address multiple levels by creating a positive organizational climate characterised by organisational development and people's innovation. The following are some of the approaches and practices that have emerged as fruitful in the more contemporary OD studies and initiatives:

Team Building

Team building is one of the basic OD interventions intended for the enhancement of person to person contact and communication in organizations. Research done recently stresses on improving cohesion, trust, and inter and intrapersonal communication between the team. Team-building activities may be formally prescribed and can be conducted in the form of workshops,

management retreats or can be as simple as a casual social gathering where people are grouped to work on a project together. It aims at overcoming barriers, fostering collaboration and, creating common visions or goals amongst the team to achieve the overall organizational goals and objectives (Gibson et al . , 2019).

Leadership Development

Leadership development is another significant aspect of OD because organisations endeavour to train present and potential leaders for efficiency in leadership. This covers issues to do with training in such areas as emotional intelligence, mastery of strategic thought processes, decision-making, how to handle conflicts, among others. Further, common application of leadership development interventions comprises a blend of organization development, management development, classroom learning, and the use of simulations, and coaching/mentoring. By building leadership capacity, organizational leadership can guarantee the organization strong leadership to foster necessary leadership guidance and direction to overcome these complexities and to drive organizational performance (Day et al. , 2014).

Strategic Planning

Strategic planning is core in providing direction for the longer term future regarding the organisation. It includes declaring and communicating the vision, mission and values for the organization as well as the strategic objectives. Modern trends in strategic management show a focus on intelligent decision-making based on analyzing big data and using various scenarios. It makes it possible for the organizations to look for future trends; and look for any risks that the organisation may come across and try to come up with contingency plans. What makes strategic planning important is the recognition that it allows the organisation to critically address the external environment and be adaptive.

Employee Engagement

The engagement of the employees continues to be considered as an important pillar of the OD. It is a factual assertion that employee engagement can improve productivity, organizational commitment and tenure. Methods used in diminishing the level of turnover include promotion of positive workplace climate, pro- employment travel, and staff appreciation. Firms have also used technology to enhance networking through the provision of an environment for internal communication with the aim of boosting employees' productivity (Kahn, 2018).

Change Management Integration

Integrating change management with OD practices is very important especially in the organizational change process. This involves facilitating the adoption of the new change by employees, implementing that change and enabling employees to fully adopt the new change. Ways relating to change management include stakeholder analysis, communication planning and training programs which are aimed at effectively managing change on human aspect. The implementation of change management combined with the theoretical meaning of OD can also help to reduce the level of resistance, increase commitment, and guarantee the successful implementation of the changes in organizations (Hiatt & Creasey, 2012).

Organizational Culture

Organizational culture is a key factor in OD since it is the foundation on which the organization has been built and is an essential component of organizational functioning. Behavioral and people management culture is therefore important as it can positively impact the performance and innovation of the organisation. In emerging approaches to OD, consideration of culture and its integration with strategy is considered crucial. To change culture, one has to evaluate the existing one, and determine what type of culture is possible and desirable, and then measure the difference between the two and undertake activities to reduce this disparity. Structural methods like cultural compass, focus group discussions and cultural assessment are employed to better grasp and redesign culture in an organization (Schein, 2017).

Technology and Digital Transformation

With the use of technology, OD has undergone significant changes in the recent years. Technology is becoming more integrated into the workplace and organisations are extending their use of tools and technology platforms to support and enable triangulation. The change is occurring due to the maturation of technologies including e-learning, multiple virtual collaboration platforms, and big data analytics that are being embedded into OD practices. The efficiency of change through embracing of digital transformation as a way of preparing organizations for the future allows them perform well in an ever changing business environment (Westerman et al. , 2014).

Organizational Development is a broad field that focuses on the use of methods to augment the capability of organizations to adapt to change and perform more effectively. By concentrating on teamwork, leadership, direction, personnel involvement, change administration, tradition, and technological tool, orienting organizations can create enhancement and innovation development. These areas offer crucial information and approaches that allow organizations to overcome current challenges and focus on sustainable development in the contemporary landscape of business.

Change Management Approaches

Change Management can be defined as a process of managing change initiatives to ensure that individuals, teams and organisations move from the current state to a fryer one. This approach is critical for responding to the human side of change that is a key reason for readiness, resources, and support throughout the change process. It encompasses several key phases: coping with change, executing change and reinforcing change to ensure that it is sustained in an organization (Hiatt & Creasey, 2012).

