

Change Management and Employees' Motivation for AI Adoption Readiness: A Case Study of a Judicial Library

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Abstract. This study examines the readiness for artificial intelligence (AI) adoption among library professionals at the Judges' Library, Gauhati High Court, Principal Seat, through the lens of change management and employee motivation theories. Using a structured questionnaire administered to all four library staff members (one Librarian cum Research Officer, one Assistant Librarian, and two Library Assistants), the study assessed technology readiness, AI acceptance, organizational readiness, motivation and change management climate. Data were analyzed using descriptive statistics, Coefficient of Variation (CV) and Relative Importance Index (RII). Findings reveal high levels of self-efficacy (M=4.88), intrinsic motivation (M=4.62) and organizational readiness (M=4.42), indicating strong foundational support for AI adoption. However, gaps were identified in task autonomy (M=3.25), leadership vision clarity (M=3.25) and communication of change (M=3.50). Significantly, respondents expressed concerns about undetected errors in AI-generated legal information (M=4.25), highlighting the critical need for human verification in judicial library contexts. The study concludes that while the institution demonstrates readiness for AI integration, successful implementation requires enhanced leadership communication, clearer strategic vision, greater staff autonomy, and robust quality control mechanisms to ensure accuracy in legal research outputs.

Keywords: Change Management, Artificial Intelligence, Employee Motivation, Judicial Libraries, Law Libraries, Technology Acceptance, Gauhati High Court, Organizational Readiness

Introduction

The integration of artificial intelligence (AI) into library services represents a transformative shift in information management and service delivery[1]. Law libraries, particularly those serving judicial institutions, face unique challenges in adopting AI technologies due to specialized legal information requirements and critical accuracy demands[2]. The Judges' Library at the Gauhati High Court, serving as one of India's Principal High Courts, provides an ideal context for examining library professionals' perceptions and preparedness for AI-driven change.

Recent literature emphasizes that successful technology adoption depends significantly on human factors, including employee readiness, motivation and effective change management, rather than merely technical infrastructure[3][4]. As AI tools are slowly becoming increasingly prevalent in legal research like from predictive analytics to natural language processing, understanding library staff perspectives becomes vital[5].

Change management theory suggests organizational transformation succeeds when employees understand the need for change, possess adaptive skills, and feel supported throughout transitions[6][7]. Similarly, motivation theories, particularly Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, indicate employees' engagement with new technologies depends on both intrinsic factors (personal growth, achievement) and extrinsic factors (compensation, working

conditions, organizational policies)[8][9].

This study addresses a significant literature gap by examining AI adoption readiness in a specialized judicial library context, focusing on the interplay between technological readiness, employee motivation, and organizational change management. While previous studies explored technology adoption in academic and public libraries[10][11], limited research are done on law libraries, particularly in the Indian judicial system. Given growing digital transformation emphasis in Indian courts, understanding library staff readiness becomes crucial.

The research employs three theoretical frameworks: the Technology Readiness Index 2.0 (TRI 2.0) by Parasuraman, Colby[12], measuring individual technology propensity through optimism, innovativeness, discomfort and insecurity; the Technology Acceptance by Davis[13], suggesting that perceived usefulness and perceived ease of use determine adoption; and Kotter's[14] change management framework, emphasizing urgency creation, coalition building, vision development and sustained communication.

This study provides actionable insights for library administrators, judicial authorities and information professionals planning AI integration in legal information services, contributing empirical evidence to limited research on judicial library technology adoption in India.

AI Adoption in Library Services

AI applications in libraries now include chatbots for reference services, automated cataloging, predictive analytics and sophisticated search algorithms. In law libraries specifically, AI technologies such as ROSS Intelligence and Westlaw Edge have revolutionized legal research through natural language processing and machine learning. However, successful implementation depends heavily on human factors. Breeding notes that technology adoption relies more on organizational culture and staff competencies than technical sophistication. Research by Si in Chinese academic libraries found staff readiness and positive attitudes more predictive of successful AI integration than technical infrastructure.

Technology Readiness and Acceptance

The Technology Readiness Index 2.0 (TRI 2.0) measures individual technology predisposition through four dimensions optimism and innovativeness (positive) and discomfort and insecurity (negative). The Technology Acceptance suggests that perceived usefulness and perceived ease of use fundamentally determine user acceptance[15]. In library contexts, Walters[16] found generally positive attitudes toward AI, with younger librarians showing higher innovativeness scores.

Employee Motivation and Change

Herzberg's Two-Factor Theory distinguishes between hygiene factors (salary, working conditions) preventing dissatisfaction and motivators (achievement, recognition, growth) creating satisfaction and driving performance[17]. Self-efficacy & individuals' belief in their capacity to execute required behaviours plays crucial roles in technology adoption[18][19].

Organizational Change Management

Kotter's eight-step change model provides systematic frameworks for leading transformation. Research highlights critical success factors including participative decision-making[20], transparent communication[21] and adequate training[22]. In judicial contexts, change management becomes complex due to hierarchical structures and high-stakes accuracy requirements.

While substantial literature exists on library technology adoption generally, limited research examines judicial library settings, particularly in Indian contexts despite significant digital transformation initiatives.

