


International Journal of **Conflict Management** (IJCM)

**Conflict Management Practices among Academic Library Staff: The
Mediating Role of Organisational Culture**



CARI
Journals

Conflict Management Practices among Academic Library Staff: The Mediating Role of Organisational Culture

¹Maxwell Akussah, ²Derrick Acheampong, ³Rosemary Adu-Sarkodee, ^{4*}Edward Asante
(PhD), 

<https://orcid.org/0000-0002-7366-8461>

¹²³⁴Koforidua Technical University Library, Ghana

Accepted: 30th March, 2026, Received in Revised Form: 13th April, 2026, Published: 25th April, 2026



Abstract

Purpose: The study assessed the situation of conflict management practices among academic library staff leveraging on the role of organisational culture. The study leverage on causes of conflict among academic library staff, influence of conflict on the performance of academic library staff, conflict resolution practices available for academic library staff and relationship between conflict management and organisational culture of academic libraries.

Methodology: Pertinent literature was reviewed per the research questions and supported by a relevant theory. The study was limited to selected technical universities in Ghana and focused mainly on library staff as the population. Out of 44 copies of questionnaire distributed to the library staff, 41 copies were retrieved. This represented a response rate of 93% of the valid sample size. SmartPLS3 was used to analyze the data collected. All the variables tested indicated a significantly positive relationship.

Findings: The study established that the root cause of conflict emanates from poor communication, unclear policies and unclear definitions of roles, leadership styles, unequal distribution of work schedules among others. The research also brought to bear that conflict could influence the performance of an individual either positively or negatively such as teamwork, reduction in job satisfaction, creatively, low morale and productivity, efficiency and quality of work. The study further revealed that conflict resolution measures available were formal procedures, all party discussion, open communication, interpersonal communication as well as fairness in conflict situation. The study recommended among others that improving employee performance and organisational effectiveness requires addressing conflict issues. The study recommended among others that improving employee performance and organisational effectiveness requires addressing conflict issues.

Unique Contribution to Theory, Practice and Policy: The study contributes significantly to the existing body of knowledge on conflict management practices among working individuals in academic libraries. The research provides evidence of the influence of conflict among the working class in academic institutions especially libraries.

Keywords: *Conflict Management, Library Staff, Organizational Culture, Tertiary Library*

1.0 Introduction

In every organisational context, conflict is an inevitable and natural occurrence, especially in academic libraries where a variety of people interact in hierarchical and collaborative systems (Green, 2017). Disparities in communication styles, professional objectives, values, or rivalry for limited resources can all lead to conflicts (Green, 2017; Gillin & Gillin, 2017). These disputes are frequently made worse by a lack of funds, high service standards, and changing user needs, putting strain on productivity and interpersonal relationships (Gillin & Gillin, 2017). Beyond personal disputes, interdepartmental conflicts, ambiguous job descriptions, partiality, and ineffective leadership contribute to the complexity of conflict (Joshua & Suleiman, 2019). Studies show that a lack of openness, policy application issues, favouritism, and indecision are significant causes (Joshua & Suleiman, 2019; Ali & Gabasa, 2022). In the Ghanaian academic context, socio-cultural factors and a lack of professional development in conflict resolution may further exacerbate these problems.

Leadership philosophies are crucial in determining outcomes. Collaborative leadership prioritising active listening and shared decision-making reduces role conflict and emotional weariness (Cooper et al., 2019). Conversely, domineering or avoidant approaches lead to stress and discontent (Ali & Gabasa, 2022). The Conservation of Resources (COR) theory supports these observations, suggesting that efficient conflict resolution is a crucial resource in lowering burnout and improving workplace harmony (Cooper et al., 2019). When handled well, disagreement can spur creativity, individual development, and better organisational procedures. Constructive conflict fosters problem-solving and uncovers underlying problems (Green, 2017). In academic libraries, where cooperation and information exchange are essential, turning conflict into a tool for progress is not only advantageous but essential. While library growth in Ghana frequently focuses on infrastructure and digitization, little is known about interpersonal dynamics. Comprehending how staff handle conflicts is essential to inform leadership development, policy creation, and long-term organisational expansion in the Ghanaian sector.

