



The Reality of Change Management in the Central Library at Al-Jafara University an Analytical Study from the Employees' Perspective

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Abstract

This study aimed to analyze the reality of change management in the Central Library at Al-Jafara University from the employees' perspective, focusing on four key dimensions: current practices, obstacles, success factors, and the impact of change on service quality. The study adopted a descriptive-analytical approach using a comprehensive survey method, including a sample of 20 employees out of 23 (an 87% response rate), using a questionnaire as the primary data collection tool, supplemented by observation and desk research. The study yielded several key findings, including employees' acceptance of change management practices, particularly regarding participation in decision-making and priority-setting, despite challenges in implementation and resource availability. Major obstacles identified included insufficient funding, lack of incentives, resistance to change, and inadequate training. Participants emphasized the role of effective leadership, continuous training, and strategic planning in ensuring successful change. The results also indicated a noticeable improvement in service quality through the library's technological advancements, which positively impacted user satisfaction.

INTRODUCTION

In an era of rapid technological developments and economic changes, university libraries face new challenges requiring fundamental changes. Libraries strive to ensure their survival in response to user needs by updating their infrastructure and services. These efforts include adapting to digital technologies, improving access to information, and streamlining processes to ensure the delivery of distinguished services.

Change management is considered one of the fundamental pillars for the success of institutions in light of the rapid developments the world is witnessing today, especially given the technological and organizational challenges facing educational and research institutions. In this context, university libraries, including the Central Library at Al-Jafara University, are among the institutions that need to adopt effective change management strategies to keep pace with modern developments in the field of information and communication technology and improve their services to match the needs of beneficiaries.

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Change management in university libraries means applying a set of methods and strategies aimed at improving internal processes, developing services provided, and enhancing employees' ability to adapt to new changes. However, the success of this management depends heavily on understanding the reality of change from the employees' perspective, as they are the main element in implementing these changes.

Study Problem:

In light of rapid technological developments and changes in the academic environment, change management has become vital to ensure the continued development of university libraries and the improvement of their services. However, applying effective change management strategies requires a deep understanding of the challenges faced by employees, who are the essential element in the success of any change process.

Despite the efforts made to develop the Central Library at Al-Jafara University, there are challenges facing the change management process that may hinder the achievement of desired goals. This prompted us to study the aforementioned library to identify the reality of change management there. Thus, the study problem can be defined in the following question:

What is the reality of change management in the Central Library at Al-Jafara University?

Importance of the Study:

This study gains significant importance in the context of developing university libraries, especially the Central Library at Al-Jafara University, as it contributes to understanding the reality of change management from the employees' perspective and identifying the challenges that hinder the success of this process. The following are the most prominent aspects showing the importance of the study:

1. The study helps identify weaknesses in change management, enabling the library to develop more effective strategies to improve its services and better meet the needs of beneficiaries.
2. The study provides a clear vision of the effectiveness of current change management strategies, helping to design strategies more suitable for the nature of work in the Central Library at Al-Jafara University.
3. The study helps identify the technological and organizational challenges facing the library, enabling it to take necessary actions to overcome these challenges and improve the work environment.

Study Objectives:

1. To identify the reality of change management in the libraries of Al-Jafara University.
2. To identify the most prominent problems and obstacles hindering the success of change management in libraries.
3. To determine the factors that contribute to successful change.
4. To clarify how change management can directly contribute to improving the quality of services provided to beneficiaries.

Study Questions:

1. What is the reality of change management in the libraries of Al-Jafara University?
2. What are the most prominent problems and obstacles hindering the success of change management in libraries?
3. What are the factors that contribute to successful change?
4. How can change management directly contribute to improving the quality of services provided to beneficiaries?

METHODS

To answer the study questions and achieve its objectives, and given the nature of the topic aimed at describing the phenomenon of change management in the Central Library at Al-Jafara University and analyzing its reality and challenges from the employees' perspective, I found the descriptive-analytical approach to be the most suitable. This approach relies on studying the phenomenon as it exists in reality, describing it accurately, and then analyzing the data derived from this description to reach conclusions and interpretations. Within the framework of this approach, I used a comprehensive field survey method for the library employees to collect primary direct data reflecting their perspectives and experiences related to change management in their work environment.