Significance of the Study

This research holds theoretical, practical and contextual significance for multiple stakeholders in library and information science, judicial administration and organizational change management. By integrating multiple frameworks such as TRI 2.0, Technology Acceptance, Herzberg's Two-Factor

Theory and Kotter's Change Management Model this study provides comprehensive understanding of technology adoption beyond simplistic acceptance models, demonstrating how individual readiness, organizational structures and motivational factors interact in specialized professional contexts. For library administrators and judicial authorities planning AI integration, this study offers evidence-based insights into staff readiness, identifies specific intervention areas and highlights critical concerns regarding accuracy and verification that must be addressed. As Indian courts increasingly embrace digital transformation through e-Courts projects and AI-powered case management systems[23], understanding judicial library professionals' perceptions becomes crucial. This study provides baseline data for Gauhati High Court and serves as a model for similar assessments in other High Courts. Findings inform library policy development regarding technology adoption, staff development and service innovation. The identified concern about AI-generated errors suggests need for policies establishing verification protocols and defining boundaries between automated and human-mediated services. By identifying specific competency gaps and training needs, the study guides professional development initiatives for library professionals transitioning toward AI-enabled service delivery[24].

Objectives of the Study

This research pursues the following specific objectives:

- i. To assess technology readiness and acceptance of library staff using Technology Readiness Index 2.0 and Technology Acceptance frameworks and perceived ease of use.
- ii. To evaluate organizational readiness for AI adoption, including infrastructure adequacy, management support and institutional capacity.
- iii. To analyze employee motivation, job satisfaction and self-efficacy among library professionals, examining intrinsic and extrinsic factors, autonomy, voice and sense of belonging.
- iv. To examine the change management climate, assessing perceived need for change, leadership support, communication effectiveness, participation, training adequacy and adaptability confidence.
- v. To identify specific strengths and gaps in AI adoption readiness and explore staff concerns regarding accuracy, reliability and quality control in AI-generated legal information.

Materials and Methods

This study adopted a descriptive case study design to examine AI adoption readiness at the Judges' Library, Gauhati High Court. Since the total population consisted of only four library professionals i.e., one Librarian-cum-Research Officer (LRO), one Assistant Librarian and two Library Assistants, a Complete Enumeration Method was used, covering all respondents. Data were collected through a structured Google Forms questionnaire comprising demographic items and 41 Likert-scale statements measured on a five-point scale ranging from Strongly Disagree (1) to Strongly Agree (5). The questionnaire was developed using established frameworks, including the Technology Readiness Index 2.0, Technology Acceptance, Herzberg's Two-Factor Theory, Maslow's motivation theory[25] and Kotter's change management framework. Data were analyzed using descriptive statistics, Mean, Standard Deviation, Coefficient of Variation, Relative Importance Index and Composite Construct Scores.

1. Data Analysis and Interpretation

1.1 Demographic Profile

Table 1. Demographic profile of respondents (N = 4)

<i>Designation</i>	<i>Gender</i>	<i>Age Group</i>	<i>Highest Qualification</i>	<i>Years of Service</i>	<i>of</i>	<i>ICT/AI Training</i>
<i>Librarian</i>	<i>Male</i>	<i>45–54</i>	<i>M.Lib.I.Sc</i>	<i>Above 10 years</i>	<i>10</i>	<i>Yes</i>
<i>Assistant Librarian</i>	<i>Male</i>	<i>35–44</i>	<i>M.Lib.I.Sc</i>	<i>Above 10 years</i>	<i>10</i>	<i>Yes</i>
<i>Library Assistant</i>	<i>Male</i>	<i>25–34</i>	<i>M.Phil</i>	<i>2–5 years</i>		<i>Yes</i>
<i>Library Assistant</i>	<i>Male</i>	<i>25–34</i>	<i>M.Lib.I.Sc</i>	<i>2–5 years</i>		<i>Yes</i>

All four respondents are male. Two respondents belonged to the 25–34 years age group, one to 35–44 years and one to 45–54 years. Three respondents possessed an M.Lib.I.Sc qualification and one possessed an M.Phil qualification. Two respondents had 2–5 years of service and two had more than 10 years of service. All four respondents reported having received ICT/AI-related training.

Item 1-4 puts emphasis on the Technology Readiness Index[26], which distinguishes two positive dimensions i.e. Optimism & Innovativeness and two negative dimensions i.e. Discomfort & Insecurity.

Table 2. Item-wise statistics — Technology Readiness

Item Focus	Mean	SD	CV%	RII
AI efficiency belief	4.50	0.58	12.9%	0.90
General tech optimism	4.00	0.00	0.0%	0.80
Early-adopter tendency	4.50	0.58	12.9%	0.90
Willingness to pilot AI	3.75	0.50	13.3%	0.75
Loss-of-control feeling	2.75	0.50	18.2%	0.55
Stress from unguided change	4.00	0.00	0.0%	0.80
Undetected AI-error concern	4.25	0.96	22.6%	0.85
Distrust of AI outputs	3.50	0.58	16.6%	0.70

Table 3. Construct scores — Technology Readiness

Construct	Composite Mean	SD	CV%
Optimism (TRI)	4.25	0.29	6.8%
Innovativeness (TRI)	4.12	0.48	11.7%
Discomfort (TRI)	3.38	0.25	7.4%
Insecurity (TRI)	3.88	0.63	16.2%

Coefficient of Variation (CV)

$$CV = \left(\frac{\sigma}{\mu} \right) \times 100$$

Where:

σ = Standard deviation

μ = Mean

Relative Importance Index (RII)

$$RII = \frac{w_1n_1 + w_2n_2 + w_3n_3 + \cdots + w_kn_k}{A \times N}$$

w = Weight assigned to a specific level k on the Likert scale, e.g., $w_1 = 1$, $w_2 = 2$, $w_3 = 3$, $w_4 = 4$, and $w_5 = 5$.

n = **Frequency** or number of respondents who chose that specific level k on the scale.

