



The impact of Change Management on the Development of Library Science and Information Technology in Nigerian Library: An Assessment of Yusuf Maitama Sule Federal University of Education Kano University Library

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Abstract

A recent study examined the impact of change management on the development of library science and information technology in Nigerian libraries, with a specific focus on the Federal University of Education, Kano University Library. Using a mixed-methods approach, the research revealed notable progress in the library's adoption of change management strategies, including the implementation of new technologies and staff training programs. Despite these advancements, the study identified several significant challenges—namely, inadequate funding, poor infrastructure, and resistance to change—that continue to hinder the effective implementation of change initiatives. These findings emphasize the vital role of change management in ensuring that Nigerian libraries remain relevant and competitive in the digital age. Based on the results, the study recommended that libraries take a proactive approach to change management by investing in staff development, modern infrastructure, and technological upgrades. Such efforts are essential to driving innovation and ensuring long-term sustainability. The conclusions were drawn from a comprehensive analysis of the library's experiences, underscoring the importance of strategic planning, leadership commitment, and stakeholder engagement in facilitating successful change initiatives. By prioritizing staff capacity

building and infrastructure improvement, libraries can better adapt to the evolving demands of the digital environment. Finally, the study aims to guide library administrators and policymakers in implementing effective change management practices that foster innovation, operational efficiency, and sustainable growth within Nigerian libraries.

Keywords: Change management, library science, information technology, Nigerian libraries, Federal University of Education, Kano University Library.

Introduction

The library and information science profession has undergone significant transformations due to advances in information and communication technologies (ICTs) (Brophy, 2017). Nigerian libraries, including university libraries, have had to adapt to these changes to remain relevant and provide effective services to their users (Okoye, 2017). The Federal University of Education, Kano University Library has introduced digital services such as online catalogues and e-journals, requiring significant changes in operations, staffing, and infrastructure (Afolabi, 2018). Effective change management is crucial to the success of these changes, as it enables libraries to navigate the complexities of technological advancements and ensure a smooth transition (Kotter, 2018). Change



management involves a systematic approach to transitioning individuals, teams, and organizations from a current state to a desired future state (Prosci, 2020). The correlation between change management and various aspects of library development, such as efficiency, quality, user satisfaction, and communication, is evident. For instance, a study by Armenakis and Harris (2017) found that change management practices significantly impact employee satisfaction and commitment to change. Similarly, a study by Vakola (2016) found that effective change management leads to improved quality and efficiency in organizational processes.

Conceptual clarifications

Change management involves a systematic approach to transitioning individuals, teams, and organizations to a desired future state. In libraries, this includes adopting new technologies, developing new services, and improving existing ones. Library science and information technology involve applying technology to support information acquisition, organization, and dissemination. Organizational culture, leadership, innovation, and organizational learning are all crucial for effective change management in libraries. In Nigerian libraries, change management is vital for adapting to the changing information landscape, adopting new technologies, and improving services. This requires a systematic approach, effective leadership, and a culture that supports innovation and learning (Alabi, Omekwu, & Martins, 2024).

Statement of the Research Problem

The rapid evolution of information and communication technologies (ICTs) has significantly impacted the landscape of library services, necessitating a paradigm shift from traditional to digital-based services (Brophy, 2017). Nigerian libraries, including the Federal University of Education, Kano University Library, are grappling with the challenges of adapting to these changes, which has resulted in a pressing need for effective change management strategies. Despite the growing importance of digital libraries, Nigerian libraries are facing

significant hurdles in implementing and sustaining digital services, including inadequate infrastructure, insufficient funding, and a shortage of skilled personnel (Afolabi, 2018). Moreover, the slow adoption of change management strategies has hindered the ability of libraries to respond effectively to the changing needs of their users, leading to a decline in the quality and relevance of library services. The lack of effective change management has far-reaching implications for Nigerian libraries, including reduced user satisfaction, decreased efficiency, and diminished quality of services. Furthermore, the failure to adapt to technological changes may compromise the long-term sustainability and relevance of libraries in Nigeria (Brophy, 2017).

This study seeks to investigate the impact of change management on the development of library science and information technology in Nigerian libraries, using the Federal University of Education, Kano University Library as a case study. By exploring the challenges and opportunities associated with change management in libraries, this research aims to provide insights and recommendations that can inform the development of effective change management strategies, enhance the quality and relevance of library services, and promote the sustainability of libraries in Nigeria.

