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IVJLIS is being positioned as an internationally refereed journal published bi-annually in (May and November) by the Department of Library and Information Science in the Faculty of Communication and Information Sciences, University of Ilorin, Nigeria. Thus, issues will be identified as Volume 1, (Issue 1, May), 2018, Vol. 1, (Issue 2, Nov), 2018, etc. It is dedicated to the exchange of the latest research and practical information in the field of Library and Information Science. The journal publishes original research and case studies by Librarians, Library and Information Science academics, government, contributors, and other information professionals on the key areas of information science, library science, archives, and records management, including best practices, policies, and guidelines.

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Submissions

All articles are subjected to a double-blind peer-review process. Manuscripts are invited from academics, researchers, and practitioners for publication consideration in all areas related to Library and Information. Each manuscript must include a 200-word abstract. Articles are accepted in MS-Word format only. Submitted articles should strictly follow the format of the sample article which can be found on the journal website at http//unilorin.edu.ng/fcis/uijlis
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Please prepare your manuscript before submission, using the following guidelines:

Format	Article files should be provided in Microsoft Word format.
Article Length	Articles should be between 5000 and 6000 words in length. This includes all text including references and appendices. Please allow 280 words for each figure or table.
Author Details	All contributing authors' names should be provided, and the names should be arranged in the correct order for publication. • Correct email addresses should be supplied for each author in their separate author accounts • The full name of each author must be present in their author account in the exact format they should appear for publication, including or excluding any middle names or initials as required
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EDITORIAL

This volume six edition combined two issues, issues 1 and 2. The edition featured fifteen different articles one of which is from foreign authors. The first article in the edition focused on Tanzania Higher Learning Institutional Repositories: Analysis of Research Collection on Industrial Development and was authored by Kardo Joseph Mwilongo & Beth Jacob Kachota. The article is followed by Massive Open Online Courses as a Pathway to Inclusive Education in Nigeria authored by Foluso Modupe Adeyinka. The article shed more light on Massive Open Online Courses/

The next article focused on Farm-technology Information Acceptance by Farmers for Sustainable Rice Production in Nigeria and was authored by Oluwakemi ADEBAYO & Anuoluwa F. AWODOYIN while Virtualization of References Services for Enhancing Users

Experience in Nigeria Libraries: Strategies for Policymakers was authored by Hezekiel Olubiyi Olubummo, OYANIGA, Wetola Olubummo, Abdul Nogamu Ojo & ALANSI Yusuf Ayodeji.

Availability of Grey Literature for Library and Information Science Postgraduate Students in South-South, Nigeria written by Ifie Omonigho Blessing Amina Akporhonor Edwin Irorogaywo Achugbue & Lawrence Arumuru. National Library Services as Panacea to Educational Rebirth in Selected Secondary Schools in Ilorin Metropolis is another article in this edition written by Muhammed, Jamiu Oladele; Akinosho, Gafar A. and Arilesere, Jemilat Iyabo.

Librarians' Perception and Skills in the Use of Fourth Industrial Revolution Technologies for Service Delivery in University Libraries in Delta and Edo States, Nigeria was written by OGOCHUKWU T. EMIRI. Following it is the article that focused on a Survey of Disaster Management Practices in Selected Public University Libraries in Nigeria. It was written by Gboyega K. OYENIRAN; While Factors Influencing the Use of Open Access Resources by Library and Information Science Postgraduate Students, University of Ilorin was written by Abdullahi Mohammad Ibrahim; Ibrahim Olarewaju Yahaya; Abubakar Lawal & Najeebat Opeyemi Abdulraheem.

This interesting combined edition also focused on the relationship between Computer Self-efficacy and Electronic Library Use among LIS Undergraduates in Universities in Southern Nigeria by Lucky Oji Akpojotor and E. S. Anaehobi and Librarians' Preparedness Towards Robots' Usage in Nigerian Academic Libraries was written by Humphrey Igwechi Wiche, Yemisi Susan Adeyeye, Bolaji David Oladokun, Nurudeen Adeniyi Aderibigbe, Nworu Carlo Nduka, and EmmanuelAdeniyi Oloniruha.

