

# Chapter 6

## A Conceptual Approach to Change Management in the Adoption of Artificial Intelligence for Records Management in Zimbabwe's Public Sector

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### **ABSTRACT**

*Artificial Intelligence (AI) has the capability of transforming records management systems through managing records effectively and efficiently from their creation up to their disposal. Due to the ever-changing technology, adopting AI in managing records in Zimbabwe's public sector is inevitable. Zimbabwe is ready to adopt AI. However, for AI to be successfully adopted in this sector, there is a need to manage the process of such a change. The chapter focused on how the adoption of AI can transform records management in the public sector. It also highlighted the importance of managing this adoption and how change management can be implemented in pursuit of AI adoption and implementation. The conceptual approach involved a systematic literature review on the state of records management in Zimbabwe and how change management can be implemented if AI is to be successfully adopted. The chapter argues that the adoption of AI can redress the challenges faced in the management of records in Zimbabwe.*

DOI: 10.4018/979-8-3693-9795-4.ch006

## **INTRODUCTION**

Artificial Intelligence (AI) has taken center stage in the Fifth Industrial Revolution in a world where human beings are working side by side with technology for beneficial reasons (Costa et al., 2022, Adel, 2022 cited in Modiba, 2025). In the context of the study, AI encompasses computer programs capable of automating certain records management tasks more efficiently and accurately as compared to humans (Modiba, 2021 cited in Modiba, 2025, Rolan et al., 2019). The tasks involve managing records from creation to disposal stages, throughout their life cycle. Modiba (2025) also points out that AI can redress challenges faced by public institutions in managing records. Thus, there is a need to adopt this technology in records management in Zimbabwe in contemporary times. However, when change occurs, it requires management. Failure to manage change results in negative impacts on an organization even if the change has the potential for transformational change. Change management is crucial if the public sector is to consider the adoption of AI in managing its records. It is important to note that it is a process that takes time but is worthwhile investing in for long-term beneficitation. The successful adoption of AI in records management is dependent upon the implementation of the change management process.

### **Background to the Study**

Artificial intelligence can be traced back to the 1950s when it became a prominent issue. Over the years this technology has transformed to include aspects such as machine learning that can think like humans as well as deep learning where algorithms make calculations based on data input. This technology is being adopted in various sectors such as health, engineering, media, finance, business, security, agriculture as well as meteorology to mention a few. In records and information management, AI has also gained prominence and recognition due to its ability to enhance the system. However, general research on this disruptive technology transforming the public sector's operations has been largely theoretical instead of its actual implementation and impact even in Zimbabwe (Tangi, 2022, Ndlovu, 2024, Ngwenya et al, 2022). Similarly in records management, many scholars have focused on the potential of AI regarding its role, importance, opportunities, and challenges associated with its adoption (Modiba, 2025, Mardiati et al, 2023, Tsabedze, 2023, Modiba et al., 2022, Ngwenya, 2022, Rolan et al., 2019). According to Modiba (2025), this technology can digitize records, categorize records, enhance access to records, and provide security to information hence its importance in organizations. In recordkeeping, AI technologies undertake automation tasks such as records creation, classification, appraisal, preservation, scheduling, as well as records disposal (Modiba, 2024,

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