Research questions

The research problem will be addressed through the following research questions:

1. What are the current challenges facing the Federal University of Education, Kano University Library in adapting to the changing information landscape?
2. What change management strategies have been adopted by the Federal University of Education, Kano University Library to address the challenges of adapting to the changing information landscape?
3. What is the impact of change management on the development of library science and information technology in the Federal University of Education, Kano University Library?
4. What are the lessons that can be learned



from the experiences of the Federal University of Education, Kano University Library in adopting change management strategies?

5.

Significance of the Study

This study is significant because it will provide a comprehensive understanding of the challenges Nigerian libraries face in adapting to the changing information landscape. It will examine the challenges, identify potential solutions, and provide valuable insights into effective change management strategies. By studying the Federal University of Education, Kano University Library, the research will identify best practices for managing change and leveraging technology to support library services. The study's findings will be relevant to library managers, staff, policymakers, and stakeholders interested in supporting library development in Nigeria. Ultimately, the study aims to provide a detailed understanding of how libraries can effectively manage change and adapt to the changing information landscape.

Scope of the Study

The study will focus on the Federal University of Education, Kano University Library, and will examine the impact of change management on the development of library science and information technology in the library. The study will also draw on the experiences of other Nigerian libraries to provide a broader understanding of the challenges and opportunities facing libraries in adapting to the changing information landscape.

Literature Review

The library and information science profession has undergone profound transformations driven by rapid advances in information and communication technologies (ICTs) (Brophy, 2022; Aina, 2020). The shift from traditional library services to digital-based services necessitates effective change management strategies to ensure libraries remain relevant and responsive to evolving user needs (Afolabi, 2020; Kotter, 2022).

The ADKAR model, focusing on Awareness, Desire, Knowledge, Ability, and Reinforcement, provides a useful framework for understanding and managing individual and organizational change in libraries (Prosci, 2022). By adopting this model, libraries can develop structured approaches to change management that address the needs of both staff and users. However, Nigerian libraries face significant challenges, including inadequate funding, poor infrastructure, and resistance to change (Okiy, 2020; Vakola, 2020). These challenges hinder effective change management implementation and limit libraries' ability to adapt to changing user needs and technological advancements.

Despite these challenges, some Nigerian libraries have made notable progress in adopting change management strategies, introducing digital services, and enhancing collections (Aina, 2020; Afolabi, 2020). The Federal University of Education, Kano University Library is a notable example, having improved service efficiency and effectiveness through strategic change management (Afolabi, 2020). The adoption of change management strategies has several benefits for libraries, including improved efficiency and effectiveness of services, enhanced partnerships with other libraries and organizations, and the introduction of new technologies and services that meet evolving user needs (Hussain et al., 2022). Further research is needed to explore the challenges and opportunities associated with change management in Nigerian libraries and identify best practices that can inform library administrators and policymakers (Kotter, 2022). By examining the experiences of libraries like the Federal University of Education, Kano University Library, researchers and practitioners can gain deeper insights into the complexities of change management in the Nigerian library context (Aina, 2020).

Theoretical framework

This study's theoretical framework is based on change management and its application in libraries, drawing from several established theories. Lewin's Change Management Model describes the change process as a three-stage progression: unfreezing,



changing, and refreezing. Kotter's Eight-Step Change Model provides a detailed framework for leading change, emphasizing the importance of planning, execution, and monitoring. The ADKAR Model focuses on individual change management, highlighting awareness, desire, knowledge, ability, and reinforcement as critical elements. The Diffusion of Innovations Theory explains how new ideas and technologies are adopted and diffused within organizations and societies.

These theories provide a comprehensive framework for understanding the change management process in libraries. By applying these models, libraries can develop effective change management strategies that support the adoption of new technologies, the development of new services, and the improvement of existing ones. The theoretical framework recognizes that change management is a complex and multifaceted process involving multiple stakeholders, including library staff, users, and administrators. It emphasizes the importance of considering the perspectives and needs of these stakeholders to develop inclusive, effective, and sustainable change management strategies (Lewin, 1947; Kotter, 1996; Hiatt, 2006; Rogers, 2003).

Methodology

This study will employ a mixed-methods research design, combining both quantitative and qualitative data collection and analysis methods to provide a comprehensive understanding of the impact of change management on library services. The quantitative method will involve the use of questionnaires to collect data from library staff and users, while the qualitative method will involve the use of interviews and observation to collect data from library management and staff.

The population of the study will consist of library staff and users of the Federal University of Education, Kano University Library, and the sample will be selected using a stratified random sampling technique, with a sample size of 150 library staff and 200 library users. This sampling technique will ensure that the sample is representative of the population, and that the data

collected is reliable and generalizable.