Other articles featured in this edition are as follows the order in which they appear in this edition; Influence of Management Styles and Information Anxiety on Job Performance of Library Personnel in Academic Libraries in Lagos State, Nigeria was written by Adegoroye, Adebola Oluwamayokun; Ojo, Joshua Onaade and Ashiru, BolanleBadira; New Media Technologies in Library Services Delivery in University Libraries in Bayelsa State was written by Catherine I. Ogbara; Prospects of law information literacy in promoting career excellence among the undergraduate students of University of Abuja was written by Helen Emmanuel while the article that focuses on resistance to change in academic libraries: the university of Ilorin experience was written by Jamiu Wankasi Abdulraheem, G.O. Eromosele and R.Olorunsola. The article titled perceived usefulness as a determinant of e-book usage by postgraduate students in selected universities in Southeast, Nigeria by Eromosele and colleagues and the article titled influence of cultural factors on covid-19 vaccine acceptance campaigns among residents of Ara community, Kwara State by Kadiri and others conclude the series of articles featured in this edition.

No doubt, this is a fantastic edition. I am convinced that readers will enjoy its reading and I do not doubt that their reading through will add value to their existing knowledge.

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Resistance to Change in Academic Libraries: The University of Ilorin Experience

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ABSTRACT
Since libraries are developing organisms following Ranganathan's thesis, its success or failure depends on an awareness of the causes and mechanisms of opposition to change as well as the ability to effectively address its manifestations. In light of this, this study used the academic library at the University of Ilorin as a case study to examine librarians' perspectives on change resistance and potential solutions. The study was targeted at 20 librarians in the University of Ilorin library, while a total enumeration sampling method was adopted. The questionnaire was used to collect data from the respondents, and a 100% (20) response rate was achieved. The data collected were processed and analyzed with descriptive statistical tools of frequency counts and percentages. Results revealed that there was a change in the library (70%), while incidents of resistance were also witnessed in areas such as gossiping on duty (100%), staff missing deadlines (75%), seeking joint action of colleagues (65%) and refusing to learn a new task (60%). The study further provides strategies on what Library managers could do to reduce or solve the problems of resistance to change in the library and information service environment. In light of the findings of the study, it was recommended amongst others that, librarians must not only focus on access, organization, storage, and retrieval of information but, they should also become change agents and ensure a proactive role in the diffusion of technological innovations.

Keywords: Resistance to change, Academic Libraries, Librarians, Solutions, University of Ilorin

Introduction

In this modern era, anything will change because change is everywhere, including in an organization (Damawan & Azizah, 2019). Change is inevitable. The rule of everchanging applies to all organizations, hence every organization is always focusing on making changes and

improving their existing system to the benefit of customers, and users, particularly in the information service environment. Certainly, the need for change is usually forced by external internal organizational factors. According to Junnaid et al (2020), organizational external factors such as new regulations, enlarged competition, modern technologies, labour unions, climate change, etc one part call for change. In the other part, internal factors such as the introduction of new technologies, management policies, and product/service specifications would necessitate change.

In the library situation, the origin of change is rooted in the fifth law of library science by Ranganathan, which says "The library is a growing organism". This is an invitation to change now and then. Growth simply implies change, and academic libraries face challenges presently more than ever- the advent of technology has turned the table, and changed the unchallenged role of libraries as the providers of convenient, comprehensive information which meets a whole range of needs for the public. For this reason, Weiner (2003) reveals that academic libraries are faced not only with an unprecedented rate of change but also very real challenges to their existence in contemporary society. There can be no doubt that this is a time of great change for libraries, particularly in academic libraries in the area of acquisitions, information technologies, technical services, resource sharing, and other areas of library operations and services, even in training requirements for staff to be more efficient and effective in exploiting the new information technology. Libraries must establish strategies that will make the change seamless to not interrupt operations and services. It is not all plan changes that can be successful and can be accepted by all employees but with good leadership systems, resistance to change can be minimal and manageable. Resistance is a negative reaction of employees inhibiting change, (Damawan & Azizah, 2019).