Preparation phase may be seen as critical since a great deal of groundwork must be done before change process is implemented. This phase involves an attempt to make others realize the importance of change and the ability to compel them to change. People management: the emphasis at this stage is on active communication to help all organisational members comprehend as to why change is necessary and beneficial for the organisation, as well as why prospective drawbacks of the change course are acceptable. Some of the activities that take place during this phase include stakeholder analysis that involves identification of all the people who will be impacted by the change and getting to know their feeling, expectations as well as possible resistance to change. Moreover, the process of communication planning focuses on preparing the exact plan of what and how has to be said to the organization regarding the change. Another important factor is also the training and development as this stage focus on

the development of skills from employees to enable them to cope up with the new changes(Kotter, 1996).

The transition phase is another phase where lots of action is involved since this is where the actual change occurs. This phase mainly deals with the practical aspects of attempting to direct the change process and to ensure that the changes are implemented as effectively as possible. An organization usually experiences changes after this phase is complete, and therefore effective management of this phase is vital to avoid disruption. The activities that characterise this phase include change implementation process through which the change plan is rolled out in tune with the formulated strategies, tested to check whether it is fully resourced and whether it aligns to the prescribed measures of time. Aids and resources such as help desks, online tools and support groups are employed to ensure that employees are supported through the change process. Moreover, feedback mechanisms are engaged to receive reaction from employees and stakeholders to be used to help in tweaking the change process as it is ongoing (Prosci, 2021).

The last process is changing and maintaining the change, whereby the priority is set to maintaining the change as a normal business practice in an organization. This phase is essential as, after some time, people may fall back to the previous state and can hinder the achievement of the benefits aimed at by the change. The activities that can be implemented during this phase are: the enhancement of the change by following up with positive feedbacks, incentives, or any other rewards that can encourage the new behavior and practices that have been embraced due to the change. The process involves sustaining, reinforcing and progressing to another level in trying to find ways to improve and fine-tune the new or better methods in addressing the issues at hand. There is also the evaluation of performance, whereby measures and control systems are put in approximately to help gauge the level of performance and the resultant change as well as establish that the change is delivering on its promises (Cameron & Green, 2019).

Many models and frameworks help organizations to implement change management in an efficient and effective manner. Two commonly known model integrates the above theories are the ADKAR Model and Bridges' Transition Model. The ADKAR Model, as evolved by Prosci, has five elements and are Awareness, Desire, Knowledge, Ability and Reinforcement. It is an organization development models of change that focusses on objectives to change both set goals to manage the people side of change (Hiatt, 2006). Transition can be blamed for work disruption, and Bridges' Transition Model highlights psychological shifts individuals endure while changing. It outlines three stages: Ending, Losing, and Letting Go; The Neutral Zone; and The New Beginning. This model focuses on the affective dimension of change, as Bridges pointed out (2009).

Organizational change management is a core competency, which focuses on the effective management of organisational change to ensure alteration of people, teams and the whole organisation. It is only through preparing for change, managing the change process, and maintaining the change that organisations can learn how to reduce resistance and increase people engagement as well as increasing the prospects of success in organisational development over the long-term. The concepts of change management structure make a lot of sense especially when change management frameworks are incorporated into the change processes and models.

Case Study: Safaricom PLC

Safaricom PLC is a prominent telecommunication company in Kenya whose primary services include the provision of mobile telephone services. Being one of the leading telecommunication companies, with a massive market share, as well as a strong financial position, Safaricom has been one of the pioneers in implementing the principles of OD and CM (Safaricom Annual Report, 2022).

Organizational Development at Safaricom

Safaricom has adopted diverse OD interventions that seek to encourage the culture of innovation and clearly embed improvement activities. This involves the leadership development programs, employee engagement, strategy formulation and execution plans that are relevant to the company's needs and requirements, according to Safaricom Annual Report (2022).

For instance, Safaricom has leadership development programs aimed at offering the company a pool of leaders who possess the capability to effectively and proactively implement the company's strategic management agenda. These programs include education in leadership as well as in strategic management and innovation (Safaricom Annual Report, 2022).

Change Management at Safaricom

In Change Management, at Safaricom, information is organized based on the firm's business vision and business objective. The company has effectively managed varying challenges such as changing its paradigm from a service provider centred model to a customer centred model and adoption of a new technology namely 5G. These changes have been effectively undertaken via detailed communication plans, staff trainings, and assistance measures that enabled effective successor transitions (Safaricom Annual Report, 2022).