A = Highest weight possible = 5.

N = Total number of respondents.

Figure: Technology Readiness Index (TRI 2.0) Profile
(Optimism & Innovativeness = positive drivers; Discomfort & Insecurity = negative factors)

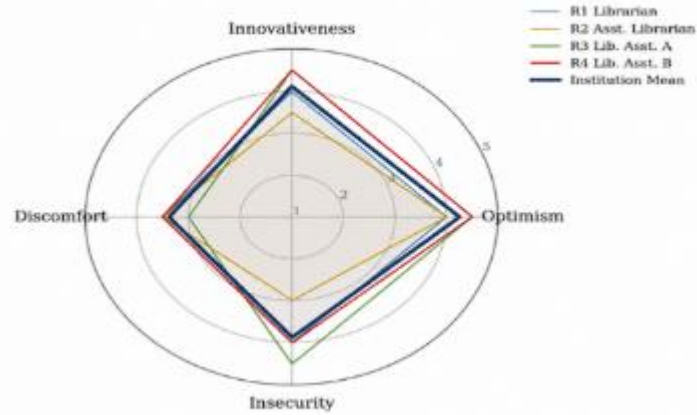


Figure 1: TRI 2.0 profile, by respondent and institutional mean

The positive factors i.e. Optimism (4.25) and Innovativeness (4.12) are both above the neutral midpoint, showing that respondents generally have a positive attitude towards new technology. Insecurity (3.88) is higher than Discomfort (3.38). Because these are negative factors, this suggests that respondents have some moderate concerns about using technology. The biggest concern is the possibility of unnoticed errors in legal or bibliographic information (Item 7, mean = 4.25), which is especially important in a Judges' Library where accurate citations are very essential.

1.2 Technology Acceptance

Item 9-Item 12 looks at Technology Acceptance. Perceived Usefulness and Perceived Ease of Use are the primary drivers of technology acceptance.

Table 4. Item-wise statistics — Technology Acceptance

Item Focus	Mean	SD	CV%	RII
AI speeds up tasks	4.00	0.00	0.0%	0.80
AI boosts productivity	3.75	0.50	13.3%	0.75
Ease of learning AI tools	4.25	0.50	11.8%	0.85
Confidence gaining AI skill	4.50	0.58	12.9%	0.90

Table 5. Construct scores — Technology Acceptance

Construct	Composite Mean	SD	CV%
Perceived Usefulness	3.88	0.25	6.4%
Perceived Ease of Use	4.38	0.48	11.0%

Here, both the constructs score well above the neutral midpoint, Perceived Usefulness with score of 3.88 and Perceived Ease of Use scoring 4.38, one of the highest-scoring constructs overall.

1.3 Organisational Readiness for AI Adoption

Item 13-Item15 assesses the institutional infrastructure and management support and personal readiness to begin using AI tools.

Table 6. Item-wise statistics — Organisational Readiness

Item Focus	Mean	SD	CV%	RII
Infrastructure adequacy	4.50	0.58	12.9%	0.90
Management resource support	4.50	0.58	12.9%	0.90
Personal readiness to start	4.25	0.50	11.8%	0.85

The average of the Items was 4.42 (SD = 0.32), which indicates that the respondents think the organization has good infrastructure, good management support and personal readiness to utilize the system. In general, organizational readiness does not appear to be much of a problem.

1.4 Motivation, Job Satisfaction and Self-Efficacy

Items 16 - Item 26 examine employees' motivation, confidence, independence, and sense of belonging. These factors are based on Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. A motivated and confident workforce is more willing and better able to learn and use new technologies.

Table 7. Item-wise statistics — Motivation, Satisfaction & Self-Efficacy

Item Focus	Mean	SD	CV%	RII
<i>Work interest</i>	4.50	0.58	12.9%	0.90
<i>Intrinsic desire to upskill</i>	4.75	0.50	10.5%	0.95
<i>Pay/benefit adequacy</i>	3.25	0.96	29.5%	0.65
<i>Policy fairness</i>	4.50	0.58	12.9%	0.90
<i>Task autonomy</i>	3.00	0.82	27.3%	0.60
<i>Voice in process change</i>	3.50	0.58	16.6%	0.70
<i>Role capability confidence</i>	4.75	0.50	10.5%	0.95
<i>Tech-learning confidence</i>	5.00	0.00	0.0%	1.00
<i>Team belonging</i>	4.75	0.50	10.5%	0.95
<i>Feeling valued</i>	4.75	0.50	10.5%	0.95
<i>Overall job motivation</i>	4.25	0.50	11.8%	0.85

Table 8. Construct scores — Motivation, Satisfaction & Self-Efficacy

Construct	Composite Mean	SD	CV%
Intrinsic Motivation	4.62	0.48	10.4%
Extrinsic/Hygiene Factors	3.88	0.75	19.3%
Autonomy & Voice	3.25	0.50	15.4%
Self-Efficacy	4.88	0.25	5.1%
Belongingness & Esteem	4.75	0.29	6.1%
Overall Job Motivation	4.25	0.50	11.8%

Self-Efficacy (4.88) and Belongingness & Esteem (4.75) are the highest-scoring constructs in the study, followed by Intrinsic Motivation (4.62). This shows that the staff are confident in their abilities, valued by the organisation and are motivated by their work. While, Autonomy & Voice (3.25) received the lowest score. Extrinsic/Hygiene Factors (3.88) also scored relatively low, mainly because of concerns about pay adequacy (Item 18 = 3.25). This reflects Herzberg's Two-Factor Theory, where intrinsic factors such as achievement and recognition are stronger than basic factors

like pay and working conditions. Although the overall motivation level is still high (Item 26 = 4.25).