1.2 Statement of Problem

Even though university libraries are essential for facilitating research, teaching, and learning, unresolved organisational and interpersonal issues frequently threaten these institutions' internal work environments (Yeboah & Amoako, 2017). Staff members in Ghanaian university libraries usually work in environments characterised by unclear roles, inadequate communication, leadership failures, and unfair job and recognition allocation, which, if left unchecked, damage employee morale and lower the standard of services (Boamah, 2020; Yeboah & Amoako, 2017). These disagreements are frequently the result of deeper structural and managerial problems, such as favouritism, a lack of staff involvement in decision-making, and insufficient conflict resolution procedures, leaving library administrators unprepared to resolve conflicts amicably (Owusu-Ansah & Arthur, 2019; Appiah-Kubi & Asamoah, 2021). Because the majority of academic libraries in the nation lack official conflict management frameworks, problems are frequently disregarded or

settled amicably, endangering workplace harmony and hindering institutional efficacy (Yeboah & Amoako, 2017). It is therefore vital to evaluate how conflict is currently managed among academic library workers in Ghana and to find measures that could promote a more unified and productive work environment (Yeboah & Amoako, 2017).

1.3 Objectives

The study seeks to achieve the following objectives:

- i. To explore the causes of conflict among academic library staff
- ii. To examine the influence of conflict on the performance of academic library staff
- iii. To assess conflict resolution practices available for academic library staff
- iv. To establish the relationship between conflict management and organisational culture on performance of academic library staff

1.4 Research Questions

The research was underpinned by the following research questions:

- i. What are the causes of conflict among academic library staff?
- ii. What is the influence of conflict on the performance of academic library staff?
- iii. What are the conflict resolution practices available for academic library staff?
- iv. What is the relationship between conflict management and organisational culture of the performance of library staff?

2.0 Theoretical Foundation of the Study

Various conflict management models in existing literature are: Thomas-Kilmann Conflict Mode Instrument (TKI), Dual Concern Model: Interest-Based Relational (IBR) Approach. However, the current study was underpinned by the Dual Concern Model.

The Dual Concern Model, developed by Pruitt and Rubin (1986), offers a robust framework for understanding conflict behavior by balancing two dimensions: concern for one's own outcomes and concern for others' outcomes. Academics have extensively validated this paradigm in organizational contexts, noting its ability to predict negotiation styles and the maintenance of professional relationships (Rahim, 2002; Van de Vliert, 1997). Within this model, competition reflects high self-concern and low concern for others, proving useful for decisive action but often damaging long-term rapport (De Dreu & Van Vianen, 2001). Conversely, accommodating prioritizes harmony and relationship maintenance, particularly in collectivist settings, though it may leave personal needs unfulfilled (Ting-Toomey, 2005).

While avoidance can prevent immediate escalation, it often diminishes organizational trust and leaves issues unresolved (De Dreu & Van de Vliert, 1997). Compromising provides a middle ground for fair, rapid settlements, yet it often falls short of ideal solutions due to mutual concessions (Pruitt & Kim, 2004). Most notably, the collaborative style is consistently highlighted

as the most beneficial approach; by maintaining high concern for both parties, it generates win-win outcomes and strengthens long-term effectiveness, despite requiring significant time and trust (De Dreu, 2007). Although critics point to the model's limited focus on systemic power dynamics and cultural influences, it remains a foundational tool for developing successful conflict management strategies across diverse organizations (Ting-Toomey, 2005).

3.0 Literature Review

3.1 Causes of Conflict Among Academic Library Staff

Interpersonal misunderstandings, communication failures, and managerial inefficiencies are common causes of conflict in academic libraries. Ali and Gabasa (2022) state that favouritism, bad leadership, poor communication, and a failure to implement policies are the main reasons for conflict, while unresolved interpersonal tensions, uneven task distribution, and a lack of acknowledgement further contribute to the library setting (Joshua & Suleiman, 2019). Conflict frequently stems from differing values, attitudes, and interests, particularly when employees feel their own objectives are in danger (Green, 2017; Gillin & Gillin, 2017). These results imply that disputes in academic libraries are caused by both relational and structural problems.