Study Population:

The study population was defined to include all employees working in the Central Library at Al-Jafara University during the period of the field study. The reason for choosing this population is that its members are directly concerned with the change processes implemented in the library and are most capable of providing realistic insights into how they are managed and their impact, making them the primary source of information needed to answer the study questions. The total number of the study population was (23) male and female employees.

Study Sample:

Due to the relatively small size of the study population and to facilitate access to all its members, I decided to follow the comprehensive survey method, targeting all members of the study population, numbering (23) employees, to form the study sample. I distributed the study tool (questionnaire) to all members of the population.

Data Collection Tools:

To achieve the study objectives and collect the necessary information to answer its questions, I relied on a set of integrated tools, as follows:

Desk Research (Literature): I conducted an in-depth review of theoretical literature and previous studies related to the topic of change management in general and change management in university libraries in particular. This included reviewing specialized books, peer-reviewed scientific journals, conference proceedings, university theses, as well as reliable electronic sources via the Internet. This helped me build the theoretical framework for the study, identify its main dimensions, and formulate the items for the field study tool.

Questionnaire: The questionnaire constituted the primary tool for collecting primary data from the study sample members (employees of the Central Library). I designed it specifically to suit the nature and objectives of the study and to cover all the axes the study seeks to explore. I will discuss its details and characteristics in the following paragraphs.

Observation: As a supporting tool, I used indirect observation during my visits to the Central Library and the periods of questionnaire distribution and retrieval to develop a deeper understanding of the work context and environment and to observe some aspects that the questionnaire alone might not reveal, such as the dynamics of interaction between employees or some physical manifestations related to the implemented changes. However, the primary reliance for data collection and analysis was on the questionnaire.

Study Limitations:

- Subject Limitations: The study addressed the topic of change management in university libraries.
- Time Limitations: From 1/1/2025 to 28/2/2035.
- Spatial Limitations: The Central Library at Al-Jafara University.

Previous Studies:

1. Study by Khalidi (2020): The Reality of Applying Change Management in University Libraries.

- Objective: The study aimed to identify the reality of change management in the libraries of the Chetma University Campus - University of Mohamed Khider Biskra, highlight one of the most important modern administrative methods in organizations, including "change management," and find out the extent of employees' awareness of the importance and role of change management in improving and developing university libraries at the University of Mohamed Khider Biskra, and understand employees' visions and views towards change as they are the ones who most experience the phenomenon realistically.

- Methodology: The study relied on the descriptive-analytical approach based on analysis by presenting concepts and information related to the research field in the theoretical aspect, analyzing and interpreting the relationship between variables, and extracting results.

- Findings: The study found several results, most importantly: library workers at the Chetma University Campus libraries have prior knowledge of the concept of change management by 85%, and the awareness of library workers at the Chetma University Campus library of the importance of applying change management is evident through the convergence of these percentages.

2. Study by Makanga (2019): Change Management in Academic Libraries.

- Objective: The study aimed to explore how the library leadership at the Technical University of Kenya initiates and manages change to meet the expectations of various user groups and gain support from the parent organization and donors. It was based on the following objectives: identifying change management programs in the Technical University of Kenya library, studying the role of the university librarian in change management, identifying driving and restraining forces for change, and identifying strategies and processes followed in change management.

- Methodology: The study adopted Kurt Lewin's change management theory and used a case study design. The target sample consisted of 30 library employees, and 28 participants were selected using systematic random sampling. Questionnaires and interview schedules were used as data collection tools. Data were analyzed using descriptive statistics with the help of SPSS. Interviews were interpreted in prose form.

- Findings: The main results showed that the leadership of the Technical University of Kenya library is committed to change management, having developed a strategic plan for the library and involved employees in the change management program to achieve successful outcomes.

3. Study by Hasanein (2016): The Reality of Change Management in the Libraries of King Khalid University and Employee Attitudes Towards It.

- Objective: The study aimed to identify the reality of change management in the libraries of King Khalid University and the attitudes of its employees towards it from their perspective, as well as ways to develop these libraries.

- Methodology: To achieve the study's objectives, the descriptive-analytical approach was adopted, and a questionnaire was designed to collect the required data. It was applied to a sample of 29 employees working in the libraries of King Khalid University.