1.5 Organisational Change Management

Item 27- Item 41 tries to assess the readiness to manage AI-driven change drawing from change-management literature.

Table 9. Item-wise statistics — Organisational Change Management

Item Focus	Mean	SD	CV%	RII
Understanding need to modernise	4.00	0.00	0.0%	0.80
AI necessity for library	4.50	0.58	12.9%	0.90
Leadership vision clarity	3.25	0.50	15.4%	0.65
Leadership support in change	4.00	0.82	20.5%	0.80
Being kept informed	3.50	1.29	36.9%	0.70
Communication clarity/timeliness	3.50	0.58	16.6%	0.70
Consultation before change	4.25	0.50	11.8%	0.85
Empowerment to raise concerns	4.25	0.50	11.8%	0.85
Training adequacy	4.50	0.58	12.9%	0.90
Resource availability for change	4.50	0.58	12.9%	0.90
Adaptability confidence	4.00	0.00	0.0%	0.80
Past-change confidence	4.50	0.58	12.9%	0.90
AI seen as right move	4.00	0.00	0.0%	0.80
Overall change support	4.25	0.50	11.8%	0.85
Change-management effectiveness	4.50	0.58	12.9%	0.90

Table 10. Construct scores — Organisational Change Management

Construct	Composite Mean	SD	CV%
Perceived Need for Change	4.25	0.29	6.8%
Leadership for Change	3.62	0.48	13.3%
Communication of Change	3.50	0.91	26.0%
Participation in Change	4.25	0.50	11.8%
Training & Resource Support	4.50	0.58	12.9%
Adaptability & Change Confidence	4.25	0.29	6.8%
Overall Support for AI-enabled Change	4.12	0.25	6.1%
Change Management Effectiveness	4.50	0.58	12.9%

The results show that the staff believes there is a need for change with a score of 4.25. Training, Resource Support and Change Management also had a score of 4.50. This means that the basic support needed to bring in AI tools like training and resources is already fairly strong. However, Leadership for Change had a score of 3.62. Communication of Change had the score of 3.50 and showed the biggest difference in answers (CV = 26.0%). This means that even though the institution might be doing a job with training and resources there is a need for better communication and a clearer vision from Leadership, about how AI-based changes will be introduced and implemented.

1.6 Cross-Construct and Cross-Domain Comparison

Bringing all 21 constructs onto one scale and the five domains, a single institutional profile is shown.