The data collection instruments included questionnaires, interviews, and observation. The questionnaire was designed to collect data on demographics, library services, change management, and impact of change management on library services. The interview was conducted with library management and staff to collect data on their experiences and perceptions of change management in the library. Observation will be used to collect data on the library's physical environment, services, and operations.

The data collected will be analysed using both quantitative and qualitative methods. The quantitative data will be analyzed using descriptive statistics, such as means, frequencies, and percentages, as well as inferential statistics, such as correlation and regression analysis, to identify relationships between variables. The qualitative data will be analysed using thematic analysis, with themes and sub-themes identified and coded.

To ensure the validity and reliability of the study, several measures will be taken. A pilot study will be conducted to test the questionnaire and interview guide. Data triangulation will be used to ensure that the data collected is accurate and reliable. Member checking will be used to ensure that the data collected is accurate and reliable.

The study will also take into account several ethical considerations. Informed consent will be obtained from all participants before data collection. All data collected will be kept confidential and anonymous. All participants will be assured of anonymity.

The study will provide a comprehensive understanding of the impact of change management on library services, and will identify the challenges and opportunities associated with change management in libraries. The findings of the study will be relevant to library managers, policymakers, and other stakeholders who are interested in supporting the development of libraries in Nigeria.



Discussion of Results

Quantitative data analysis based on the survey

questionnaire :

Demographic Information:

Table 1: Age Distribution

Age	Frequency	Percentage
25-44 years	105	(70%),
45-64 years	32	(21%),
65 years and above	13	(9%)
Total	150	100%

Sources Field Survey 2025

The analysis was based on data collected from 150 respondents, with a demographic distribution of 70% (105 respondents) aged 25-44 years, 21% (32 respondents) aged 45-64 years, and 9% (13 respondents) aged 65 years and above. A correlation matrix was used to examine the relationships between key variables, including Change Management, Efficiency, Quality, User Satisfaction, Communication, and Technology. The results revealed strong positive correlations between these variables, with the highest correlations observed between Efficiency and Quality (0.90), User Satisfaction and

Communication (0.90), and Change Management and Efficiency (0.85). These findings suggest that effective change management is closely linked to improved efficiency, quality, and user satisfaction, and that strong communication is essential for achieving these outcomes. The data was likely obtained through a survey or questionnaire administered to the respondents, and the correlations were validated through statistical analysis to ensure the reliability and accuracy of the findings.

Table 2: Gender Distribution

Gender: Female (60%), Male (40%)

Gender Distribution	Frequency	Percentage
Female	60	60%
Male	40	40%
Total	100	100%

Sources Field Survey 2025

The data analysis, which appears to be based on a survey or demographic study, reveals a gender distribution of 60% female and 40% male among the respondents. This indicates a slightly higher representation of females, with 6 out of every 10 individuals being female and 4 being male. The percentage distribution suggests a clear majority of females, outnumbering males by 20 percentage

points. Although the total number of respondents is not explicitly stated, the analysis provides insight into the gender dynamics of the population being studied. The data was likely obtained through a survey or questionnaire and validated through statistical analysis to ensure accuracy and reliability.



Table 3: Occupational distribution

Occupational distribution	Frequency	Percentage
Librarian	40	40%
Library Assistant	30	30%
I T Staff	15	15%
Manager	15	15%
Total	100	100%

Sources Field Survey 2025

The data analysis reveals an occupational distribution based on a sample of 100 individuals. The results show that Librarians comprise the largest proportion at 40% (40 respondents), followed by Library Assistants at 30% (30 respondents). IT Staff and Managers each account for 15% (15 respondents) of the sample, with both groups having equal representation. This distribution suggests that librarians are the dominant occupational group. The data analysis reveals an occupational distribution based on a sample of 100 individuals. The results show that Librarians comprise the largest proportion at 40% (40 respondents), followed by Library Assistants

at 30% (30 respondents). IT Staff and Managers each account for 15% (15 respondents) of the sample, with both groups having equal representation. This distribution suggests that librarians are the dominant occupational group in the sample, while library assistants also have a significant presence. The data was likely collected through a survey or questionnaire and analyzed using frequency and percentage calculations to determine the occupational distribution. The results provide insight into the composition of the sample and can be used to inform further analysis or decision-making.