- Findings: The study reached several results, most importantly: The libraries of King Khalid University need equipment to provide modern and advanced services to beneficiaries; the majority of these library directors are non-specialists in library and information science; the organizational culture among employees at King Khalid University libraries is not suitable for change management; and there is no clear, written strategy to aid the change management process. The study recommended the necessity of creating an appropriate organizational culture in the university libraries of King Khalid University

whose values help promote and encourage change management, and redesigning the organizational structures in the libraries of King Khalid University in line with technological changes and developments in the work environment.

4. Study by Ahmed (2014): Change Management in Academic Libraries.

- Objective: The study aimed to discuss change management in academic libraries within a general framework that examines change management as a branch of management science that has received attention from many countries. The study also discussed a pioneering experience considered among the first to apply change management concepts in academic libraries for library development.

- Methodology: The researcher relied on direct personal experience in applying change management, formulated an initial framework for a proposed model for change management in Arab academic libraries, and presented the model to a group of experts in the fields of library and information science and management using the Delphi method. The descriptive approach and case study method were used.

- Findings: The study concluded several results, most importantly: the lack of sufficient scientific studies covering the topic of change management in the library sector in general and academic libraries in particular, and confusion between the concept of "change management" and other administrative concepts.

5. Study by Adeyoyin (2012): Change Management in Libraries and Information Centers in the 21st Century.

- Objective: This paper discusses the topic of change management in libraries and information centers in the 21st century. The paper emphasizes that change has become an inevitable reality in today's world, especially with rapid developments in information and communication technology. It discusses theories of change management, including Newtonian and quantum theories, and provides an analysis of the challenges facing libraries and information centers in managing change. Challenges include resistance to change, the need to preserve digital information, and human resource and technological equipment management. The paper also provides recommendations for improving change management in libraries and information centers, focusing on the importance of a clear vision and effective employee participation in the change process.

Commentary on Previous Studies:

Previous studies indicate a growing interest in change management in academic libraries, with a shared focus on organizational and technological challenges. Most studies agree on:

1. The importance of effective leadership and employee participation as critical factors for successful change.
2. Common obstacles such as resistance to change, lack of resources, and insufficient training.
3. The need for clear strategic plans and a supportive organizational culture.

The studies also reveal:

- Variation in the level of awareness of the importance of change management among libraries.
- Differences in research methodologies between descriptive studies and case studies.
- An increasing focus on the technological aspect in recent studies.

The current study agrees with previous studies in emphasizing the importance of leadership, employee participation, and challenges such as resistance to change and lack of resources. However, it is distinguished by its focus on a specific case (Al-Jafara University Library), providing a practical analysis of employees' opinions, highlighting the impact of digital transformation on services. It also added a new dimension, which is measuring the impact of change on service quality, representing an evolution from previous theoretical studies.

Theoretical Framework:

Introduction:

Information institutions, including university libraries, are undergoing major transformations as a result of technological developments and changes in user needs. Change management is a critical factor in the success of libraries in keeping pace with these developments, as it helps reduce resistance to change and ensure a smooth transition towards modern knowledge management models. This study aims to analyze the reality of change management in the Central Library at Al-Jafara University from the employees' perspective, in order to understand the challenges and opportunities facing this library amidst continuous changes.

Concept of Change Management:

Change management is defined as "the processes and methodologies followed to prepare individuals, teams, and institutions to transition from the current situation to the desired future situation" (Kotter, 2012).

It is also defined as the process of moving an organization from where it is to where it wants to be.

Effective change management focuses on several key elements, including:

- Strategic Planning: Identifying the goals and steps necessary to implement change.
- Effective Communication: Involving employees in the change process and clarifying its benefits.
- Training and Support: Providing training programs to empower employees to adapt to changes.
- Evaluation and Monitoring: Measuring the success of the change and providing feedback (Bridges, 2009).

Importance of Change Management in University Libraries:

University libraries are dynamic environments influenced by changes in the educational and research system. Among the most prominent factors driving the adoption of change management in these libraries are:

1. Technological Development: The emergence of digital content management systems, electronic databases, and artificial intelligence technologies.
2. Changing User Needs: The shift of students and researchers towards electronic sources and cloud services.
3. Financial Pressures: The need to improve operational efficiency and reduce costs (Zhang & Majid, 2010).