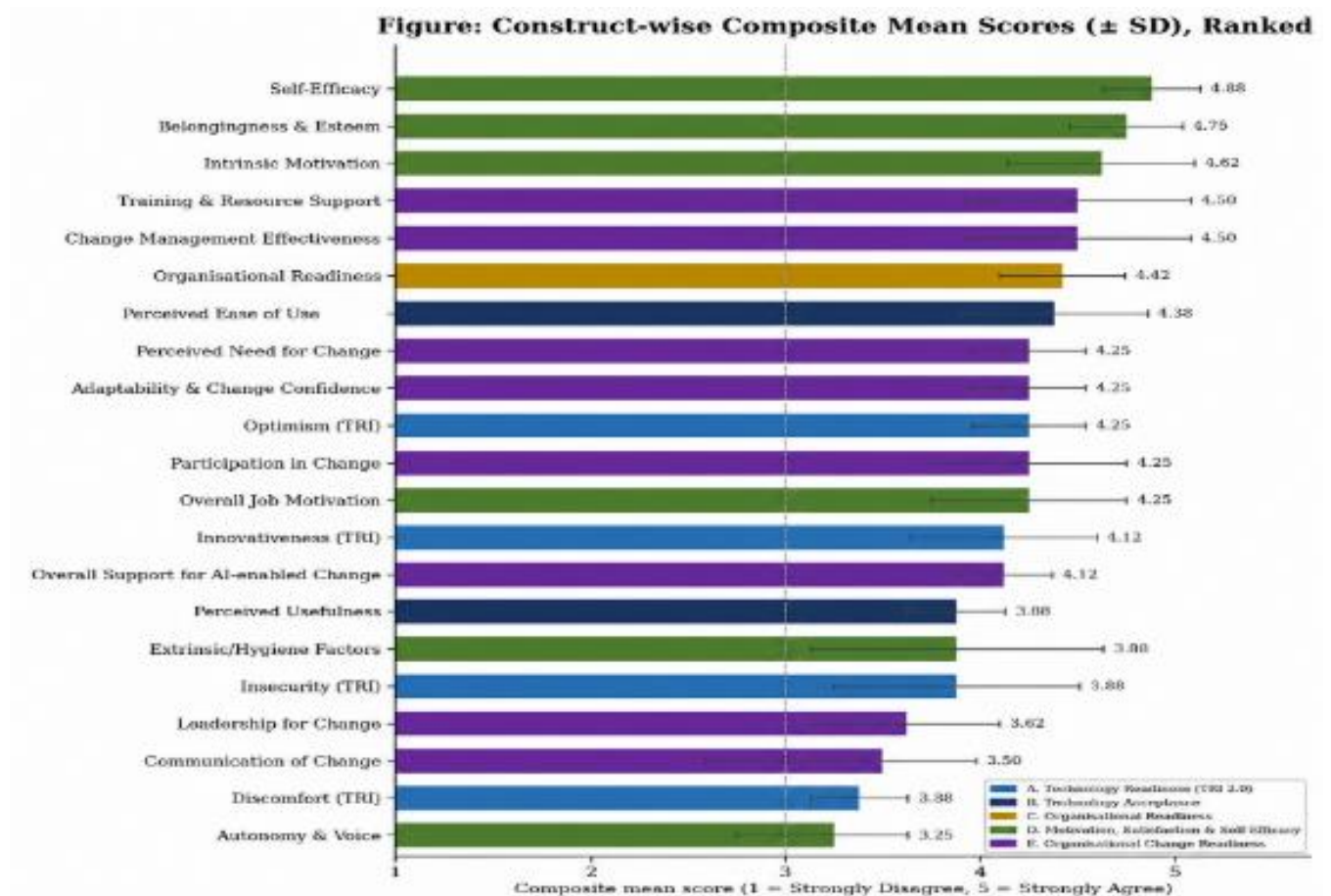


Figure 2. Construct-wise composite mean scores ($\pm$ SD), ranked

Here the results show that the highest scores were in areas related to individual ability and a sense of belonging, such as Self-Efficacy, Belongingness & Esteem and Intrinsic Motivation. In contrast, areas related to organizational structure, including Autonomy & Voice, Discomfort, Communication of Change and Leadership for Change, received lower scores. Still, all constructs scored above the neutral score of 3.00. The scores ranged from 3.25 to 4.88, indicating that the differences between the constructs were not very large. This overall pattern may be due to the study involving a small and closely connected group of staff who tend to have similar outlook about the organization and its readiness for change.

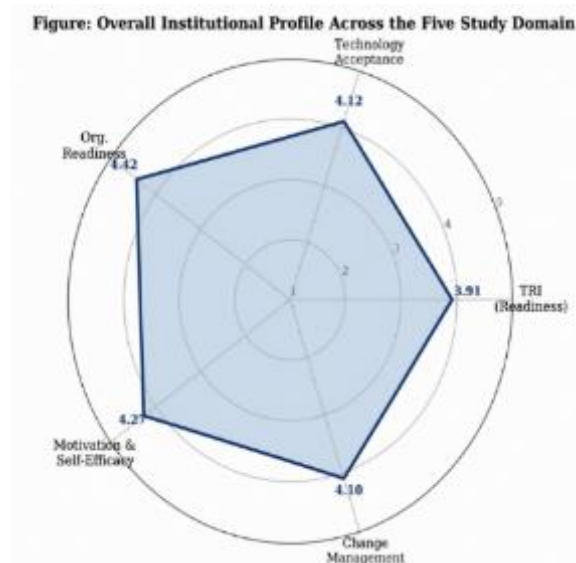


Figure 3. Institutional profile across the five study domains

Table 11. Section (domain)-level composite scores

Domain	Items	Composite Mean	SD
A. Technology Readiness (TRI 2.0)	8	3.91	0.30
B. Technology Acceptance	4	4.12	0.32
C. Organisational Readiness	3	4.42	0.32
D. Motivation, Satisfaction & Self-Efficacy	11	4.27	0.33
E. Organisational Change Management	15	4.10	0.27

Organisational Readiness has the highest score of 4.42, while Technology Readiness had the lowest score of 3.91. The difference between the two scores is only about 0.5 points. This shows that the organisation is generally well prepared and positive across the different areas, with no single area appearing to be a major weakness.

Figure: Respondent-wise Composite Scores by Construct (Heat-Map)