In the Ghanaian context, leadership styles that do not support inclusive decision-making and ambiguous job roles frequently exacerbate tensions, while a lack of organisational communication cause's role confusion (Owusu-Ansah & Arthur, 2019; Boamah, 2020). Additionally, the impact of cultural environment is a crucial component; in collectivist cultures like Ghana, employees may refrain from direct conflict to preserve group cohesion, which can postpone the settlement of workplace conflicts (Tandoh & Adusei, 2021). Consequently, experts support dispute resolution techniques that uphold cultural standards while encouraging impartiality and candid communication.

3.2 Influence of Conflict on the Performance of Academic Library Staff

Staff performance and overall organisational success can be severely hampered by unresolved or badly handled conflict. Cooper et al. (2019) point out that some conflict management philosophies, especially dominating and avoiding, can increase stress, lower job satisfaction, and decrease productivity. In support of this, Ali and Gabasa (2022) note that uncontrolled conflict results in staff members doing poorly, resisting, being impolite, and ceasing to cooperate. Because libraries are naturally team-based settings, conflict also impedes collaboration and service delivery. According to Yeboah and Amoako (2017), ongoing conflict lowers motivation, reduces morale, and increases turnover, all of which affect the quality of information services offered to academic communities. On the other side, when managed well, disagreement can foster creativity and career advancement while promoting critical thinking and interpersonal development (Ali & Gabasa, 2022; Boateng & Ntiamoah, 2020).

3.3 Conflict Resolution Practices Available for Academic Library Staff

The research has identified a number of conflict management techniques for academic libraries, including leadership-led interventions, mediation, cooperative problem-solving, and negotiation (Ali & Gabasa, 2022). To reduce tensions, researchers stress the value of justice, candid communication, and proactive leadership, specifically focusing on defining shared objectives and working together to find solutions. Furthermore, current research emphasizes how leadership style influences outcomes: transformational leadership correlates with integrative resolution, while laissez-faire leadership frequently leads to avoidance and unsolved conflicts (Cooper et al., 2019). To foster trust and understanding across generations, mentoring is recommended as a strategic way to improve library employee relations (Holder & Lannon, 2018). In Ghana, academic libraries frequently lack a systematic framework for resolving conflicts, often depending on ad hoc interventions or informal approaches that fail to address underlying causes (Appiah-Kubi & Asamoah, 2021). While institutional support through human resource offices or ombudspersons aids in resolving complaints, these processes are often underused in Ghanaian public colleges due to bureaucracy, ignorance, or biased perceptions (Ahenkan & Adjei, 2017; Badu & Mensah, 2018).

3.4 Relationship between Conflict Management and Organisational Culture of Academic Libraries

In addition to structural and interpersonal strategies, researchers increasingly highlight the value of preventive conflict management, which relies on an inclusive organisational culture and clear communication systems. Agyemang and Dzandu (2019) emphasise that transparent communication, participatory decision-making, and consistent information flow significantly reduce misunderstandings that easily escalate into conflicts. Their study on administrative staff in tertiary institutions found that departments with regular team meetings, collaborative goal-setting, and open feedback mechanisms experienced fewer interpersonal disputes and reported stronger cohesion (Agyemang & Dzandu, 2019). These findings are supported by Rahim (2002), who argues that organisational climates characterised by openness, fairness, and active dialogue promote constructive engagement rather than avoidance or escalation.

In academic settings, it has also been demonstrated that a positive organisational culture based on inclusivity, shared norms, and collaborative accountability improves conflict avoidance and resolution. According to Ting-Toomey (2005), cultures that promote empathy, respect for one another, and face-saving practices promote better negotiation techniques and lessen harmful conflict cycles (Kim & Lee, 2020). By encouraging participation in decision-making, fostering open communication, and setting an example of respectful behaviour, participatory and transformational leadership styles greatly aid this process in academic libraries (Bass & Riggio, 2006; Jehn & Mannix, 2001).