Change management contributes to enhancing the library's ability to provide advanced services, such as:

1. Digital Services: Such as institutional repositories and open access.
2. E-learning: Supporting coursework via distance education platforms.
3. Knowledge Management: Efficiently documenting and disseminating scientific research (Khan & Bhatti, 2012).

Change Management Models in Information Institutions:

There are several theoretical models that can be applied in change management in libraries, including:

a. Lewin's Change Model:

This model presents the change process in three stages:

1. **Unfreezing:** Preparing employees to accept change.
2. **Changing:** Implementing new plans.
3. **Refreezing:** Reinforcing new practices to ensure their continuity (Lewin, 1951).

b. Kotter's 8-Step Model:

John Kotter identified eight steps for successfully managing change, including:

1. Creating a sense of urgency.
2. Forming supportive coalitions.
3. Developing a clear vision.
4. Communicating effectively.
5. Empowering employees.
6. Achieving short-term wins.
7. Consolidating gains and producing more change.
8. Anchoring new approaches in the culture (Kotter, 1995).

c. The ADKAR Model:

This model focuses on the human side and includes five stages:

1. Awareness of the need for change.
2. Desire to participate and support the change.
3. Knowledge of how to change.
4. Ability to implement required skills and behaviors.
5. Reinforcement to sustain the change (Hiatt, 2006).

General Comparison of the Above Models:

Criterion	Lewin	Kotter	ADKAR
Goal	Change behavior	Transform the institution	Empower individuals
Phases	Three stages	Eight steps	Five stages
Focus	Empowering individuals	Leadership/Strategic	Individual/Evaluative
Suitable for	Simple changes	Complex changes	Technical/skill changes
Contribution	Concept of resistance	Momentum and leadership	Measuring individual adoption

What did these models add?

1. Lewin: Laid the foundation for understanding change dynamics and resistance.
2. Kotter: Provided practical tools to ensure change sustainability through leadership and quick wins.
3. ADKAR: Focused on the individual as a cornerstone of change success, especially in technical environments.

Challenges of Change Management in Libraries:

Libraries face several obstacles when applying change management, including:

1. Resistance to change: Due to fear of the unknown or job loss.
2. Lack of resources: Financial and human resources.
3. Weak leadership: Absence of a clear vision from top management.
4. Rapidly changing technologies: Difficulty keeping up with all updates (Riggs, 2001).

Success Factors for Change Management in Libraries:

To ensure the success of change, the following factors should be considered:

1. Effective Leadership: The role of managers in motivating employees.
2. Collective Participation: Involving employees in decision-making.
3. Continuous Training: Developing employees' skills.
4. Regular Evaluation: Measuring impact and ensuring quality (Oakland & Tanner, 2007).

Practical Aspect of the Study:

Validity of the Study Tool:

Validity of the tool means its ability to actually measure what it was designed to measure. To ensure the validity of the questionnaire used in this study, I relied on content validity and face validity, through the following steps:

1. Literature Review: The questionnaire items were constructed based on relevant literature and previous studies in the field of change management and libraries.
2. Expert Review (Arbitration): I presented the initial version of the questionnaire to a group of specialist arbitrators from faculty members with experience in library and information science, management, and organizational change, as well as some experts and practitioners in the field of university libraries. They were asked to evaluate the questionnaire in terms of:
 - The clarity and linguistic accuracy of the statements.
 - The relevance of each statement to the axis under which it falls.
 - The extent to which the axes cover the main dimensions of the topic.
 - Adding, deleting, or modifying any statements they deemed appropriate.
3. Making Modifications: Based on the valuable observations and guidance of the arbitrators, I made the necessary modifications to the questionnaire, whether by deleting, adding, or rephrasing some statements, until the questionnaire reached its final form, which was distributed to the sample members. Thus, it can be said that the tool possesses an acceptable degree of face validity and content validity, qualifying it to collect reliable data serving the research objectives.

Reliability of the Study Instrument

Reliability refers to the consistency of an instrument and its ability to produce approximately the same results when applied again under the same conditions and to the same sample.

To verify the reliability of the questionnaire used in this study, and after collecting data from the pilot sample (or the final sample if no pilot was used), the Statistical Package for the Social Sciences (SPSS) was employed to calculate **Cronbach's Alpha**, which is one of the most widely used measures of internal consistency.