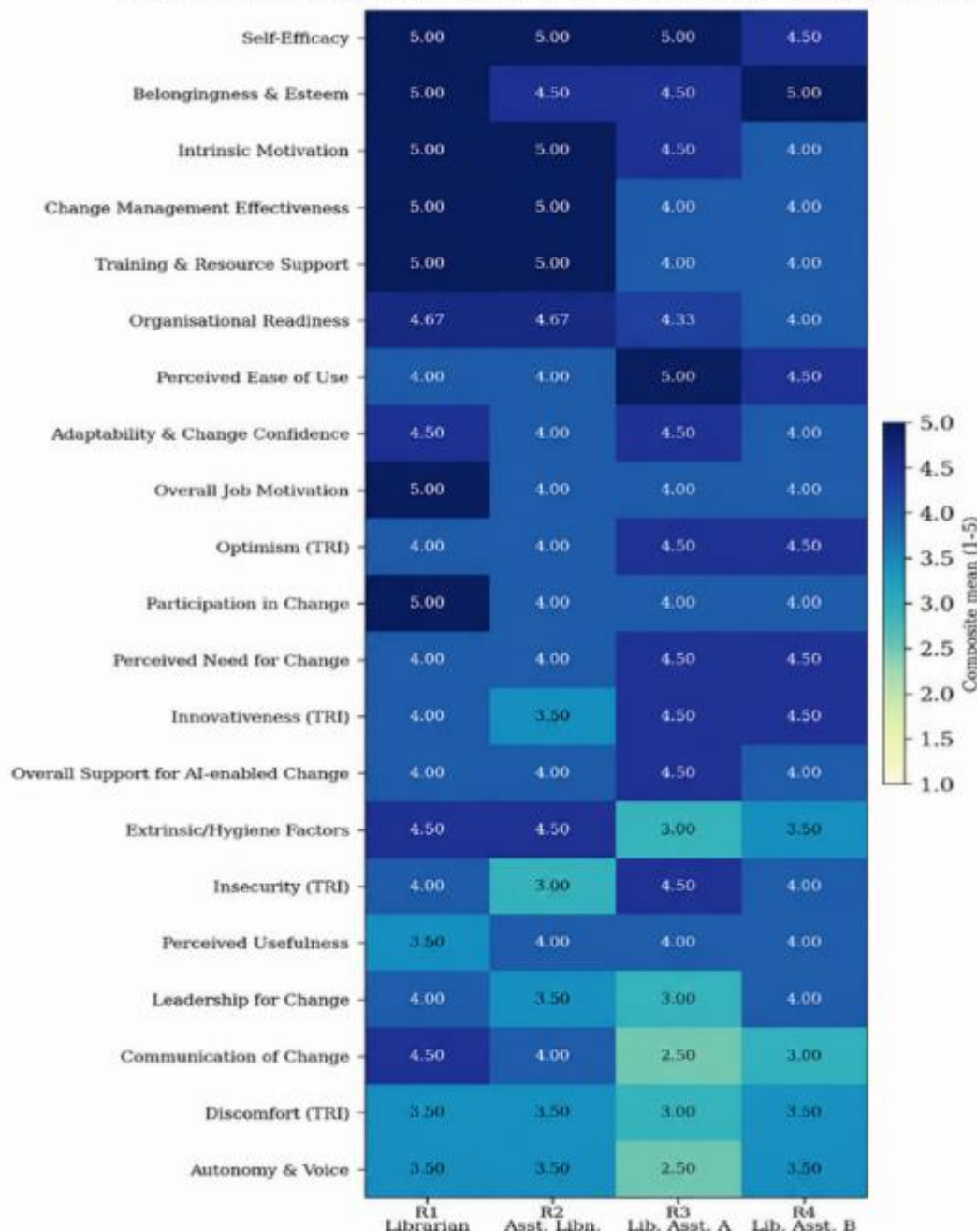


Figure 4. Respondent-wise composite scores by construct (heat map)

From the Heat-Map it is evident that the results do not show that any of the respondents gave unusually different answers from the rest. The lower-scoring areas were generally rated lower by almost all the respondents, rather than being caused by the opinion of just one person. This suggests that these weaker areas may reflect common issues within the institution rather than the personal views or response style of a single respondent.

1.7 Relative Importance Index (RII): Ranking the Statements

A low RII is actually a good sign in case where respondents reported low levels of Discomfort or Insecurity. However, for the other items, a low RII indicates a genuine area of concern that may need attention.

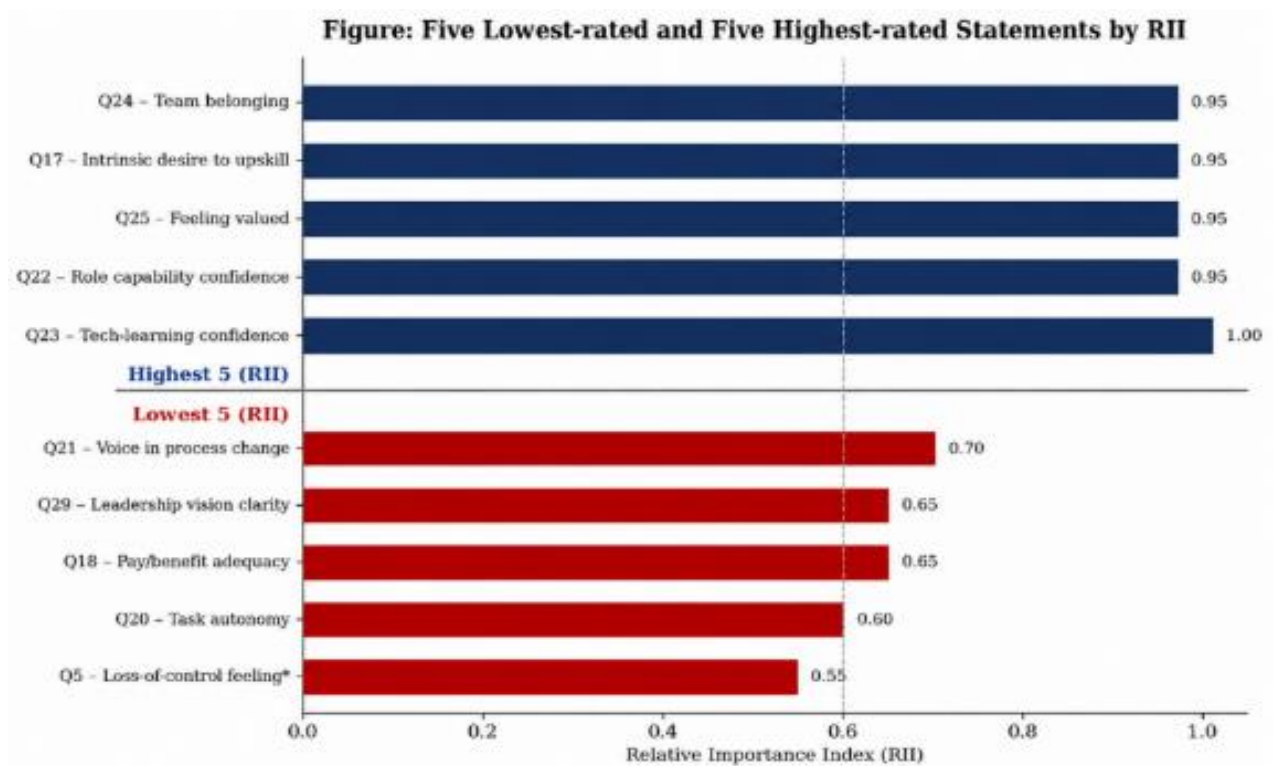


Figure 5. Five lowest- and five highest-rated items by RII

Table 12. Five highest-ranked items by RII

Item Number	Item Focus	RII
23	Tech-learning confidence	1.00
17	Intrinsic desire to upskill	0.95
22	Role capability confidence	0.95
24	Team belonging	0.95
25	Feeling valued	0.95