Statement of the Problem

Resistance to change occurs in multi-dimensional, it can lead to persistent reduction in output, increase in the number of quits, requests for transfer, chronic quarrels, hostility, wild cat or slowdown strikes. Changes may gradually happen in the library and several organizations. Hence, it occurs in work methods, in routine office procedures either in the location of a desk, in personnel assignments and job titles in the academic library. The solutions to these problems are as follows: people should be allowed to participate in making the change, and understanding the true nature of resistance, management is advised to take concrete steps to deal constructively with the staff's attitude and librarians can also make their effort at meetings of staff where change is being discussed. It is obvious, that in organisations people believe there is no need for change, it will make it harder to meet their needs and the risks outweigh the benefits and think they cannot make the change. They also believe the change will fail or that sometimes, management handles the change improperly and change is inconsistent with their values.

Objectives of the Study

Generally, resistance is an individual reaction that arises from opposition to change. The current study specifically focuses on the following:

1. To find out the opinion of respondents on resistance to change in the university library;

2. To investigate academic libraries' reaction to change in the library;
3. To document the areas affected by change over the years, as experienced by respondents;
4. To provide an understanding of the problems faced by the agents of change;
5. To offer recommendations that will help library management in the change process, based on the results of the study.

Research Questions

1. What are the opinions of the respondents on resistance to change in the University library?
2. What are the academic library's staff reactions to change?
3. How documents are affected by change over the years as experienced by the respondents?
4. How the understanding of the problems faced by the agent can be provided?
5. What is the machinery that will help library management in the change process?

Review of Related Literature

The library and allied literature include several articles discussing change and resistance in organizations. It includes the following among others: innovation management in academic libraries, resistance to change, acquisitions management in changing times, and management of change in 21st-century libraries, just to mention a few. To make the study manageable, only a few of the relevant literature is reviewed, to give background to the study. We need to have a clear understanding of a few concepts before the brief literature review. Change, change agents, and change recipients. Ford et. al (2008) provide us with a brief and clear definition of the terms.

1. Change: A situation that interrupts normal patterns of organization and calls for participants to enact new patterns, involving an interplay of deliberate and emergent processes that can be highly ambiguous.
2. Change agents: Refers to those who are responsible for identifying the need for change, creating a vision specifying a desired outcome, and then making it happen. They are the people responsible for the formulation and implementation of the change.
3. Change recipients: Represent those people who are responsible for implementing, adopting or adapting to the changes.

Jantz (2012) concludes that many professionals are not familiar with the complexities of innovation, and that remains why they cannot achieve a high level of acceptance from the target people or community. According to him, library managers must promote an innovative environment in the library and increase the flow of new ideas. Diedrichs(1996) sounded the warning a long time ago (some twenty-seven years), that "libraries can expect lots of change for many years to come", and no aspect of library activities can expect to be spared. The author added, "Change is inevitable and accelerating every day". But adds that we must read the details of all management theories and follow through. Damawan and Azizah (2019) remarked that "factors that cause resistance to change are individual and situational factors, but strategies can overcome resistance to change". Adedoyin et. al (2011) assert that "change is no more a matter

of choice, however, it is the most important obstacle to surmount by individuals and organizations that desire to survive".

Fordet. al (2008) observed that "overcoming resistance is an issue of agents effectively managing the agent-recipient relationship". Agents must be willing to see "resistance" as a product of their actions. Junnaid. et. al(2020) observed that leaders' effectiveness and competencies in leading the change have become essential in initiating the change and people management. To this effect, management must make sure that a proper communication process must be followed so that every individual is well acquainted with the system.

Examination of research literature has shown that: Change is inevitable in any organization; The fifth law of Library Science is about change; Change agents and change recipients have roles to play for any change to succeed; Leadership management is crucial to effect change; Obstacles to change are not insurmountable; Technological innovations and applications to library operations and services will always be reasons for change.

In critical look and observation change is a moving from the present situation to a desired future target. Change management is a practical activity focused on both configuring the future desired situation and managing the perfect transition through different intermediary stages until the desired situation is achieved. Change in an organisation's library is represented by any change in the organization's state of affairs. As a discipline, change management focuses on voluntary organizational change in response to environmental factors, or on the organization's initiative, a change that must be managed to achieve a desired future condition (Srivastava & Agrawal, 2020; Georgalis et al, 2015).