Cronbach's Alpha was calculated for each dimension separately, as well as for the instrument as a whole. The following table presents the obtained values:

Table (1): Reliability Coefficients (Cronbach's Alpha) for Study Dimensions and Overall Instrument

No.	Dimension	Cronbach's Alpha
1	First Dimension: Reality of Change Management Practices	0.82
2	Second Dimension: Obstacles to Change Management Implementation	0.79
3	Third Dimension: Success Factors of Change Management	0.85
4	Fourth Dimension: Impact of Change Management on Service Quality	0.88
—	Overall Instrument Reliability	0.89

The table shows that Cronbach's Alpha values range between **0.79 and 0.88**, with an overall value of **0.89**. Since all values exceed the commonly accepted minimum threshold (**0.70**) in social sciences, the instrument demonstrates a high level of reliability and internal consistency.

Demographic Characteristics of the Study Sample

After collecting data from a sample of **20 employees**, their demographic characteristics

were analyzed as follows:

1. Distribution by Gender

Table (2): Distribution of Sample by Gender

Gender Frequency Percentage (%)

Male	9	45.0%
Female	11	55.0%
Total	20	100.0%

It is observed from Table (2) that the percentage of females in the study sample reached 55.0%, which is slightly higher than the percentage of males at 45.0%. This indicates that the numbers of males and females in the sample are relatively close, with a slight predominance of females

2. Distribution by Age Group

Table (3): Distribution by Age Group

Age Group Frequency Percentage (%)

20–30	5	25.0%
31–40	10	50.0%
41–50	5	25.0%
Above 50	0	0.0%
Total	20	100.0%

It is evident from Table (3) that the most represented age group in the study sample is 31 to 40 years, accounting for 50.0% of the sample. This is followed by the age groups 20 to 30 years and 41 to 50 years, each representing 25.0%. This distribution indicates that the majority of the library staff are in the mid-career stage.

3. Distribution by Educational Qualification

Table (4): Distribution by Educational Qualification

Qualification Frequency Percentage (%)

Intermediate Diploma	1	5.0%
Higher Diploma	4	20.0%
Bachelor's Degree	11	55.0%
Master's Degree	2	10.0%
PhD	2	10.0%
Total	20	100.0%

It is evident from Table (4) that the majority of the study sample hold a Bachelor's degree, representing 55.0% of the sample. This is followed by those with a Higher Diploma at 20.0%, then Master's and PhD holders, each at 10.0%, and finally those with an Intermediate Diploma at 5.0%.

This distribution reflects a diversity in educational qualifications among employees, with a clear concentration in holders of first university degrees.

4. Distribution by Years of Experience

Table (5): Distribution by Years of Experience

Years of Experience Frequency Percentage (%)

≤10 years	9	45.0%
11–20 years	8	40.0%
21–30 years	3	15.0%
>30 years	0	0.0%

Years of Experience	Frequency	Percentage (%)
Total	20	100.0%

It is evident from Table (5) that there is a close distribution between employees with less than 10 years of experience (45.0%) and those with 11 to 20 years of experience (40.0%). In contrast, the proportion of employees with longer experience (21 to 30 years) is lower, at 15.0%.

This indicates that the library workforce mainly consists of relatively new employees and those with moderate levels of experience.

Descriptive Data Analysis and Presentation of Results Related to the Study Questions

After completing the description of the study methodology, sample, and instruments, and after collecting data from the sample using the questionnaire, this section provides a descriptive analysis of respondents' answers to the main dimensions of the study.

This analysis aims to answer the study questions presented in the introduction by examining the opinions and attitudes of employees at the Central Library of Al-Jafara University regarding the reality of change management, its obstacles, success factors, and its impact on service quality.

To achieve this, appropriate descriptive statistical methods were used, namely the calculation of means and standard deviations for the responses of the sample to each questionnaire item, as well as for each dimension as a whole.

The mean helps determine the general direction of responses (level of agreement or importance), while the standard deviation indicates the degree of dispersion or consistency of respondents' answers around that mean.

