



## MANAGEMENT OF CHANGE IN OFFICE AND INFORMATION MANAGEMENT

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### Abstract

The paper examined management of change in office and information management. Specifically, the paper ascertained the role of change management on office and information management profession and explored the difficulties of change in office and information management. Conceptual reviewed was reviewed to give understanding to organizational change and change management. The paper also reviews two (Lewin's Three-Step Change Theory and Lippitt's Phases of Change Theory) theories of change in organization. Qualitative research approach was adopted and the secondary sources of data was used. Findings from empirical studies was used as the benchmark for establishing the study outcome, which revealed that change management is practiced in the office and information management profession, and also revealed that there behavioural and social difficulties attached to the implementation of change in office and information management. The paper further recommends that organization management should encourage change process in the aspect of office and information management functions and responsibility for re-engineering innovative work process.

**Keywords:** Management of Change, Organizational Change, Office and Information Management

## Introduction

To every business and individual, information is the combination of crucial terms. Furthermore, the availability of information is employed by all sorts of consumers and organizations in the management of their organization's assets. If the work process is not managed properly, the organization may have difficulties in managing its information and knowledge assets. The presence of technology required in managing (processing, storing, and exchanging with end-users) data and information in an organization. As a result, it is associated with the acquisition, development, storage, and distribution of information within the department and organization. As a result, the company must adapt in order to compete with other organizations and achieve organizational goals in a more seamless manner (Anamallah&Hashim, 2018).

Furthermore, the preparedness and acceptance of the change management contribute to the success of the change management. Management of change may involve fewalterations from regular business practices in order for a company to decrease and manage workload professionally. However, the main purpose of change management is to effectively manage the firms to upgrade their competitive edge and to improve productivity at all level. According to Rusly (2015), a new product or service to broaden the company's commercial reach. As a result, the company must contribute to innovation and prepare the survival factor in modifications or management improvements.

Change management is a way for assisting in the transformation of job performance and increasing the organization's competitive advantage. In order to have effective change management in a company, employee preparation and the preparedness of the environment are required. Furthermore, the approach in change management is connected to employee contact, which can affect the employee's view of modifying the work process. Aside from that, the knowledge manager is responsible for maintaining a pleasant environment and the willingness and readiness of employees to implement new job performance(Burnes, 2004). Organizational transformation among public and commercial organizations is becoming an increasing priority in the present atmosphere of economic pressure and expanding market competitiveness. However, the nature of change comes with some complicated procedures that can initiate good and bad out come, thus, it is of importance for organizations to evaluate the resources and knowledge relating to the business objectives, so the procedure will be speedily carried out (Tata, 2013). Because of the resource value linked to information in every business, managing relevant information within and outside of corporate organizations is now a major responsibility in determining success and failure (Matt & Naomi, 2010). Upon, this notion of fast technological innovations and upgrade, there is need for technological support that enable the effective management of information and knowledge for work practices in the organization.

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## Statement of Problem

In as much as many business firms (both private and public) applaud the need for positive change for business growth, around 70% of the initiated change programs do not arrive in successful status, due to managerial and employee challenges (Anamallah & Hashim, 2018). There has been a continuous difficulty in adapting to change in behaviour and system in the organization. Technology as an important tool to speed up work process has been a continuous innovative equipment in terms both hardware and software. Versions of information technologies such as computer, printer, scanner, and internet has been manufactured to feature the best support tool that will enable employee to perform their job efficiently and effectively. But the difficulty to adapt to sudden change in methods of operations and tools used in performing task remains a social and practical challenge in both large and small business enterprises. However, a business corporation with determined motivation for improved performance will always focus on achieving success irrespective of the difficulty in change and dynamism of operation. It's should be a culture in every results-oriented organization to strive for success irrespective of the sudden change either in the business environments or the internal systems of the organization. On this note, this paper will examine management of change in office and information management

### Aims & Objective

The aim of the paper is to examine management of change in office and information management. Specifically, the study objectives are:

1. Ascertain the role of change management on office and information management profession.
2. Explore the difficulties of change in office and information management.

### Research Questions

1. What is the role of change management on office and information management profession?
2. What are difficulties of change in office and information management?

### Conceptual and Theoretical Review:

#### Organizational change Defined

According to Wu (2013), organizational change is the extent, rate, and overall type of actions directed by a change agent to improve the overall performance of the company. Organizational transformation is the transition of an organization from its current condition to a desired future state in order to improve organizational efficiency and effectiveness (Mildred et al, 2008).

To emphasize the importance of organizational transformation, Drucker (1954:2), as referenced in Mgbechi Oburu, and Okilo (2013), described three categories of formal organizations in terms of how they respond to change. These are employees and individuals who ensure that things are done, things are supervised, and try to evaluate the observe changes for better results.

