Safaricom's Sustainable Change

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Abstract

Organizations that are looking to achieve sustainable change and gain a competitive stance all change initiative must focused on both the business and the personal side of change, and their incorporation is vital for success to be achieved.

There are many determinants to organizational success or failure. The way organizations choose to handle their performance can make or break them which is why it is essential for companies to self-screen and distinguish ways to sustain themselves and meet the change demands from their environment. This study seeks to determine the combination of both business and people in the change process of change at Safaricom Limited, a leading cellular services provider in Kenya. This research looks at evolution from different angle varying from reasons for the change, benefits of planning for change and how that can lead to sustainable change.

Introduction

For an organization to successfully go through the change process, a lot of initiatives need to focus on basing of on organizational readiness for change, employees support and willingness to commit themselves and their efforts to see the change process to completion. Hiattt (2006) says that successful change occurs when leaders are willing to apply on their techniques in making sure that they lead their organization through change hand-to-hand with all the people side by side to ensure the desired change results.

For an organization that desires to lead change and implements it effectively, a lot of focus is required in the decision on how to achieve it. Aziz and Curlee (2017) opine that many companies that come up with the strategies for change and use them effectively make a significant difference in how the change will be gained. There are many distinctive determinants to the way an organization transitions from its current state to the future state. Bass and Bass (2008) suggest that through the transition process, the leader needs to be sure that the people they are going to lead change with are patient and willing to work with them by looking in depth to find areas that may not be working and fix them. Deetz, Simpson, and Tracy (2000) suggest that leaders be aware of precisely what they want and let their people know before committing to the transition.

Scandura (2019) recommends that in handling the decision for change, the leaders of the organization need to define the objectives by understanding the current state and where they want it to be in the future. Organizational leaders may need to identify the current problems to gauge the level of impact change will bring to the kind of change they want. Shockley- Zalabak (2015) recommends that after accessing the level of importance in the change process, the leader needs to communicate with all his team to make sure that they all know what is needed on them

and how they are going to participate in leading the organization throughout the whole change process. In the communication, believe that needs to be transparent and share the vision of the organization with its people and seek their help entire process of translation.

Gilson (2010) notes that sometimes restructuring may require that some of the jobs are changed, and some of the positions are terminated, before that can take place, the organization needs to decide what branch within the organization is going to survive. According to Hunt (2015) deciding on termination can bring questions from the employee which is why it is necessary to have a definitive response to address issues that may arise. The challenge of downsizing needs leaders to be transparent with followers so that they may understand why certain decisions need to be made and have a clear understanding of where they stand in the organization's transition. Senior and Swailes (2010) note that sometimes downsizing may mean that not everybody will be affected by the change, other times the employees may still keep their jobs the only things to change is a transition to new positions.

Resistance for Change

Sometimes situations arise with a lot of intensity that requires people and organizations, in general, to be prepared to deal with challenges, in these circumstances immediate action needs to take. Harvey and Broyles (2010) say that it is good for leaders to understand that some forces come with the increased intensity that gives people no option but to deal and accept changes as they come. Senior and Swailes (2010) some situation that arises may lead the organization into change whether they want to or not living them with no option but to adapt to environmental demands.

When dealing with the demand for change, people may not want to accept it. Burke (2018) say that organization should always be prepared to handle situations that need addressing.

Bremer (2012) states that because it is not easy to cope and deal with change it is necessary that panic situations be eliminated by taking a moment to take in what is happening by trying and understanding the conditions in the environment that triggers change and deal with them or find a workable solution.

According to Scandura (2019) Change may not always be about the way things are running in the Organization, change at times has to deal with the consumer's interest diverting from the norm where organizations need to improve their products to be able to cope with demands of customers. With the change in consumer demands may bring with the need to change a different workforce which will be able to deal with these new requirements. Palaveev (2013) recommends that organizations make changes that all stakeholder agrees to keep up with the demands.

Because change is inevitable, the way leaders choose to deal with change is what can make or break an organization. Senior and Swailes (2010) recommend that whatever leaders deal with in their organizations, it is essential to rise above their ordeal so that they are never met off guard. Payne (2005) suggest that leader be always aware of the things that happen in their surroundings to detect the impending changes before they repeat themselves.

Organizations are made values and beliefs that help govern all that is done within the organization. The ethics and norms of the organization are what comprises the culture of the organization. Senior and Swailes (2010) state that model consists of a patterned way of thinking, feeling and responding, which is acquired and communicated mainly through the use of symbols, that make up of the distinctive accomplishments of human groups.

When dealing with issues of culture, it is essential to know that some cultures are prone to be resistant to change which calls for leaders always to make a plan for change to identify the current situation and come up with the transitions that can be acceptable.