4.0 Research Methodology

This study adopted a descriptive survey design within a quantitative paradigm to assess conflict management practices among academic library staff in Ghana (Creswell, 2018). The survey design was deemed appropriate as it provides a cost-effective means of gathering vast quantities of data from a sizable population and facilitates the easy presentation of questionnaires to participants (Saunders et al., 2016).

4.1 Study Population

The population for this research comprised academic librarians, library staff and supporting staff from selected Technical University Libraries (TULs) in Ghana. These institutions included:

- Ho Technical University (HTUL)
- Koforidua Technical University (KTUL)
- Accra Technical University (ATUL)
- Kumasi Technical University (KsTUL)
- Takoradi Technical University (TTUL)

The total population across these selected institutions consisted of 80 participants (Romm & Ngulube, 2015; Saunders et al., 2016).

4.2 Sampling and Sample Size

A convenient sampling technique was employed for the study. Sampling was utilized as a valid alternative to a census due to time and budget constraints that made surveying the entire population impracticable (Saunders et al., 2016). To determine the accessible sample size, the researcher applied the formula proposed by Yamane (1967). Given the acceptable levels of precision in social science research, the researcher utilized a 90% confidence level with a precision level of 0.1. Based on this calculation, the final sample size for the study was determined to be 44 respondents.

$$n = N / (1 + Ne^2)$$

Where; n = required sample size

N = size of the population

e = alpha level, that is, allowable error e = 0.1 at 95% confidence interval

$$n = N / (1 + Ne^2)$$

$$80 / (1 + 80(0.1)^2) = 44$$

4.3 Data Collection Instrument

Data was gathered using a structured questionnaire to ensure diverse representation across the respondents (Bryman, 2016). The instrument utilized a five-point Likert scale to accurately

measure the conflict management practices of the staff (Kumar, 2019; Saunders et al., 2019). This quantitative approach allowed for the systematic assessment of attitudes and behaviours regarding conflict resolution within the selected technical universities.

4.4 Data Collection Instrument Development

The development of the survey instruments was guided by Churchill's (1979) proposal for designing survey instruments (Bhattacharjee, 2012). The questionnaire was based on a comprehensive literature review and the adaptation of items with established validity in library and information science (Tijani et al., 2022). The instrument was structured into two primary parts:

- **Section A:** Demographic characteristics (gender, age, educational qualification, and status).
- **Sections B, C, & D:** Measured the study's core variables using a five-point Likert Scale (1= 'strongly disagree' to 5= 'strongly agree').

The variables assessed included the causes of conflict, the influence of conflict on staff performance, available conflict resolution practices, and the relationship between conflict management and organisational culture.

4.5 Data Collection Procedure and Response Rate

The researchers distributed the questionnaires personally to participants at their respective libraries. For staff who were on leave or unavailable, the instruments were sent via mail. To maintain data integrity and prevent duplication, respondents were assigned specific identification tags. A total of 44 copies were distributed to the identified population. After a two-month collection period, 41 valid copies were retrieved, representing a high response rate of 93%.

4.6 Ethical Considerations

Permission to conduct the study was obtained from the Research and Quality Assurance Directorate of the focused universities. The study strictly adhered to the principles of confidentiality and voluntary participation. No participant was coerced into providing data, and all gathered information was used exclusively for academic purposes, ensuring that no sensitive details were divulged.

4.7 Data Analysis Technique

To test the research model, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3 software. This second-generation multivariate analytic technique was chosen for its ability to simultaneously assess:

1. The Measurement Model: The relationship between latent constructs and their indicators.
2. The Structural Model: The theoretical paths and relationships between latent constructs.

The analysis followed a two-step procedure, utilizing the bootstrapping method (5,000 resamples) to determine the significance levels of path coefficients and loadings (Ashill, 2011).

5.0 Discussion of Results

5.1 Objective One: Causes of Conflict Among Library Staff

The objective one was on the causes of conflict among library staff. The various variables measured were, poor communication among staff in the library, lack of clear policies and role definitions, misunderstandings and tensions in the library, unequal distribution of work tasks, Personal differences and values among staff and favouritism and bias by supervisors. Using a scale of 1.0–2.0 as less influential, 2.0-3.0 as influential, and 3.0-4.0 as more influential as per the descriptive statistics of the mean values, the results were presented.