#### Management of change defined

Change management is a comprehensive, cyclical, and organized strategy to transferring individuals, groups, and organizations from one state to another with the goal of achieving commercial advantages. Change management is the process of managing transformative changes that alter an organization's culture, structure, and performance (Jim Downey and Neil Crawford 2008).

Oseni, (2007), change management is defined as the process of planning, organizing, integrating, and controlling the procedure and systems of the working entity, both internal and external, to guarantee that process modifications are carried out in accordance with the established plans and that the reasons (objectives) of implementing the changes are met with as little disruption as possible. It may be hard to implement change without causing disruption to current processes and processors. In essence, change management is designed to prevent disruptions and other intentional or unintentional acts that might stymie process change, as well as to fix any disturbances and their causes as soon as possible. Justin et al. (2013) is merely an altering of an existing state or situation in the context of change. According to him, change is neither good nor harmful in and of itself; it is just an observable difference between the past and the present.

## Theories of Change

There are several change theories, including Lewin's Three-Step Change Theory and Lippitt's Phases of Change Theory, which are briefly discussed in this paper. The hypotheses provide as evidence that change is a genuine phenomenon. It may be viewed and examined at numerous stages or processes.

The ideas were developed to answer the question, "How does successful transformation occur?" It is a useful tool for planning change management activities, identifying gaps, establishing corrective action plans, and assisting managers and supervisors. The building blocks necessary to attain long-term goals are defined by change theory.

There are several theories on how to implement change. Most of these theories are based on the work of leadership and change management expert John P. Kotter. Nonetheless, according to Entrepreneur magazine, all process models are developed from Kurt P. Lewin's organizational transformation model.

#### The Three-Step Change Theory of Kurt Lewin

In 1951, Kurt Lewin put up the idea of a three-step paradigm for change. Unfreeze-Transform-Refreeze is the name of his idea, which pertains to the three-stage process of change and is still relevant today. According to the perspective of this social scientist, conduct is best understood as the dynamic equilibrium of multiple conflicting forces. Change can be stifled by elements that function as restraints by encouraging employees to move in the opposite direction. As a consequence of this, these forces need to be investigated, and Lewin's three-step model can be of assistance in moving the

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equilibrium in the direction of the change that is sought. He illustrated the concept of organisational change by using an image of a piece of ice shifting its shape.

According to Lewin, the first thing that has to be done in order to change behaviour is to "unfreeze the current circumstance," often known as the "status quo." The condition that exists right now is considered to be the equilibrium state. Unfreezing is necessary in order to alleviate the strains brought on by individual resistance and societal obedience. The process of unfreezing can be carried out utilizing one of these three methods. To begin, efforts should be made to bolster the pressures that lead behaviour away from the existing state, also known as the status quo. Second, you should work to lessen the influence of the things that are holding you back from breaking free of the current equilibrium. Third, integrate the two processes that were discussed previously. During the process of unfreezing, there are a few things that can be done, some of which include actively participating in the recognition of problems and the discussion of solutions within a group, actively motivating members by preparing them for change, building trust and acknowledging the need for change, and building trust.

Movement is the second phase that Lewin identifies in his method for changing behaviour. During this part of the process, the target system needs to be brought to a new equilibrium level. Three things that can be done to assist with the movement step are Convincing employees that maintaining the status quo is not in their best interest and trying to get them to look at the problem from a different perspective, working together to search for new and pertinent information, and connecting the group's views to influential and well-respected leaders who are also in favour of the change are all important aspects of this strategy. All three of these actions can help.

Lewin's three-step transformation model concludes with refreezing as the third and final phase. In order for the change to be maintained or "stick" over time, this step needs to follow the execution of the modification once it has been made. If this stage is skipped, there is an exceedingly high chance that the change will be temporary, and the employees will go back to where they were before (behaviors). It is the process by which new principles get fully ingrained in the established norms, values, and customs of the community.

### **Lappet's Phases of Change Theory**

Lewin's Three-Step Change Theory is extended by Lappet, Watson, and Westley (1958).

Lappet, Watson, and Westley developed a seven-step paradigm that emphasizes on the change agent's role and responsibilities rather than the progression of the change itself.

Throughout the process, information is constantly shared;

1. The first of the seven stages is to diagnose the problem.
2. Evaluate motivation and change potential.

3. Evaluate the change agent's resources and motivation. This involves the change agent's willingness to change, strength, and endurance.
4. Select things that change gradually.
5. During this stage, action plans and tactics are developed and implemented. The role of the change agents should be carefully chosen and understood by all stakeholders to ensure that expectations are clear. Cheerleader, facilitator, and expert are some examples of roles.
6. Keep the transformation going. Communication, feedback, and group collaboration are critical components of the change process at this stage. Discontinue the assisting connection gradually. Over time, the change agent should progressively step down from their responsibilities. This will happen when the change is integrated into the organizational culture.