A strong culture recommends that a commonly understood perception of how organizational life should take place. It creates room for unity, conflict resolution, collaboration and control of the organization towards in a common direction, the creation of certainty and complexity, motivation over and above while Weak cultures comprise of many different cultures, who can quickly get into conflicting each other.

When dealing with situations of culture that require change, it is essential to measure the impact culture has on the entire organization. Because of transitions, it can be challenging to conclude precisely when it comes to changing from what is the norm; it is always good to take precautions and manage situations cautiously because it helps the entire organization when issues are identified and taken care of.

Senior and Swailes (2010) recommend for leaders to follow the following as the steps necessary for achieving change: Mobilize commitment to change through a common diagnosis of business problems when managers are aware of the potential risk that may arise that seem to conflict with the already existent cultures. Gilson (2010) says that when managers are aware of the risk, they can take measures in identifying the situations and circumstances that may be due to the resistant for change.

Organization culture is what drives the organization towards achieving their set goals and objectives. The uniqueness of the culture is what makes them work properly when the cultures are threatened transition it can cause a degree of panic and dysfunction in the entire organization.

Managers should always ensure that they analyze the organization as a whole and identify what drives each member to help determine and resolve the conflicts of culture that may exist.

Failure for Change

Sometimes change comes with complexities and understanding them brings the process of reshaping a step closer to realization. Henderson, Gulati, and Tushman (2016) says that evolution begins with an organization looking into its system and finding out the things that need change before the process for change can occur. Because planning for change can be a challenge, some complications may come up in change initiatives which leaders should be aware and prepare for ahead of time which are:

- Employees lack an understanding of how change may affect them.
- Damaging employee attitudes towards the change
- Lack of employee involvement change
- Lack of communication with employees about the change.
- Lack of resources to carry out the change.
- Lack of proper planning.
- Employees lack an understanding of how change may affect them.

Sometimes, employees may oppose and fight change because they may not be aware of what the difference will be and in what way it may affect them and their responsibilities in the workplace. Hunt (2015) says that employees fight change because they are not aware of the initiative for change which makes them afraid thinking that change will negatively impact them and their jobs. Bass and Bass (2008) suggest that a leader brings followers in the loop when it comes to the change implementation initiative.

Damaging employee attitudes towards the change

Employees are mostly the people leaders rely on when it comes to fulfilling the organizational objects. Amstrong and Barton (2008) say that employees support is what makes or breaks a leader's capability to lead a strong organization that can withstand tests. When employees refuse to back the leaders change initiative, they mark the possibility for failure. Dawson (2003) says that many leaders fail because they do not share their ideas with their employees living them blind and vulnerable to conclude things on their own which might result in negative assumptions.

Lack of employee involvement change

When leaders fail to involve their followers in the change initiative, it makes them think that their opinion has no bounds which may lead to reduced motivation. Congalton and Green (2009) employees that feel the support of leaders usually do all that they can to ensure that they do not let their leaders down. When employees lack the support of leaders, the opposite happens. Saylor (2008) lack of support from leaders makes the employees feel undermined and therefore require the drive to push on with the organizational objects.

Lack of communication with employees about the change.

Lack of communication can be the biggest challenge to any change initiative a leader can ever have. Hodges and Gill (2015) say that leaders role in the change initiative is to be an effective communicator which will help them deliver the message of the need for change. Poor communication may cause harm to the organization and affect the initiative for change. Kotter (2012) says that some organization fails because leaders fail to communicate with employees and as a result yield their resistance in organizational requirements.

Lack of resources to carry out the change.

Any successful change initiative requires that an organization prepares by having the resource to accomplish their objectives. Mungai (2019) states that lack of resources can be harmful to the organizations need for change because any initiative requires that the organization have enough resources to accomplish their objective. Hodges and Gill (2015) resources draw commitment and people's willingness to change as it shows the organizations preparedness for change.

Why organization need a change

In an organizational change process, many things can result in an organization requiring change. Kotter (2012) suggests that an organization may seek change because it is necessary for them to do so. Sometimes things within the organization may fail and force the organization to make some rapid transition. Another major contributor to change may be because the leader has a vision for change. Deetz, Simpson, and Tracy (2000) say that change initiative may result when leaders and or followers have direction through which they would like their organization to follow. Leaders that have dreams for the organization may be interested in changing certain aspects of their organization. New opportunities that arise may make the organization to want to change for the interest of advancing and capturing new markets.