Change management has been also defined as "the process of continually renewing an organisation's direction, structure and capabilities to serve the ever-changing needs of external and internal customers" (Sundus et. al, 2017, p.17). Change management refers to the achievement of an optimal design of the path leading from the starting point to the goal. Pursuing this interpretation of the concept, change management does not involve defining the content of the goal itself, nor developing the methods to achieve such corporate goals or strategies (Guidetti et al, 2018). A classification of changes, of high importance for change management, is from the perspective of the types of events that generate the need for change. Based on these types of events, there are three main categories of change (Kinicki& Williams, 2020; Brisson-Banks, 2010).

1. "Closed change": There is certainty as to what has happened the causes and measures to be taken.
2. "Contained change": There is reasonably certain knowledge of what has happened, the causes and measures to be taken.
3. "Open-ended change": There is a broad disagreement as to what has happened, the causes and the measures to be taken.

However, the argument over employees' reluctance to change within the service industry has persisted over the years, and a multitude of mixed-method, qualitative, and quantitative research has been undertaken, producing a diversity of conclusions. The association between technostress

and resistance to technology adoption was the focus of a survey done by Hanif, Naeem, and Bhatti (2021) among 150 Library and Information Science (LIS) professionals employed in the university libraries of Punjab, Pakistan. The research found that technostress affected the resistance to technology adoption in university libraries ($p > .05$, beta = -0.338). The employment of new technical instruments in the library, which made the job more difficult, and managing technology were the main causes of technostress. The study also found that resistance is more common in men and older adults and that respondents who are nervous or anxious about using computers and other technology are also more likely to resist. To address the complexity of the quickly changing AUL environment, Gunapala, Montague, Reynolds, and Vo-Tran (2020) conducted a qualitative constructivist research study to examine the current change management strategies of the chief librarians in 18 public Australian University Libraries (AULs). According to the study's findings, library management faces substantial problems in the fast-evolving AUL environment, necessitating appropriate changes to policy and practice. Resources, relevance, stakeholders, strategy, governmental policy, and university infrastructure are further factors that help Australian public sector university libraries handle change effectively.

By distributing a structured questionnaire to 100 library and information workers working in academic and research sector libraries in India, Prakash (2010) surveyed to determine the reasons behind the resistance. Results indicated that lack of a proper attitude toward change (89.76%), lack of management support (86.36%), lack of highly motivated employees (82.96%), lack of adequate training (80.68%), lack of a supportive or conducive work environment (80.68%), lack of customer orientation (78.4%), lack of developed competencies for the transformed environment (73.86%), lack of adequate resources and infrastructure(73.86%), difficulty in understanding fast and complex changes in the environment (70.46%), and deep-rooted dogmas and technophobia (63.63%). According to an exploratory study (Mabunda & Du Plessis, 2022) conducted at the University of Johannesburg (UJ) library involving 12 library managers and 65 Information Librarians, library assistants, supervisors, and specialized support staff, it was found that employees resist change when their comfort zone is threatened; and what they know is becoming threatened because the new initiative or change tends not to be aligned with their current knowledge and skills,. Additionally, Mabunda and Du Plessis's results from 2022 showed that resistance to change may be caused by not understanding what would happen when it is implemented; this finding indicates and supports that knowledge management (KM) might be a feasible solution. Findings from a case study involving 50 junior and senior library staff members employed at the University of Ghana Library in Ghana (Dadzie & Mensah, 2021) showed that, resistance to the transfer was most directly related to resistance (73.1%), followed by the lack of prior information on the transfers (65.4%). In addition, the study emphasized the importance of communication, organized processes, and transparency as techniques to facilitate change and facilitate implementation. The study concluded that managing regular staff rotation is important for the growth of the UGL system and the institution as a whole.