Table 13. Five lowest-ranked items by RII

Item Number	Item Focus	RII
5	Loss-of-control feeling*	0.55
20	Task autonomy	0.60
18	Pay/benefit adequacy	0.65
29	Leadership vision clarity	0.65
8	Distrust of AI outputs*	0.70

After considering the negative items correctly, the areas with the lowest scores were Task Autonomy (Item 20, RII = 0.60), Clarity of Leadership vision (Item 29, RII = 0.65), Satisfaction with Pay and Benefits (Item 18, RII = 0.65) and Receiving Clear Information and Communication about Organisational Change (Items 31 and 32, both RII = 0.70). These findings are consistent with the construct-level results, which also showed weaker scores in areas related to Autonomy, Pay and Benefits, Leadership Vision and Communication about change.

1.8 Overall Response Tendency

While examining individual statements and constructs, it is useful to look at the overall shape of the data set. Across all 41 statements answered by all 4 respondents (164 individual responses in total), Figure 4.1 shows how frequently each point on the five-point scale was used.

Figure: Overall Distribution of Responses Across All 41 Statements
(N = 4 respondents × 41 items = 164 total responses)

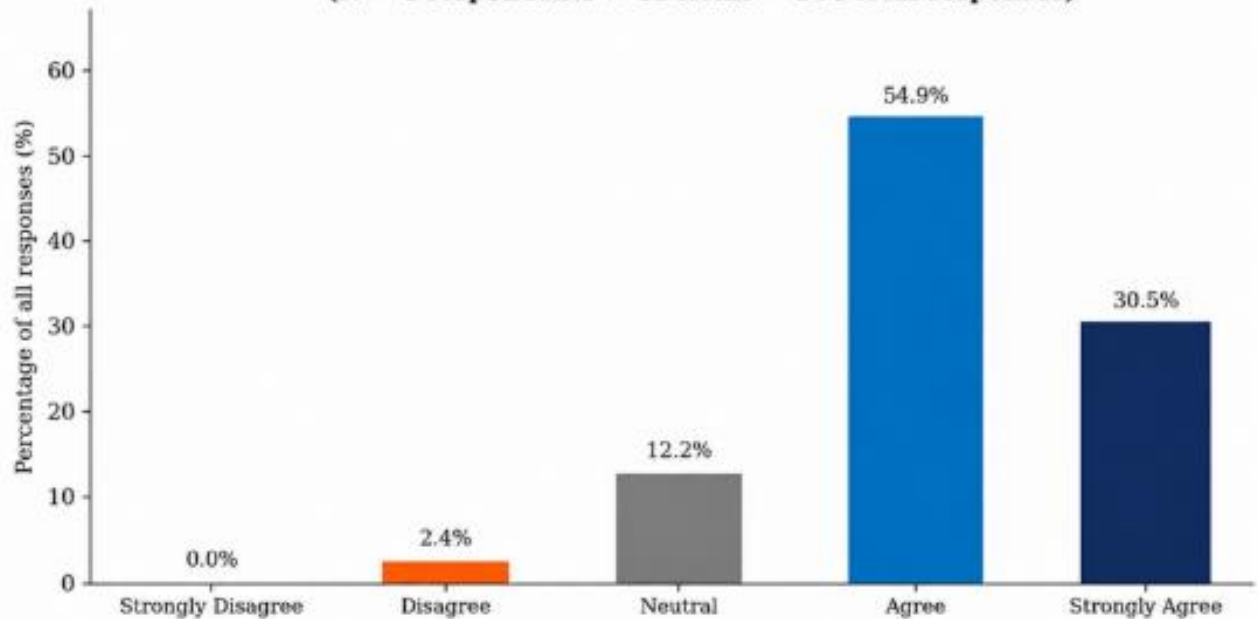


Figure 6. Overall distribution of responses across all 41 statements = 164 responses

No respondent selected “Strongly Disagree” for any of the questions. The “Disagree” option was selected only four times out of 164 responses (2.4%). The most common response was “Agree,” which made up 54.9% of all responses. This was followed by “Strongly Agree” (30.5%) and “Neutral” (12.2%). Overall, the results show that the library staff generally have a positive attitude towards the different areas covered in the study, including Technology Readiness, Technology Acceptance, Organisational Readiness, Motivation and Readiness for Change. However, the level of positivity is not the same across all areas.

Result and Discussion

When the findings from various Sections are considered together, four important points emerge.