Interpretation Key for Mean Scores

To interpret the significance of the calculated means for the questionnaire items and main dimensions, and to determine the level of agreement of the respondents, the following criterion was adopted. It is based on dividing the range of the five-point Likert scale ($5 - 1 = 4$) into five equal categories ($4 \div 5 = 0.8$):

- 1.00 – 1.80: Very Low Agreement (*Strongly Disagree*)
- 1.81 – 2.60: Low Agreement (*Disagree*)
- 2.61 – 3.40: Moderate Agreement (*Neutral*)
- 3.41 – 4.20: High Agreement (*Agree*)
- 4.21 – 5.00: Very High Agreement (*Strongly Agree*)

The following presents a detailed overview of the results of the analysis for each dimension of the study:

First Dimension: Reality of Change Management Practices

Table (6): Means and Standard Deviations

No.	Statement	Mean	Std. Dev	Level
1	Clear change management plan exists	3.75	0.85	High
2	Changes implemented regularly	3.30	0.98	Moderate
3	Periodic evaluation exists	3.60	0.78	High
4	Employees participate in decisions	3.80	0.89	High
5	Resources are adequately provided	3.15	1.10	Moderate
6	Priorities are clearly defined	3.70	0.82	High
—	Overall Mean	3.55	0.65	High

It is evident from Table (6) that the overall mean score for the reality of change management practices in the Central Library of Al-Jafara University, from the employees' perspective, reached 3.55, which falls within the high level of agreement according to the adopted criterion. This generally indicates that employees perceive the presence of change

management practices in the library at a good level.

Examining the individual statements, four items received a high level of agreement:

- “Employees are involved in decision-making related to change” (mean = 3.80), which is the highest in this dimension.
- “There is a clear plan for change management in the library” (mean = 3.75).
- “Change priorities are clearly and systematically defined” (mean = 3.70).
- “There is periodic evaluation of the success of implemented changes” (mean = 3.60).

Meanwhile, two statements received a moderate level of agreement:

- “Changes are implemented regularly according to a defined plan” (mean = 3.30).
- “Necessary resources are provided to implement changes effectively” (mean = 3.15), which is the lowest in this dimension.

The standard deviation values, ranging between 0.78 and 1.10, indicate a relative agreement among respondents on most statements, with slightly greater variation regarding the availability of resources for implementing change.

Overall, it can be concluded that change management practices are viewed positively in terms of planning, employee participation, prioritization, and evaluation. However, there is a need to improve the regularity of implementation according to plans and, more importantly, to enhance the provision of resources to ensure effective execution.

2. Analysis of the Second Dimension: Obstacles to Implementing Change Management in the Central Library

This dimension aims to answer the second research question: “What are the أبرز challenges and obstacles that hinder the successful implementation of change management in libraries?”

Table (7) presents the means, standard deviations, and levels of agreement (which here reflect employees’ perception of the presence of obstacles) for respondents’ answers to the statements of this dimension.

Table (7): Means, Standard Deviations, and Levels of Agreement for the Obstacles to Change Management Dimension (n = 20)

No.	Statement	Mean	Std. Dev	Level
1	Lack of financial resources	3.90	0.99	High
2	Employee resistance	3.65	0.91	High
3	Lack of training	3.75	0.88	High
4	Unclear objectives	3.35	1.05	Moderate
5	Sudden changes cause confusion	3.60	0.84	High
6	Lack of incentives	3.85	0.95	High
—	Overall Mean	3.68	0.70	High

Table (7) shows that the overall mean for the dimension of obstacles to implementing change management reached 3.68, which falls within the high level of agreement category. This indicates that employees strongly perceive the presence of several obstacles that hinder the effective implementation of change management in the library.

A detailed analysis of the statements reveals that five obstacles received a high level of agreement, reflecting employees’ strong awareness of their negative impact:

- “Lack of financial resources hinders the implementation of required changes” (mean = 3.90), which is the most prominent obstacle according to the sample.
- “The absence of an incentive system that encourages employees to accept and participate in change” (mean = 3.85).
- “Insufficient training for employees hinders the success of change” (mean = 3.75).
- “Employee resistance to change represents a major obstacle” (mean = 3.65).
- “Rapid and sudden changes cause confusion among employees” (mean = 3.60).

Meanwhile, one obstacle received a moderate level of agreement:

- “Lack of clarity of change objectives leads to failure in implementation” (mean = 3.35), which is the least perceived obstacle compared to the others.