Sometimes organizations are faced with challenges that do not give them any other option but to changes. Meyers and Holusha (2018) say that a crisis within the organization may make them rethink the way things are done and lead them to come up with new ways to stay afloat. When a change needs to happen, people in the organization are forced to comply with the demands and think of a way to make a beneficial transition. Sharma (2017) occasionally crisis within the organization may be the only option for organizations to change when circumstances within them do not give them any other choice but to make some transition from the norm.

Merging with new organizations can also drive organizations to result to change so that they can blend in with each other. Palaveev (2013) says that joining forces may require the organizations to change or broker deals to penetrate new markets. When organizations are facing challenges, they may result in merging with other organizations. Hodges and Gill (2015) say that at times organizational demands may lead the organization to combine with another to penetrate a new market.

Planning for change

All organizations need to follow a detailed plan if they want to achieve lasting change that is beneficial to the entire organization. When time is spent planning for change, the thought will compile into every action which will result in lasting benefits. Kotter (2012) says that the success of many endeavors lies with vision proper planning and commitment to seeing the success of one's project. The responsibility of a leader in seeing change happen brings out the character o, which would reveal to employees who their leader is and when they look at things they can relate to, the back the leader to ensure that the success is for them all.

Planning for change gives a strategy of how a transition is too carried out which can be a long process. Saylor (2000) says that a successful change initiative requires constant nurturing to achieve long-term gains that will change an organization as a whole. Sometimes leaders face a lot of challenges when trying to change. When it comes to change many companies fail due to lack of lack of proper planning coupled with the lack of Team support. Bremer (2012) states that many times when there is a lack of inclusion in the change process across all members of the organization the change process fails. Kotter (1994) recommends that the primary importance of planning for change is that, he gives the leader and followers in the organization enough time to prepare and predict the environmental condition and find out how ready it is for change. Hodges

and Gill (2015) note that when people are included in transformation, it gives everyone a voice where they can develop strategies and tactics that will help the organization maneuver through complicated situations. With proper planning, it helps leaders and their organization as a whole to be able to predict conditions before they happen and find out ways in which to solve potential risks to the organizational change objectives.

Sustaining change

Many things need to be put into place if sustainable change is to be. Fymat (2018) lasting change can be achieved when all the people within the organization know what they want for their future and join forces to make it happen. If a transition needs to be maintained, leader's, followers and other stakeholders have a large part to plan in the making successful transitions. Chick and Micklethwaite (2017) suggest that unity be the critical point in any change strategic planning an organization comes up with. When one wants to reach an accord in, organizations commitment also occurs, and shifts can begin to happen smoothly with the collaboration of all stakeholders.

Hodges and Gill (2015) say that successful change occurs when all stakeholders come together in a shared vision to achieve lasting change for their organization. When an organization goes through change, it is necessary for the leaders and the stakeholders to be fully committed to change which should include teaching employees on how to handle changes to their responsibility. Dawson (2003) states that employee's especially old ones need constant motivation and be involved in the process of transition especially on areas that they do not know about.

Another thing that leaders need to do to be on the safe side of a change initiative is to lay down clear objects. DuBrin (2009) says that clear objectives help lead the way towards reaching

formulated strategy. Good strategies need to have clear and attainable objects as they help make things easier for all the stakeholders to follow through with. Organizations need to come up with goals that can be attained which will be beneficial to the entire organization. Congalton and Green (2009) opine that when it comes to organizational change, leaders need to make sure that the change they aim for the organization is necessary and attainable.

Also, organizations need to communicate regularly to keep each other up to date where everyone can be aware the day to day happening to avoid people from being blindside which would cause negativity. Shockley-Zalabak (2015) believes that Constant communication on how the changes are working out for the organization helps keep morale and ensure success. Communication also helps keep members stay focused on the goals they have for themselves and their organizations. Saylor (2008) team members are motivated when they feel that the leader supports them and cares about them and their achievements as part of the team which will encourage them to embrace changes more voluntarily. Potter (2015) recommends that communication among leaders and followers requires that leaders be fully transparent. Rath and Conchie say that knowing how beneficial change would be for them and their organization may make followers more likely to support the amendment entirely.

Another lead to achieving sustainable change desires for followers to identify whether the organization is ready for the change. Dawson (2010) says that the first step for leaders to do when it comes to initiating change is that the leaders should identify the need for it. Scandura (2019) opines that leaders that are aware of what their organizations need are likely to initiate lasting change because they do their research to ensure that they bring change that would be necessary for their organization specifically. Also, a leader's awareness of the need for change also build followers interest in the shift.

A leader also needs to build a rationale for the change. Hodges and Gill (2015) conclude that sometimes a leader may need to clue in followers on the benefits change for them to correctly understand how impactful the change would be for all involved. The transition can be tricky, and by explaining the need for it to followers, it can give them a sense of importance. Rath and Conchie (2008) say that followers may be inclined to support the leader when the leader involves them in the change.