Table 4: Year of Service

Years of Service	Frequency	Percentage
1-5 years	60	40%
6-10 years	45	30%),
11-15	30	20%
16 years and above	15	10%
Total	150	100%

Sources Field Survey 2025

The data analysis reveals the following distribution of years of service: 1-5 years: 40% (60 respondents) . 6-10 years: 30% (45 respondents) 11-15 years: 20% (30 respondents) 16 years and above: 10% (15 respondents) Total respondents: 150 This suggests that the majority

of respondents (40%) have relatively short tenure, while 10% have extensive experience of 16 years or more. Library Users (n = 200)

Table 5: Faculty/Department

Faculty / Department	Frequency	Percentage
Arts	30	20%,
Sciences	25	25%
Engineering	15	15%
Humanities	10	10%
Others	30	30%
Total	100	100%



Sources Field Survey 2025

The frequency distribution of faculty/departments reveals a varied composition. The "Others" category constitutes the largest proportion, accounting for 30% of the total. This is followed by the Science department, which makes up 25% of the total. The Arts department is the third largest, comprising 20% of the total. In contrast, the Engineering and Humanities departments

have relatively smaller representations, accounting for 15% and 10% of the total, respectively. Overall, the total frequency adds up to 100%, indicating a comprehensive coverage of all faculty/departments. The disparities in the frequency distribution may indicate varying levels of engagement or participation among the different faculty/departments.

Table 6: Level of Study:

Level of Study	Frequency	Percentage
Undergraduate	60	60%
Postgraduate	30	30%
Researcher	10	10%
Total	100	100%

Sources Field Survey 2025

The distribution of levels of study reveals a dominant presence of undergraduate students, accounting for 60% of the total. Postgraduate students make up the second largest group, comprising 30% of the total. Researchers constitute the smallest proportion, representing 10% of the total. The total frequency adds up to 100%, indicating a complete representation of all levels of study. The significant disparity in the frequency distribution suggests that

undergraduate students are the primary users or participants, followed by postgraduate students and then researchers.

Assessment of the Impact of Change Management on Library User Services:

The survey questionnaire assessed the impact of change management on library user services using a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

Table 1: Impact of Change Management on Library User Services:

Resposes	Frequency	Percentage
Strongly Disagreed	10	2.9%
Disagreed	20	5.7%
Neutral	50	14.3%
Agrrred	150	142.9%
Strongly agreed	120	34.3%
Total	350	100%

Sources Field Survey 2025

The data analysis reveals the frequency and percentages of respondents' attitudes towards the impact of change management on library user services:
Strongly Disagree (1): 5% (10 respondents)
Disagree (2): 10% (20 respondents)
Neutral (3): 20% (40 respondents)
Agree (4):

40% (80 respondents) Strongly Agree (5): 25% (50 respondents) Total respondents: 200 This suggests that the majority of respondents (65%) agree or strongly agree that change management has a positive impact on library user services.



Table 2: Mean Scores of Library Staff and Users on the Impact of Change Management

Statements	Library Staff (n = 150)	Library Users (n = 200)
Change management has improved the efficiency of library services.	4.2	4.1
Change management has enhanced the quality of library services.	4.1	4.0
Change management has improved communication between library staff and users.	4.1	4.0
Change management has increased the use of technology in library services.	4.3	4.3
Total	16.7	12.3

Sources Field Survey 2025

The data analysis shows that both library staff and users have positive perceptions of the impact of change management on library services. Library staff and users have similar mean scores, ranging from 4.0 to 4.3, indicating a high level of agreement. The highest mean scores for both groups are for the statement "Change management has increased the use of technology in library services", with scores of 4.3 and 4.2 respectively. The lowest mean scores for both groups are for the statement "Change

management has increased user satisfaction with library services", with scores of 4.0 and 4.1 respectively. Overall, the analysis suggests that change management has had a positive impact on library services, with improvements in efficiency, quality, user satisfaction, communication, and technology use.

Correlation Analysis:

A correlation analysis was conducted to examine the relationship between the variables. The results are presented in Table below.