Results of another case study research study (Makanga, 2019) conducted among 28 library employees revealed that the Technical University of Kenya Library leadership was committed to change, had developed a strategic plan for the library, and included library staff in a change management program for successful results. The study also discovered that developments in the

economy (M = 3.10), the educational system (M = 3.05), and information technology (M = 3.45) all had an impact on change (forces for change) at the TUK library. The Library of Congress Classification (LCC) and the implementation of the KOHA library management system, along with staff training and capacity building, were the two major transformation projects carried out by TUK Library. The results of another South African case study research (Plessis & Mabunda, 2016), which included 21 participants and examined how change in terms of technology is managed in a decentralized academic library in a higher education institution, emphasized the significance of change management in academic libraries and the necessity of effective communication. This study also demonstrated that participants' capacity to adapt to change depended largely on their motivation as well as the training and seminars they attended. The study concluded that since not everyone responds to change in the same manner, it is crucial to manage change to get everyone on board. A qualitative study (Mwendwa, 2015) conducted at the library of the Catholic University of Eastern Africa (CUEA) with 67 participants (including the university's library management, the head of the ICT department, and library staff/users) observed that libraries face several difficulties when managing change in automated systems, including rapid technological change, system change resistance, inadequacy of skills in system implementation, and poor change management strategies.

In Nigeria, the findings of a positivist study (Oluwole & Olatokunbo, 2017) among 50 librarians at the University of Lagos (UNILAG), the Lagos State University (LASU), and Babcock University showed that the introduction of new technology has not necessarily resulted in resistance among the librarians in the surveyed institutions. Nevertheless, some of the respondents expressed resistance to new technology, with the University of Lagos (UNILAG) having the most. According to Oluwole and Olatokunbo's (2017) study, some potential causes of change resistance include lack of rewards for successful implementation of technological change (27.1%); the impact of technological change on patrons' loyalty to the library (22.9%); fear of the new technology's uncertain outcomes (25.0%); lack of the necessary knowledge, abilities, and resources (24.9%); lack of required skills by change agent to adopt the new technological change in my library (22.9%); lack of adequate training to accommodate the new technological change (27.1%); desire to maintain the current positions in the library (20.9%); lengthy planning before the technological change is delivered (27.0%); understanding why technological change is happening and why it's necessary (29.1%); and long periods of planning before the technological change is delivered (20.9%). The study also found that demographic factors including gender, age, experience, years spent working at the current library, and education had no discernible impact on librarians' resistance to technology.

According to Oluwole and Olatokunbo's (2017) study findings, offering adequate training programs to improve job performance and address change reluctance, empowering staff members toward the change process and listening to them to meet their needs, and having a strong reward system that rewards performance, are strategies that be employed by academic libraries to lessen librarian resistance to technological changes. Despite the abundance of literature on change management in organizations, it is important to emphasize that the literature on change management in libraries places more emphasis on technology advancements and innovations than on personnel changes. The introduction of new technology, work regulations,

and routines did not always result in resistance to change, according to certain study findings. This is the research lacuna the study intends to fill.

Theoretical Exposition

Every progressive organization and society must embrace change. As a result, a plethora of theories, models, and frameworks, including those in library and information science, have been proposed to clarify the speculative origins, effects, and management of change resistance globally. The Kurt Lewin (1952, 1958) theory of change management, the Nolan, Norton S-Curve IS model (1976), Kotter's (1995, 1996, 2000) process and eight-step model for radical change, Nadler's Congruence Model (1998), and the Prosci (2007) ADKAR model for change management are just a few of the theories mentioned above. Out of all the proposed theories, this study is informed by the Prosci (2007) ADKAR model, created by Prosci founder Jeff Hiatt about two decades ago after researching the changing patterns of more than 700 firms. According to Prosci Inc. (2022), the acronym "ADKAR" stands for the five results that a person must get for a change to be successful: (a) awareness of the need for change, (b) motivation to support and participate in the change, (c) knowledge of how to change, (d) The ability to apply desired abilities and behaviours, and (e) reinforcement to keep the change going. The awareness and desire phases of the ADKAR change management model are meant to help you leave the situation you are in now when change is required but has not yet started. Reinforcement concentrates on the future while knowledge and skill are acquired during the transition (see Figure 1).