- The Judges’ Library, Gauhati High Court has a strong foundation for adopting AI. The results show a generally positive attitude towards AI and technological change. About 85.4% of all responses were either “Agree” or “Strongly Agree” and all 21 constructs scored above the neutral midpoint of 3.00. The staff also showed a high level of confidence in their own abilities, with Self-Efficacy scoring 4.88, and a strong level of personal motivation, with Intrinsic Motivation scoring 4.62. Overall, these results suggest that the staff are generally confident, positive and willing to adapt to new technologies such as AI.
- The strongest areas are related to the staff themselves rather than organisational structures. The five highest-scoring constructs were Self-Efficacy, Belongingness & Esteem, Intrinsic Motivation, Change Management Effectiveness and Training & Resource Support. These results show that the institution's main strengths lie in the capabilities, motivation and confidence of its staff, along with the availability of training and resources. In comparison, areas connected with organisational structure, such as leadership vision and communication about change, received lower scores. This suggests that the staff may be ready for AI adoption, but the organisation may need to strengthen how change is led and communicated.
- Some organisational gaps appear consistently across the findings. The results repeatedly point to three areas that need attention limited task autonomy with a score of 3.25, lack of clarity about the leadership's vision for technology scoring 3.62 and communication about organisational change with score 3.50. Communication of Change also showed the greatest variation in responses (CV = 26.0%). Because these issues appear in the item-level results, construct-level results and comparisons across constructs, they are unlikely to be caused by the opinion of just one respondent. Instead, they appear to reflect areas where the institution could make practical improvements, particularly by giving staff greater freedom

in their work, providing clearer direction from leadership and communicating technological changes more effectively.

- One of the most important findings is the concern about the possibility of undetected errors in legal or bibliographic information (Item 7). This item received a relatively high mean score of 4.25 (RII = 0.85), showing that respondents are aware of the risks associated with relying on AI-generated information. This concern is particularly important in the Judges' Library where previous judgements are primarily sought, where accuracy and reliability of information are essential. Therefore, if AI tools are introduced in the future, they should not be adopted simply because staff are willing to use them or because the necessary resources are available. AI-generated legal and bibliographic information should always be checked and verified by a qualified human Library Professional before being relied upon.

The findings on technology acceptance further demonstrate that the library staff possess a favorable disposition toward the practical use of AI in their professional activities. Perceived Usefulness obtained a composite mean of 3.88, while Perceived Ease of Use recorded a higher mean of 4.38. In particular, confidence in gaining AI-related skills received a mean of 4.50, and ease of learning AI tools received a mean of 4.25. These results indicate that staff members do not appear to perceive AI as excessively difficult to learn or operate. Rather, they recognize its potential to simplify tasks and improve productivity. The relatively high level of perceived ease of use is important because staff who believe that AI tools can be learned and operated without excessive difficulty are more likely to experiment with and incorporate such technologies into their existing work practices. However, the slightly lower score for perceived usefulness compared with ease of use suggests that further practical demonstrations may be necessary to show how AI can specifically contribute to legal information retrieval, bibliographic services, research assistance and other activities of the Judges' Library.

The results also indicate a strong level of organizational preparedness for AI adoption. Organizational Readiness recorded the highest domain-level composite mean of 4.42, with Infrastructure Adequacy and Management Resource Support both scoring 4.50 and Personal Readiness to Start scoring 4.25. This suggests that the major institutional prerequisites for introducing AI are perceived to be available. The availability of infrastructure and management support provides a favorable environment in which staff can develop their AI competencies without having to overcome major resource-related barriers. At the same time, the findings from the organizational change management dimension indicate that institutional preparedness alone may not guarantee smooth implementation. Although Training and Resource Support achieved a high score of 4.50, Leadership for Change scored 3.62 and Communication of Change scored only 3.50. Therefore, the institution appears technically and resource-wise prepared, but greater attention is required to ensure that employees clearly understand the purpose, direction and expected outcomes of AI-related changes. Clear leadership communication could help connect existing resources and training opportunities with a defined institutional AI strategy.

Another important finding concerns the relationship between employee motivation and readiness to participate in AI-enabled transformation. Intrinsic Motivation recorded a high composite mean of 4.62, while Self-Efficacy was the highest-scoring construct at 4.88. Belongingness and Esteem also received a high score of 4.75, indicating that respondents generally feel competent, valued and connected to their workplace. The strongest individual items included Tech-Learning Confidence (5.00), Intrinsic Desire to Upskill (4.75), Role Capability Confidence (4.75), Team Belonging (4.75) and Feeling Valued (4.75). These results suggest that the principal strength of AI adoption readiness lies in the employees themselves. Nevertheless, Autonomy and Voice recorded a comparatively low composite mean of 3.25, while Task Autonomy had a mean of 3.00. This indicates that although staff are motivated and confident, they may have comparatively fewer opportunities to exercise independent decision-making or influence organizational change. Increasing staff participation in AI planning, pilot testing and workflow decisions could therefore strengthen ownership of the transformation process and help convert individual readiness into sustainable organizational adoption.

Conclusion

This chapter examined the responses of all four staff members of the Judges' Library, Gauhati High Court, using 41 questionnaire items covering Technology Readiness, AI Acceptance, Organisational Readiness, Motivation, Self-Efficacy, Change Management and Readiness for Change. With the help of descriptive statistics, Relative Importance Index (RII) and Composite Scores, the analysis was done. The staff members of the Judges Library at the Gauhati High Court have a positive attitude towards AI and appear confident and motivated to adopt new technologies. However, there are a few things that need further attention, like the staff members of the Judges Library at the Gauhati High Court need to be able to make their decisions and clarity of leadership vision and communication about organisational changes. The study also found an important concern about the possibility of undetected errors in AI-generated legal and bibliographic information. Therefore, although the institution appears to have a good foundation for AI adoption, careful planning, clear communication, strong leadership and human verification will be necessary for its successful and responsible implementation.

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