Table 4: Causes of Conflict

Statement	Mean	Std. Deviation	Rank
Conflicts often arise due to poor communication among staff in the library	4.3659	0.92341	1st
Lack of clear policies and role definitions leads to workplace conflicts	4.2439	0.86178	2nd
Leadership styles contribute to misunderstandings and tensions in the library	4.1951	1.01204	3rd
Unequal distribution of work tasks causes conflicts among staff in the library	4.1951	0.95237	4th
Personal differences and values among staff often lead to conflicts in the library	3.7317	1.16043	5th
Favouritism and bias by supervisors are common sources of conflict in the library	3.6585	1.22687	6th
Total			

Source: Field data 2026, M = Mean, SD = Std. Deviation.

Table 4 was on causes of conflict among library staff and various variables were measured. Among the various variables measured, Conflicts often arise due to poor communication among staff in the library with an M of (4.3659) and SD of (0.92341) came first. This was followed by lack of clear policies and role definitions leads to workplace conflicts with an M of (4.2439) and SD of (0.86178) at second place. At third place came leadership styles contribute to misunderstandings and tensions in the library with an M of (4.1951) and SD of (1.01204). Unequal distribution of work tasks causes conflicts among staff in the library with an M of (4.1951) and SD of (0.95237) came fourth. Also, personal differences and values among staff often lead to conflicts in the library with an M of (3.7317) and Sd of (1.16043). Lastly, Favouritism and bias by supervisors are

common sources of conflict in the library with an M of (3.6585) and SD of (1.22687) came sixth. The results revealed that among the various variables measured, conflicts often arise due to poor communication among staff in the library and lack of clear policies and role definitions leads to workplace conflicts were more influential. This confirmed what was revealed by Ali and Gabasa (2022) who argued that favouritism, bad leadership, poor communication, and a failure to implement policies are the main reasons for conflict in the library setting (Ali & Gabasa, 2022). This was supported by Joshua and Suleiman (2019) who claimed that unresolved interpersonal conflicts, uneven task distribution, and a lack of acknowledgement are further contributing factors that have been found (Ali & Gabasa, 2022; Joshua & Suleiman, 2019).

5.2 Objective Two: Influence of Conflict on the Performance of Library Staff

The objective two was on the influence of conflict on the performance of library staff and various variables measured. The various variables measured were conflicts among staff negatively affect teamwork and cooperation, unresolved conflicts reduce job satisfaction among library staff, properly managed conflicts can improve creativity and problem-solving, frequent conflicts lower productivity and work efficiency, persistent conflicts affect the quality of library services delivered, and conflicts lead to high staff turnover and low morale. Using a scale of 1.0–2.0 as less influential, 2.0-3.0 as influential, and 3.0-4.0 as more influential as per the descriptive statistics of the mean values and standard deviation were presented.

Table 5: Influence of Conflict on Performance

Statement	Mean	Std. Deviation	Rank
Conflicts among staff negatively affect teamwork and cooperation	4.2439	1.00605	1st
Unresolved conflicts reduce job satisfaction among library staff	4.2439	0.93250	2nd
Properly managed conflicts can improve creativity and problem-solving among staff	4.1219	1.05328	3rd
Frequent conflicts lower productivity and work efficiency in the library	4.0000	1.03857	4th
Persistent conflicts affect the quality of library services delivered to users	3.9512	1.12361	5th
Conflicts lead to high staff turnover and low morale in the library	3.7805	1.09187	6th
Total			

Source: Field data 2026, M = Mean, SD = Std. Deviation.

Table 5 was on the influence of conflict on the performance of library staff and various variables were measured. Among the various variables measured, conflicts among staff negatively affect

teamwork and cooperation with an M of (4.2439) and SD of (1.00605) came first. At second place came unresolved conflicts reduce job satisfaction among library staff with an M of (4.2439) and SD of (0.93250). Also, properly managed conflicts can improve creativity and problem-solving among staff with an M of (4.1219) and SD of (1.05328) came third. At fourth place was frequent conflicts lower productivity and work efficiency in the library with an M of (4.0000) and SD of (1.03857).