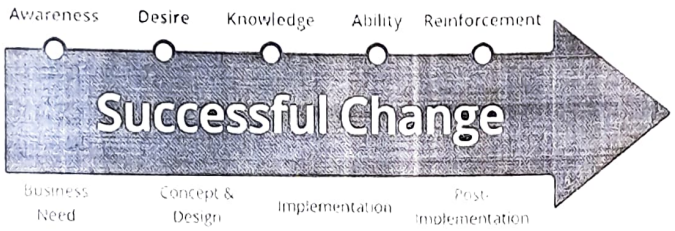


Figure 1: A diagram of Prosci's (2007) ADKAR model
Source: Prosci Inc (2022). The Prosci ADKAR Model. https://www.prosci.com/methodology/adkar

The ADKAR Model, which is utilized by thousands of change leaders worldwide, focuses on individual change by assisting people as they go through a specific transformation and addressing any barriers or bottlenecks they may encounter. Organizational changes frequently fail, according to Malhotra (2023), because staff members do not see the value of adopting the change or how to do so successfully. They only recognize that something is changing. Additionally, leaders frequently lack the skills necessary to successfully engage people throughout change and deal with any possible opposition. The ADKAR Model tackles these issues by providing employees with the knowledge, motivation, and skills necessary to effectively navigate organizational transitions as well as leaders with the appropriate methods and tools. The ADKAR Model helps leaders and change management teams to concentrate their efforts on what will motivate individual change and consequently produce organizational results

by describing the objectives and results of effective change. The ADKAR model is relevant to this study because it would enable the study's investigators to pinpoint any change-related roadblocks for library staff so that it may assist these people in moving through the shift. More so, it is recognized for its outcome-oriented change management approach that seeks to reduce organizational change resistance.

Methodology

This study used a hybrid of qualitative and quantitative research methodology and analysis. The study covered only one academic library, hence descriptive research of a case study type of design was adopted. A case study, as defined by Creswell and Creswell (2018), is a thorough examination of a particular subject, such as a person, group, location, occasion, business, or phenomenon. The delicate nature of the subject matter, together with the benefits of a cost-effective design and quick data collecting, led to the adoption of this study design. The study targets are the academic librarians in the university library. The reason for this was to make the project manageable and to use it as a pilot study. A total of twenty academic librarians were covered, and a total enumeration sampling method was used. A validated and pretested (Cronbach's alpha reliability coefficient value of 0.833) questionnaire was designed for the sample to cover the four major areas which adequately address the objectives set for the study.

a) Profile of Librarians.
b) Opinion of academic Librarians on resistance to change in the library.
c) Experience in resistance, and areas of service affected by change.
d) The solution to resistance in libraries.
e) Comments of respondents on how to manage change in academic libraries.

In the profile section, the eight questions requested information on status, gender, age, unit, headship, experience with change and areas affected by the change. The second section of the questionnaire addressed the opinion of respondents on change in the library. The section of the survey asked respondents to state whether they agreed or disagreed with the eight statements about change. The study used the experiences of academic librarians to gain insight into the issue of change and resistance in libraries. The goals of the study are to understand how librarians have reacted to instances of change in the library and to find out from the open-ended comments the view of librarians generally about change in the university library. In general, respondents were asked to describe their personal opinions and perceptions on a five-point Likert scale. There were eight demographic questions and one-ended one. Eighteen statements were used to elicit participants' perceptions about change in the university library. The choice of only academic librarians was based on several factors and assumptions. These were as follows:

1. Academic librarians were deemed to be persons who head divisions/units and would be the ones to facilitate the change process.
2. They would also be the ones to identify the resistance of subordinates to change.
3. It was assumed that the opinions of participants were a critical factor in accomplishing change in the library, and if not carried along, they could also show some resistance.

The administered questionnaires were retrieved back on the spot and, generated a 100% retrieval rate. Data analysis was done using descriptive statistical tools of frequency counts and percentages.

Results

This section presents first, a demographic analysis based on the distribution of responses by gender, status, age, and years of experience.