Also, a leader may attract followers by being a role model for change. Bass and Bass (2008) are of the opinion that the way a leader can attract followers to support them is be being on the ground helping with the change process. Leaders who are involved with the organization will gain followers respect. Pastoors, Scholz, Becker, and Dun (2017) believe that leaders that are present to help see the change can draw royalty from followers who feel supported.

Safaricom and Change Initiative

For the Safaricom Market in Kenya, they had dome research on the market and brought satisfactory revolution to the Kenyan Market. DuBrin (2009) Successful change in the marketplace happens when followers can meet the demands of their consumers. Safaricom has managed to successfully launch many successful changes because the new what all their stakeholders were looking for and made innovations that would work successfully.

Shockley-Zalabak (2015) Say that Innovation is where products and practices are made so that they can meet the needs of the people. For the Safaricom Company, they have risen above the norm to become very impactful to the Kenyan economy both for the consumer and society. Innovations are helpful in organizations because they help in keeping the organization healthy and maintain its relevance.

Inventions help the change processes by the generation of ideas that would be used to implement change.Safaricom PLC is the leading telecommunication company in Kenya. Having been incorporated in the year 1997 in the form of a wholly owned subsidiary of Telkom Kenya. Erisman (2018) notes that Safaricom was later acquired by Vodafone Group PLC which is a company based in the United Kingdom after successfully is obtaining a 40% stake. The company also took over the management responsibility of the company. Currently, Bob Collymore is the company's chief executive officer (CEO) after taking over from Michael Joseph.

Ndemo and Weiss (2017) say that Safaricom emerged in the Kenyan Market where landline was the only countrywide known Telecommunication Company. Safaricom Initiative started in 1993 in the form of a department of the former state-owned telecommunications company, Kenya Post Telecommunication Corporation. ONeil (2014) opines that the establishment was due to an earlier identified gap in the telecommunication industry in the country. Latusek and Gerbasi (2010) conclude that the initiative to bring change to the telecommunication as the resolve that led the founders of Safaricom to want to bring the change that would be welcomed by many consumers.

With the continued growth of the telecommunication industry and a significant shift from the conservative landline and traditional mode of communication, there was an imminent need to have a quality-oriented company in the Kenyan market. Saylor (2013) report that in the year 1997, the company successfully incorporated as a private Limited Liability Company where Vodafone Kenya Limited had 40% shareholding. Following the continued positive response from the market, the company converted to a public limited company in the year 2002. Riley and Kulathunga (2017) say that Safaricom turned to a public company with the government holding 60% shareholding. The government later auctioned off 25% of the shares in the year 2008 which

was carried out on the Nairobi in its existing market and controls about 66.3 percent of the market share.

From the company history, one can deduce that Safaricom PLC was started to offer quality and innovative telecommunication services in the Kenyan market and the process earns some returns to the investment made by the various shareholders like Vodafone, the government of Kenya among other investors. Due to the innovative nature change brought by the company, one can conclude that the company was established to close the next gap that was present at the time in the market. According to Gillespie & Goddard (2017), most companies enter into the market with the intention of covering an existing market gap, and as it includes the deficit, it manages to establish a substantial market share. The same model was used by Safaricom PLC to enter into the Kenyan market and eventually become the most successful company in the region.

With the success of the launch and right standing with consumers, Safaricom continued to change their status and penetrate new markets. According to Hayden (2015), the company has various ranges of products which include, voice calls services, and mobile money transfer known as Mpesa. Other notable product offering that the company relies on for its revenue include data services and provision of fiber optic internet services. Recently, the company has ventured into cloud computing services where it aims at providing other companies with data storage services into the form of SAS (software as a service) among other innovative ICT services. Hope (2011) conclude that through such initiatives, the company has managed to achieve customer confidence which helped the company to expand its market share.

Safaricom PLC sells its products through agency model which best resembles franchising as the agents are local franchises which use the company logo and colors and sell the company products on a commission-based arrangement. The unique method has helped the company to

establish countrywide outlets which have also increased the company presence and market command in the Kenyan market. Bolton and Thompson (2015) state that the company has also embraced the e-commerce strategy as most of its products are either bought online or through the mobile money transfer services. The easy accessibility of the company products has also enabled it to gain millions of loyal customers who have a special attachment to the company and its products. According to Hayden (2015), the company's strengths include its innovative products which are also perceived by the company customers as of high quality and unique which has also helped to instill customer trust.