For instance, when the company was rolling out 5G, there was civil training programs so that technical staff could handle the new technology and detailed awareness creation exercises to notify the customer on reasons why they valued 5G (Safaricom Annual Report, 2022).

Open System Characterization of the Organizations

The application of open system perspective call attention to the relationships that exist between an organization and its environment. This view acknowledges that organisations are not closed systems that operate in a vacuum but dynamic systems that are constantly interacting with the internal and external environment that include the market place, technology, and the legal environment. To overcome the issues presented in this solution, organizations need to adequately coordinate these interactions to increase a firm's success rate. According to Open Systems Theory, this is spearheaded by Daniel Katz and Robert Kahn, the overall effectiveness of any organization depends with the system's ability to adjust or balance itself with its external environment in the most efficient manner (Katz & Kahn, 1978).

This is because for Kenyan organizations like Safaricom, it is imperative to constantly assess new tendencies in the market, new shifts in technology, and new regulations. It is therefore critical to be well-prepared to respond to these external changes in manners that can help to sustain competitive advantage. For example, while entering the details of a potential for mobile money services through M-Pesa, safaricom was wisely identifying the technological solutions that are able to answer to the needs of the Kenyan market and offer a wide range of accessible

financial services to millions of Kenyans. The achievement of this innovation not only boosted Safaricom market position but also promoted the social economic transformation of Kenya.

Analysing the market forces helps in understanding the business environment and thus helps in determining the right strategies for any organisation. To Safaricom then, the knowledge of the extent, nature, intensity, and frequency of consumer needs and desires is critical for corporate ingenuity. This includes everyday research, going out and getting feeds from the customers as well as observing the market trends and coming up with new ways that the business could outdo its competitors. Furthermore, it established that technology exhibits both benefits and harms, which demands scrutiny. IT companies such as Safaricom need to worry on research and innovation for use emerging technologies in technologies such as 5G, Artificial intelligence and the Internet of Things. These technologies can help foster new services, create operational efficiencies, and even enrich the patron's experience.

They also affect the degree of organizational functioning and with much influence are the regulatory demands. In Kenya, it is important to adhere to the set and recommended legal standards set by bodies like the Communications Authority of Kenya, in order to work within the legal constraints of the country and to avoid facing penalties. For instance, Safaricom is governed by rules concerning the protection of data, the conduct of financial transactions, and the provision of telecommunication services. Using regulatory engagements and getting involved in its policy-making process enables organizations to relieve regulatory pressures and have their say with regard to the developments they would prefer to see implemented.

This means that the open system perspective justifications for organisational communication highlights that there is need for effective feedback mechanism. Through feedback system, mechanism for receiving information from the organizational environment is created after the implementation of change, the affect of the change can be measured and the necessary adjustments can be provided. For Safaricom this may entail undertaking customer survey, checking the trends within the social networking sites to see what people are saying and customer surveys. For instance, any feedback received by the organization assists to fine-tune its plans and activities, enhance the quality of the services that are delivered to the public, and ensure that there is a realization of the outside environment.

In addition, it is liked to the fact that organizations are open systems meaning that there are more opportunities to collaborate and partner. Affiliates have played an important role largely in facilitating venturing into new horizons of services as well as in identifying new mercantile segments for the company. Partnerships can be defined as working arrangements between two or more entities for a mutual benefit because they allow different organizations to combine their powers, expertise, and ideas.

In conclusion, it is important to appreciate that the open system perspective provides a strong foundation upon which organisations including Safaricom can be viewed in relation to their external environment. This can be achieved through the ability to sensitively and effectively respond to market changes, new technologies, and evolving regulations that affect the operation of organizations. How these external relations interface with internal processes requires the same dependent on the external environment, assessing feedback, collaborating, and engaging the stakeholders. In this regard, the above approach does more than simply mainstream the idea of organizational resilience but also fosters sustainable growth and innovation.

Implications on Performance

Organisations that practice good development and change Management are more capable of facing the external forces and exploiting opportunities. This capability is very relevant in the current world of business since business & technology are dynamic, with elements such as market trends, technology, and rules evolving with time. Organizational Development (OD) and Change Management (CM) are the vanguard approaches that state and practice can apply to bolster an organization's performance by promoting adaptability, creativity, and robustness.