## **Previous Studies**

Managing Change in Organizations: A Practice Guide was the topic of investigation for Cabrey, Haughey, and Cooke-(2014) Davies's research paper. The Project Management Institute (PMI) considers change management to be a fundamental organisational capacity that cascades across all levels of portfolio, programme, and project management. Programs and projects are the vehicles via which organisational strategy change is implemented, and successful businesses drive change by expertly managing the projects and programmes they undertake.

According to the findings of a study that Mildred and colleagues (2008) conducted on the difficulties associated with change management, the primary motivations for organisational change are driven by the aspiration to continuously improve both productivity and efficiency.

Mackenzie (2008) found in his study on Senior Leadership's Role in the Change Process that senior leaders need to be open to change. According to the author's philosophy, "Every conduct is motivated by necessity, ". Because maintaining the status quo is becoming increasingly difficult, any kind of change may be seen as disruptive and even potentially dangerous." The participation of leaders and managers is essential to ensuring the overall success of a change that is being implemented in a setting that is undergoing transition. It is essential that the change take into account the effect it will have on the organization's staff as well as its culture, while at the same time maintaining continuity with the organization's vision, mission, and core values. Even though change is an inevitable part of today's business landscape, it doesn't have to be a negative or even counterproductive experience if it's handled correctly.

Oseni(2007), researched on change management in process transformation, change may be costly, both financially and otherwise, but it can also be tremendously profitable if it is effectively planned and handled. However, because certain process modifications necessitate significant financial and human resources, quality plans are necessary to guarantee that

the new process is implemented, clogs in the wheels are quickly discovered, and effective remedies are devised. Top management is responsible for ensuring a successful process transformation.

## Methodology

This paper adopted the qualitative research approach with information from previous studies was used to establish the findings of this paper. The work uses secondary sources. Secondary source materials include published and unpublished works such as articles, journals, textbooks, and research works.

### Change management on office and information management profession

It is imperative to imply that change management may have some reflect to the organization which is an introduction to new strategies and policies that can help to improve the practice of information management through the introduction of new work process and systems in the organization (Anamallah & Hashim, 2018). The change management variables can be applied and used for the areas that need upgrade in the office and information management practice. However, there are several variables in producing the effectiveness and efficiency of management of change are leadership, communication, and work processes.

### Difficulties of management of change in office and information management

There are existing difficulties faced by the implement of change in every organization and profession, these are reviewed difficulties pointed out by Setyanto et al. (2019);

1. **Resistance to change:** Employees are naturally confident and satisfied with a pattern of work and system that they are conversant with. When a new method or system is introduced they find it difficult and some might still want to stick to the previous methods because of stubbornness or ignorance, and this is attributed to resistance to change in the organization.
2. **Conflicts:** There is always conflict in of interest within an organization, sometimes employees consider their personal goal first before organizational goal, so when a new approach is introduced at work they will not want to adhere to the new methods if it is not in line with their personal goal.
3. **Planning:** Poor planning can affect the whole change process in every organization, the blueprint for change should be spelt out for all employees to see, and the variables (leadership, communication, and work process) of change management should be treated with emphasis at all cost.
4. **Relevance for Change:** Every business organization should be able to outline the importance of introducing new changes at work. Change should be evolved based on necessity and priority, not by experimentation. If the importance of the change is not measured by all level of management, then it might lack the power of implementation.

## Conclusion

Office and information management is a profession that has been recognized by contemporary organizational structure, which has gain momentum in both academic field and industrialization. The dynamic nature of business entity has forced change to be initiated purposely or strategically. However, this change should and must be managed to initiate positive results through understanding the role needed to play by office managers and other administrative employees. Change is a welcome ideology to get different and upgraded result, so it must be embraced and effectively managed to support the functions of office managers, irrespective of the difficulties and challenges that comes with it.

## Recommendations

In conjunction with the reviewed literatures and findings, the paper recommended that;

- Organization management should encourage change process in the aspect of office and information management functions and responsibility for re-engineering innovative work process.
- In the process of introducing new method of production for service and goods, it is advice that an effective change management process should be utilized to diversify their possibilities and success angles.
- Indeed, there are difficulties in both behavioral and social acceptance to change, but management of organization should cultivate the attitude of motivation employees to accept and adapt to changes in the organization and their profession as office managers.

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