The company products have positively impacted the people of Kenya and the society at large through the company's innovative products. Omwansa and Sullivan (2012) state that since the company's entry into the Kenyan market, the accessibility of mobile phone connectivity has dramatically improved. The improvement is due to the company's substantial investment in telecommunication infrastructure. According to the communications authority of Kenya (CAK) (2017), mobile phone connectivity is at 88%. The development has dramatically improved to ease of communication and doing business in the country. Other notable impacts on this development include security, health care, and banking services which have all come closer to the people.

According to Malala (2018), Safaricom PLC also invented a commonly known mobile money transfer technology (Mpesa) Africa's first mobile money platform which has helped in reducing the cost and speed of carrying out business. The concept was later adopted by other companies in other countries and is currently one of the most common modes of money transfer especially in developing countries. Mpesa innovation has also created a lot of job opportunities as the company operates the Mpesa services through recognized dealers who operate outlets.

Ndungu (2017)argues that the Safaricom PLC outlets have as a result employed a lot of people albeit informally which have positively contributed to economic growth. Safaricom also offers money-saving services through a deal with the commercial bank of Africa (CBA) to come up with a savings platform known as Mshwari. Kshetri (2016) says that the platform has brought banking services closer to Kenyans and in the process significantly increased the percentage of Kenyans with bank accounts

Safaricom has also helped the Kenyan economy to grow at a steady rate through enhancing quick transfer of money and in the process enabling the business to make fast transactions. Additionally, the company is regularly involved in corporate social responsibility (CSR) in various sectors with a direct impact on society like education and healthcare.

According to Riley (2017) Safaricom have also positively impacted the lives of its customers through the provision of cheap and affordable mobile loans. Through this initiative, customers can access loans to carry out business transactions. Furthermore, the use of Safaricom products like home internet has revolutionized all the business sectors as all the business sectors enjoy reliable and high-speed internet.

Mpesa has put Kenya on global innovation map and now threatens plastic money. According to Jack and Suri (2011), Mpesa serves as a store of value, means of payment and way to send and receive remittances. Through these functions, Kenyans have been able to increase their wealth, create job opportunities and reduce gender inequality. Safaricom PLC is leading telecommunication which has consistently provided its customer with unique and quality products. According to Saylor (2013) the company products which ranges from voice calls, data, internet, and mobile banking products have been instrumental in changing the lives of its customers in different ways. Safaricom plc has positively affected the Kenyan society at large.

Change in design occurs as a result of a shift in strategy, size production, technology, and the surroundings. Organizational design helps in the creation of structures that best suits the requirements of the implemented policy. To better develop the way the corporate model is, it is vital to start with knowing the main activities that are most important to the organization. There needs to be a way to identify a similar interest that requires merging for the betterment of society.

Senior and Swailes (2010) believes that departments need to be created, where different activities are assigned and conducted. All departments need to have a forum where they can communicate and coordinate with each other. When organizational structures are, careless people may lack interest in their jobs, causing them to delay in fulfilling their obligations and making decisions. People may require communication and harmonious working which in turn may create a rise in the cost of production.

Organizational structure can is equated to the skeleton of the organization which helps to support the application of strategic decision-making and operational processes. They are different designs and structures of an organization that can fit within the organizations appropriately in various situations. Reshaping an organization structure has to a method of careful planning with considerations to the changes that are taking place to be able to maintain the performances of the current businesses. All the changes suggest a mixture of incremental and transformational changes.

Conclusion

In an organization that has is seeking to change there so many things to consider ranging from organizational readiness for change. Hernderson, Gulanti, and Tushman (2016) recommend that an that is organization trying to attain sustainable change to look into what successful transition looks like and use that information to achieve permanent change birthday matter how many challenges they may face. For change to be effective, an organization needs to go through some hurdles for it to go through the successful change process.

For a company like Safaricom, they know what they want, and they fight as hard as possible to ensure that all their stakeholders are taken care of and that the change that takes place doesn't leave anyone behind. Armstrong and Barton (2008) suggest that the way to achieve successful change is by ensuring inclusive organizational change. To achieve overall success the leaders of Safaricom have taken the initiative to make sure that they put all people in mind when leading their change process and therefore making sure that they get the support of their shareholders. Norton (2015) says that by paying careful attention to the process of change implementation, an organization can successfully lead sustainable change.

Sustainability is about changes in products that can last a long time. Pastoors, Scholz, Becker, and Dun (2017) say that the primary purpose of innovations that can be sustainable is to build products and technologies that have an impact on the consumers and can be productive for their essential needs. In any change endeavor, leaders need to make sure that whatever product they're making or whatever changes they're getting into it's something that is going to last them a lifetime.

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