The standard deviation values (ranging between 0.84 and 1.05) indicate a relative consistency in respondents’ opinions regarding most obstacles, with slightly greater variation in views about the clarity of change objectives.

Overall, these results confirm the presence of real challenges facing change management in the library. From the employees’ perspective, the most significant of these are: lack of financial resources, absence of incentives, insufficient training, resistance to change, and the rapid pace of changes.

3. Analysis of the Third Dimension: Success Factors of Change Management in the Central Library

This dimension aims to answer the third research question: “What factors contribute to the successful implementation of change?”

Table (8) presents the means, standard deviations, and levels of agreement (which reflect employees’ perceptions of the importance of each factor) for the responses to the statements of this dimension.

Table (8): Means, Standard Deviations, and Levels of Agreement for the Success Factors of Change Management (n = 20)

No.	Statement	Mean	Std. Dev	Level
1	Effective leadership	4.30	0.70	Very High
2	Financial support	3.95	0.81	High
3	Training	4.25	0.75	Very High
4	Strategic planning	4.05	0.80	High
5	Supportive environment	3.90	0.78	High
6	Incentives system	4.00	0.85	High
—	Overall Mean	4.08	0.62	High

Table (8) shows that the overall mean for the dimension of success factors of change management reached 4.08, which falls within the high level of agreement category. This reflects employees’ strong awareness of the importance of several factors in achieving successful change processes in the library.

A closer analysis of the statements indicates that all six factors received either high or very high levels of agreement:

- “The presence of effective and supportive leadership contributes to the success of change” (mean = 4.30), which is the most important factor from the sample’s perspective and received a very high rating.
- “Appropriate training for employees helps in accepting and successfully implementing change” (mean = 4.25), also rated as very high.
- “The existence of a clear strategic plan contributes to the success of change” (mean = 4.05).
- “The availability of an effective incentive system encourages employees to participate in change” (mean = 4.00).
- “Adequate financial support enhances the success of changes” (mean = 3.95).
- “A supportive work environment for change and participation encourages success” (mean = 3.90).

The relatively low standard deviation values (ranging between 0.70 and 0.85) indicate a high level of agreement among respondents regarding the importance of these factors.

In summary, this dimension emphasizes the critical importance that employees place on effective leadership and appropriate training as key determinants of successful change, in addition to the importance of having a clear plan, an incentive system, sufficient financial support, and a supportive work environment.

4. Analysis of the Fourth Dimension: The Impact of Change Management on Service Quality

This dimension aims to answer the fourth research question: "How can change management directly contribute to improving the quality of services provided to beneficiaries?"

Table (9) presents the means, standard deviations, and levels of agreement for respondents' answers to the statements of this dimension.

Table (9): Means, Standard Deviations, and Levels of Agreement for the Impact of Change Management on Service Quality (n = 20)

No.	Statement	Mean	Std. Dev	Level
1	Improved service quality	3.80	0.86	High
2	Technology speeds services	3.95	0.79	High
3	Organizational structure improved efficiency	3.70	0.90	High
4	Training improved interaction	3.85	0.83	High
5	Innovation in services	3.75	0.88	High
6	Increased user satisfaction	3.90	0.92	High
—	Overall Mean	3.83	0.72	High

Here is the English translation of the paragraph you provided:

Table (9) shows that the general mean for the axis of the impact of applying change management on the quality of services provided was (3.83), which falls within the high agreement category. This indicates a positive perception among employees regarding the contribution of implemented changes to improving the quality of library services.

Upon examining each statement individually, it becomes clear that all six statements in this axis received a "high" agreement degree:

- "Technological changes have helped accelerate service delivery" (mean 3.95), which is the highest-rated impact.
- "Implemented changes have generally led to increased beneficiary satisfaction with the services provided" (mean 3.90).
- "Employee training has led to improved interaction with beneficiaries" (mean 3.85).
- "Implemented changes have led to an improvement in the quality of services provided to beneficiaries" (mean 3.80).
- "Changes have helped provide new and innovative services" (mean 3.75).
- "Improving the organizational structure has contributed to increased service efficiency" (mean 3.70).

The standard deviation values (ranging between 0.79 and 0.92) indicate good agreement among the sample members regarding the positive impacts of change on services.