Enhanced Adaptability

The first major benefit realised from effective OD and CM strategies is flexibility. Forward-looking organizations such as Safaricom have shown the capability of quickly responding to dynamic market conditions remain relevant an important factor of competitiveness. For example, the recent shift in the services provided by Safaricom through the use of M-Pesa was in harmony with the markets needs in Kenya as well as the changes in mobile communication technology. Through this strategy, Safaricom has been able to not only provide for market needs but also define the market through value addition in telecommunication industry. This capability enables an organization to adapt to changes in the environment effectively so that the organization can remain relevant as well as be ready to grab opportunities when they occur hence the ability to (Safaricom Annual Report, 2022).

Driving Innovation

Organization Development and Change Management strategies facilitate the building of a culture capable of developing and sustaining improvement and innovation. One of the strategic growth factors of Safaricom has been a strong emphasis on R&D and culture of innovation. Due to fostering innovation and sup-porting innovative solutions, Safaricom has put the proverbial food on the table through introducing unique services and products like M-Pesa mobile money solutions and the latest on the list being 5G. Besides the benefiting customers, this focus on innovation not only helps the company to gain business dominance in the market hence more business and profitability in the long run (Safaricom Annual Report, 2022).

Increased Employment Involvement and Efficiency

OD and CM practices have revealed weak links to employee engagement and productivity. On talent management, the company has provided ideas of leadership development programs as well as its employee engagement agenda, which has ensured succession planning as well as maintaining a reliable, efficient, and motivated staff. Those employees who are engaged are more likely to be committed to the organizational objectives, show increased levels of work output and maintain positive work attitudes. A strong succession plan for a change-ready leader and theoretically qualified middle management is underpinned by Safaricom's focus on leadership development, which includes designing for leadership, succession planning, and segmentation. This has led to the emergence of a more responsive and adaptable staff to the dynamic business world, thus making the company improve its ability to perform as required (Safaricom Annual Report, 2022).

Customer Satisfaction and Loyalty

Managing change and development are critical success factors from the perspective that it determines customer satisfaction and loyalty. Safaricom's approach has been more inclined to

the customers with the help of its OD and CM strategies that have assisted in establishing a reliable and efficient system of customer satisfaction as well as in providing with innovative solutions for the client's needs. Due to the kind of services it provides and affirmatively maintaining a quality service delivery, Safaricom has been customer based company. Analyzing the viability of customer satisfaction, it is essential to note that it is proportional to customer retention and acquisition, which are inevitably critical to the success of the business (Safaricom Annual Report, 2022).

Financial performance and market position.

The financial performance and the position in the market also depend on the ability to manage development and change within an organization. The strategic plans developed and executed at Safaricom, alongside its emphasis on establishing and maintaining competitive advantage, have yielded impressive financial results as reflected by sustained revenues and operating profits. Apart from that, the strategies evidenced by the firm has not only helped boost its share, but also position itself as a leader in the telecommunication sector. African economic organ established that Safaricom has effectively implemented OD and CM practices that helped in identifying its strengths, weaknesses, opportunities and threats to gain sustainable competitive advantage (Safaricom Annual Report, 2022).

Organizational Resilience

Organisational resilience is another crucial organisational implication of proper OD CM strategies. The approach adopted by Safaricom to manage change has provided it with a good balance that can handle external change challenges. Despite the fluctuations in the operation of the economy, change in laws or regulations governing the operation of the business, or the application of technologies to disrupt the company's operations, Safaricom has shown resilience to get back to the path of growth. Such resilience owes its roots on the constant engagement in OD activities such as risk management, strategy formulation, and staff training among others as detected in the Safaricom Annual Report (2022).

The impact of Organizational Development and Change Management on performance cannot be overemphasized. Safaricom is a model of organizations that can effectively anticipate its development and change environment and, therefore, react in an efficient way when facing external pressure and capitalize on opportunities to have continuous development. Major performance improvement areas such as increased flexibility, creativity, staff morale, customer loyalty, profitability, and the ability to effectively respond to competitive pressures are some of the strategic focuses that help in sustaining competitiveness in a continuously evolving business environment. Safaricom can be regarded as one of the most successful companies; however, this outcome clearly demonstrates that it is crucial to implement both OD and CM strategies and tools for achieving organizational excellence and sustainable performance.

Conclusion

The roles of OD and Change Management are important especially as it assists organisations to work through the issues that present itself within the evolving modern business environments. This paper has therefore established that the various Kenyan organizations such as Safaricom can undertake greater changes through employing contextual studies in an effort to realize sustained change and growth.

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