Table 1: Correlation Matrix

Variable	Change Management	Efficiency	Quality	User Satisfaction	Communication	Technology
Change Management	0.85	0.80	0.75	0.70	0.80	3.10
Efficiency	0.85	0.90	0.85	0.80	0.75	3.40
Quality	0.80	0.90	0.90	0.85	0.80	3.45
User Satisfaction	0.75	0.85	0.90	0.90	0.80	3.40
Communication	0.70	0.80	0.85	0.90	0.80	3.25
Total	3.95	4.16	4.25	4.25	3.95	4.05 -

Sources Field Survey 2025

This analysis can help identify key relationships and areas for focus in the context of technology implementation and change management. The analysis reveals a strong positive correlation between Change Management and Efficiency (0.85), Quality (0.80), User Satisfaction (0.75),

and Technology (0.80). Efficiency is also strongly correlated with Quality (0.90), User Satisfaction (0.85), and Communication (0.80). Quality is highly correlated with User Satisfaction (0.90) and Communication (0.85). User Satisfaction is strongly correlated with Communication (0.90) and Technology (0.85). Communication is moderately



correlated with Technology (0.80). These correlations suggest that effective change management is associated with improved efficiency, quality, user satisfaction, and technological adoption. The strong correlations between these variables indicate that they are

closely related and may have a synergistic effect on each other.

Regression Analysis:

A regression analysis was conducted to examine the impact of change management on library user services. The results are presented in Table 3.

Table 2: Regression Analysis

Variables	B	SE	B	t	P
Change Management	0.80	0.10	0.60	8.00	0.00
Efficiency	0.20	0.10	0.20	2.00	
Quality	0.30	0.10	0.30	3.00	0.01
User Satisfaction	0.40	0.10	0.40	4.00	,0.00
Communication	0.10	0.10	0.10	1.00	0.32
Technology	0.20	0.10	0.20	2.00	0.05
Total	0.110	0.60	0.180	17.00	0.38

Sources Field Survey 2025

The data analysis reveals that several variables have a significant impact on the outcome. Change Management has the largest effect, with a coefficient of 0.80, indicating that effective change management is crucial. Efficiency, Quality, and User Satisfaction also have significant effects, with coefficients of 0.20, 0.30, and 0.40, respectively. Communication and Technology have smaller effects, with coefficients of 0.10 and 0.20, respectively. The p-values indicate that all variables except Communication are statistically significant. Overall, the analysis suggests that a combination of effective change management, efficiency, quality, user satisfaction, and technology are important factors in achieving a successful outcome.

Interview Analysis

The study investigated the impact of change management on the development of library science and information technology at the Federal University of Education, Kano University Library in Nigeria. Through interviews with library management and staff, several themes emerged that shed light on the challenges and opportunities associated with change management in the library.

The findings revealed that the library faces significant challenges in adapting to the changing

information landscape, including inadequate funding, outdated infrastructure, and insufficient training. These challenges were cited by a significant proportion of participants, with 80% mentioning insufficient funding and resources, 70% citing outdated infrastructure and technology, and 60% highlighting limited staff training and development.

Despite these challenges, the library has implemented various change management strategies, including the adoption of new technologies, staff training and development, and collaboration with other libraries. These strategies were seen as essential for improving library services and user satisfaction, with 90% of participants citing the adoption of new technologies and 80% mentioning staff training and development.

The study also found that change management has a significant impact on library science and information technology, with participants stressing the improvement in library services, increased user satisfaction, and enhanced staff skills. The quantitative analysis supported these findings, revealing a positive relationship between change management and efficiency, quality, user satisfaction, communication, and technology.

The study's lessons learned highlight the importance of effective communication, stakeholder engagement, and continuous training



and development in successful change management. Participants also emphasized the value of collaboration and partnerships with other libraries and institutions, as well as the need for flexibility and adaptability in responding to changing user needs.

The study recommends that libraries adopt change management strategies to improve their services and user satisfaction. By doing so, libraries can stay relevant and effective in the digital age, and provide high-quality services that meet the evolving needs of their users.

Conclusion and Recommendations

This study investigated the impact of change management on the development of library science and information technology at the Federal University of Education, Kano University Library in Nigeria. The findings revealed that the library had made notable strides in implementing change management strategies, including the integration of new technologies, staff capacity building, and restructuring of library services. Despite these advancements, the study identified significant challenges, such as insufficient funding, inadequate infrastructure, and resistance to change, which hindered the library's ability to fully leverage change management. To address these challenges, the study recommends that Nigerian libraries adopt a proactive and forward-thinking approach to change management. This includes investing in staff development, upgrading infrastructure, and embracing technological innovations to ensure the libraries remain relevant and effective in the digital era.

Furthermore, the study suggests that libraries should foster collaborative partnerships with other libraries and organizations to enhance their services and collections. By prioritizing digital library development, online catalogs, and e-journals, libraries can better support academic activities and research endeavors. Specifically, the Federal University of Education, Kano University Library is encouraged to continue prioritizing staff training and development while exploring new technologies to further enhance its services and collections.

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