Overall, employees of the Central Library believe that change management efforts, despite the challenges, have positively reflected on the quality of services provided, notably through accelerating services thanks to technology, improving employee interaction with beneficiaries, and increasing overall beneficiary satisfaction.

RESULTS AND DISCUSSION

First: Results:

1. Regarding the reality of change management practices: The results showed that employees view the reality of change management practices in the library with a generally high degree (mean of 3.55). There is good awareness of positive aspects in change management, most notably employee participation in decision-making related to change, the existence of a clear plan, priority setting, and periodic evaluation of results.

2. Regarding the obstacles to applying change management: The results confirmed the existence of tangible obstacles hindering the success of change management in the library, as the agreement degree for this axis was high (mean of 3.68). The most prominent

obstacles from the employees' perspective were: lack of financial resources, absence of an encouraging incentive system, lack of adequate training, resistance of some employees to change, in addition to rapid and sudden changes.

3. Regarding the success factors of change management: The results showed a high awareness among employees of the importance of a set of factors to ensure the success of change, as the general mean for this axis was high (4.08). Two factors emerged as the most important, receiving a "Very High" agreement degree: the availability of effective and supportive leadership, and providing appropriate training for employees.

4. Regarding the impact of change management on service quality: The results revealed a positive perception among employees regarding the contribution of implemented changes to improving service quality, as the general mean for this axis was high (3.83). Employees believe that the changes have significantly contributed to accelerating service delivery (especially technological), increasing overall beneficiary satisfaction, improving employee interaction with them, improving service quality, providing new and innovative services, and increasing work efficiency through improving the organizational structure.

Second: Recommendations:

1. Work on providing sufficient budgets to support change initiatives, whether for purchasing modern technologies, developing infrastructure, or training employees.

2. Design and implement continuous and targeted training programs for employees, not limited to the technical aspects of change, but also including change management skills themselves, how to deal with resistance, and enhancing communication and interaction skills with beneficiaries in a changing environment.

3. Emphasize the importance of the leadership role in adopting and supporting change clearly and continuously, motivating employees, providing a clear vision, and communicating effectively about the goals, justifications, and benefits of change.

4. Design and apply an incentive system (material and moral) that rewards and encourages employees who adopt change, participate effectively in its application, and provide creative ideas for development.

5. Enhance open communication channels between management and employees regarding change plans, encourage dialogue and discussion, and involve employees more in the planning, implementation, and evaluation stages to increase their sense of ownership and commitment to change.

6. Attempt to make changes as planned and gradual as possible, avoid sudden or multiple simultaneous changes that may cause confusion and burnout for employees, and adequately explain the justifications for any necessary changes.

7. Ensure that change plans and objectives are clear and understandable to all employees, link them to the library's vision and strategic objectives, and clarify the expected benefits for the library, employees, and beneficiaries.

8. Continue periodic evaluation of the success of implemented changes and measure their actual impact on service quality and satisfaction of beneficiaries and employees, and use the evaluation results to modify plans and improve future practices (reinforcing the positive practice discovered in the first axis).

CONCLUSIONS

This study examined the reality of change management in the Central Library at Al-Jafara University from the perspective of its employees. The findings indicate that change management practices are generally implemented at a satisfactory level, particularly in terms of employee participation in decision-making, strategic planning, priority setting, and periodic evaluation. Nevertheless, the implementation process continues to face several organizational and operational challenges. The most significant barriers identified were limited financial resources, inadequate training opportunities, insufficient incentive systems, employee resistance to change, and the rapid pace of organizational changes. Despite these constraints, employees demonstrated strong awareness of the critical factors required for

successful change management, emphasizing the importance of effective leadership, continuous professional development, strategic planning, and a supportive organizational environment. Furthermore, the study confirmed that change management has had a positive influence on the quality of library services by accelerating service delivery through technological improvements, enhancing staff interaction with users, encouraging service innovation, and increasing user satisfaction. Overall, the results suggest that successful change management in university libraries depends on balancing organizational readiness, employee engagement, and adequate institutional support. Accordingly, strengthening financial investment, expanding training programs, improving communication, and establishing effective incentive systems will contribute to sustaining organizational development and ensuring that the Central Library continues to meet the evolving information and research needs of its academic community.

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