Table 1: **Demographic Responses (n = 20)**

Gender	**N**	**Percentage %**
Male	13	65
Female	7	35
Years of Experience		
5	2	10
6-10	8	40
11-15	2	10
16-20	2	10
21-25	6	30
25 above	-	-
Status	**N**	**Percentage %**
Assistant Librarian	2	10
Librarian II	13	65
Librarian I	2	10
Senior Librarian	3	15
Age Range of Respondents	**N**	**Percentage %**
20-30	1	5
31-40	1	5
51-60	15	75
61 and above	3	15
Experience of change in the Library	**N**	**Percentage %**
Yes	14	70
No	6	30
Head of Division/unit	**N**	**Percentage %**
Yes	11	55
No	9	45

The result shows that more than half [65%] of the respondents were male. Table 1 reveals that close to half 8 [40%] of the respondents had between 6-10 years of experience. On the age range of the respondents, the majority 15 [75%] of the respondents were between 51-60 years. Answers to questions on respondents who were head of division/unit revealed that slightly more than half 11 [55%] occupy headship positions in the library. Respondents were asked to indicate if they had experienced any form of change in the library. Of the total number of respondents, 14 (70%) have experienced one form of change or the other. Respondents were specifically requested if the change covered organizational structure, operations and services. All the respondents who

experienced change indicated that their experiences covered the three areas indicated. This shows that more than half of the respondents 14 [70%] were competent based on their experience to respond to change in the library.

Opinion questions

This section deals with participants' responses to statements about resistance to change. Some highlights are presented in Table 2. In the highlights, "strongly agree" and "agree" are categorized as "agree", and "strongly disagree" and "disagree" are categorized as "disagree".

Table 2: Opinions of Participants on Resistance to Change

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure
INCIDENCE OF RESISTANCE					
Refusing to learn a new task is a sign of resistance.	12(60%)	-	6(30%)	-	2(10%)
Setting up an alternative approach or simply working in the old way rather than implementing is resistance	-	10(50%)	5(25%)	3(15%)	2(10%)
Seeking joint action of colleagues is a sign of resistance.	13(65%)	-	5(25%)	-	2(10%)
Gossip is the most common way to show resistance to change	8(40%)	12(60%)	-	-	-
Intentionally missing deadlines could be a way to show resistance to change	-	15(75%)	2(10%)	-	3(15%)
To pay lip service to a new idea but fail to comply with change shows a lack of support for change	-	14(70%)	-	5(25%)	1(5%)
CAUSES					
Supervisors giving mixed messages is a weapon to resist change	6(30%)	11(55%)	2(10%)	-	1(5%)
When supervisors do not provide adequate resources or information, it could be a way to resist change	-	16(80%)	4 (20%)	-	-

Table 2 shows that the overwhelming majority (60%) agreed that refusing to learn a new task is a sign of resistance. Thirteen (65%) agreed with the statement that seeking joint action of colleagues is a sign of resistance. All the respondents (100%) agreed that gossip is the most common way to show resistance to change. This agrees with Diedrich's (1996) position that

"gossip" is the most common way to show resistance and a form of sabotage. Again, 75% of the respondents agreed that missing deadlines could be a way to show resistance to change. An overwhelming majority (70%) agreed that lip service to a new idea but failure to comply with change shows a lack of support to change. The majority (85%) of the respondents agreed that when supervisors do not provide information or resources, and when supervisors can use mixed messages, it could lead to change resistance. Damawan and Azizah (2019) say that the attitude or behaviour of an individual that frustrates the purpose of change goals can be interpreted as resistance.

Solution to Resistance

There is no problem without a solution. Since change is inevitable, resistance must be expected, whether minimal or big. Here, ten statements sought the opinion of respondents on the solution to resistance (Table 3).

Table 3: **Solution to Resistance**

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure
Change should be gradual, not sudden	12(68%)	5(25%)	-	1(5%)	2(10%)
Peer pressure should be discouraged.	3(15%)	15(75%)	-	-	2(10%)
Let resisters of change be part of the project.	7(35%)	12(60%)	1(5%)	-	-
Reduce the frequency of meetings among staff if possible.	1(5%)	7(35%)	11(55%)	-	1(5%)
Continuous assessment of methods and approaches of leadership may be necessary	6(30%)	14(70%)	-	-	-
Transparent leadership will not reduce the incidence of resistance.	5(25%)	5(25%)	8(40%)	-	2(10%)
An environment that allows subordinates to express ideas will suppress resistance.	7(35%)	11(55%)	1(5%)	-	1(5%)
When leaders speak often and frankly about change, there may not be any resistance.	12(60%)	8 (40%)		-	-
Relating directly with all the staff and not supervisors will stop resistance	10(50%)	2(10%)	6(30%)	1(5%)	1(5%)
When things seem not to work out, counselling and warning about behaviours should be tried.	5(25%)	15(75%)	-	-	-

From Table 3, most respondents 17(85%) to statement one agreed that change should be gradual and not sudden, to avoid resistance. Also, 18(90%) agreed that peer pressure should be discouraged as a solution to resistance. Responses to statement number three reveal that a good number (95%) of respondents agreed that resisters of change should be part of the project. This could be a way to secure their loyalty. In response to statement number four, less than half 8(40%) agreed that a reduction in the frequency of meetings among staff would solve the problem of resistance.

All the respondents 20(100%) agreed that when there is a continuous assessment of methods and approaches of leadership it would stem the wave of resistance to change. An overwhelming majority 18(90%) agree that transparent leadership will reduce the incidence of resistance. Curiously though, most (90%) respondents to statement number seven agreed that an environment that allows subordinates to express ideas has no relationship with transparent leadership. All the respondents 20(100%) agreed that when leaders speak often and frankly about change, there may not be any resistance. In response to statement number nine, slightly more than half 12(60%) respondents agree that when management relates directly with all staff and not supervisors, resistance will stop, while 7 (35%) disagreed and 1 (5%) was not sure. Statement number ten and the last question attempted to find out the place of counselling, warning about behaviours as a solution to change. All respondents 20 (100%) agreed that the measure would be a solution to resistance. Of all the ten statements, only numbers five, eight and ten had 100% agreement responses.

Open-Ended Question Results

The only open-ended question in Section C of the survey provided qualitative responses that both supported the general study results and elicited further information. The question asked respondents to provide additional comments that will assist in managing change in libraries, bearing in mind that "the library is a growing organization". Of the total respondents, more than half 13 (65%) offered useful comments that have been grouped thematically:

i. a good relationship is essential at the leadership level for a successful change;
ii. resistance is destructive and should be controlled in order not to affect service;
iii. everyone in the leadership position i.e division/unit should be involved in the change process;
iv. open library policy will reduce resistance ;
v. cooperation is required in all organizations;
vi. democratic leadership is necessary to avoid resistance;
vii. the library should organise training and seminars that will focus on library goals.

Putting the results of the study and the comments of the respondents together, one can safely say that the problems facing change in the library and any other are not insurmountable if only the change agents and change recipients are ready to work together.

Conclusion

Our research has highlighted librarians' opinions about resistance and solutions to change in libraries. Data presented suggest the library had experienced resistance in one way or the other. It is noteworthy that those who are change agents need to do a great job that is, being responsible for the relationship with change recipients, as well as the tactics of change. There is much to be realised in the library work with relationship to change by understanding and accepting its benefits and challenges. Librarians are to expect a lot of changes for many years to come. No aspect of library operations and services is exempted.

The limitation of this study is in the number of respondents surveyed and the library: being a case study approach. There is also a need to carry out a similar study that will include a wider geographical area in Nigeria. The study could go further to determine the most common reasons for resistance to change in academic libraries, and how to manage the process. This will help librarians gain a clearer understanding of how change could be properly managed in libraries.

Recommendations

In light of the findings of the study, the following recommendations are made:

1. change should not be associated with urgency, it should be gradual to give room for adjustment;
2. change agents should take charge of dialogues that may come up at the end of the process;
3. change agents must consider how the change impacts the lives of workers at work and outside, even before implementation;
4. recipients should be allowed to ask for clarifications even when the process is ongoing;
5. a general sensitization should be carried out among all workers to clear doubts and deal with their fears.

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