Persistent conflicts affect the quality of library services delivered to users came fifth with an M of (3.9512) and SD of (1.12361). Last was Conflicts lead to high staff turnover and low morale in the library with an M of (3.7805) and SD of (1.09187). The results revealed that among the various variables measured, conflicts among staff negatively affect teamwork and cooperation and unresolved conflicts reduce job satisfaction among library staff were most influential. Beyond personal disputes, interdepartmental conflicts, ambiguous job descriptions, partiality, and ineffective leadership are all part of the complexity of conflict in libraries as revealed by (Joshua & Suleiman, 2019). Also, De Dreu and Van de Vliert, (1997) posited that avoidance of unresolved conflicts may lead to rapid escalation, it often leads to conflicts and diminished organisational trust (De Dreu & Van de Vliert, 1997; Joshua & Suleiman, 2019).

5.3 Objective Three: Conflict Resolution Practices Available for Library Staff

The objective three was on conflict resolution practices available for library staff and various variables were measured. The various variables measured were, formal procedures for resolving staff conflicts, library involves all parties in discussions to find mutual solutions, library management encourages open communication, staff receive training in interpersonal and conflict management skills, leadership in the library promotes mediation and dialogue in resolving disputes, conflict resolution processes are fair and transparent. Using a scale of 1.0–2.0 as less influential, 2.0–3.0 as influential, and 3.0–4.0 as more influential as per the descriptive statistics of the mean values the results were displayed.

Table 6: Conflict Resolution Practices

Statement	Mean	Std. Deviation	Rank
The library has formal procedures for resolving staff conflicts	4.5854	0.84211	1st
The library involves all parties in discussions to find mutual solutions	4.2683	0.92734	2nd
Library management encourages open communication to address misunderstandings	4.0488	1.10326	3rd
Staff receive training in interpersonal and conflict management skills	3.9512	1.17842	4th
Leadership in the library promotes mediation and dialogue in resolving disputes	3.9024	1.14973	5th
Conflict resolution processes in my library are fair and transparent	3.9024	1.06134	6th
Total			

Source: Field data 2026, M = Mean, SD = Std. Deviation.

Table six was on conflict resolution practices available for library staff and six variables were measured. Among the six variables measured, the library has formal procedures for resolving staff conflicts with an M of (4.5854) and SD of (0.84211) came first. Second place was the library involves all parties in discussions to find mutual solutions with an M of (4.2683) and SD of (0.92734). Library management encourages open communication to address misunderstandings came third with an M of (4.0488) and SD of (1.10326). Also, Staff receive training in interpersonal and conflict management skills with an M of (3.9512) and SD of (1.17842) came at fourth place. Next was Leadership in the library promotes mediation and dialogue in resolving disputes with an M of (3.9024) and SD of (1.14973) and at sixth place was conflict resolution processes in my library are fair and transparent with an M of (3.9024) and SD of (1.06134). The results revealed that, among the six variables measured, the library has formal procedures for resolving staff conflicts and the library involves all parties in discussions to find mutual solutions were the most influential. According to Ali and Gabasa (2022), techniques including leadership-led interventions, mediation, cooperative problem-solving, and negotiation are covered by (Ali & Gabasa, 2022). It has been demonstrated that compromising, which strikes a balance between moderate care for oneself and others, results in quicker settlements that are seen as fair, but frequently at the expense of ideal solutions because both parties must give up significant points as supported by (Pruitt & Kim, 2004).

5.4 Objective Four: Relationship Between Conflict Management and Organisational Culture

The objective four was on relationship between conflict management and organisational culture and was divided into two parts. The first part was on conflict management practices. The various variables that were measured were, staff members are encouraged to express their concerns openly during conflict resolution, library uses mediation and dialogue as key approaches, conflict resolution processes in the library are transparent, conflicts in the library are handled promptly and fairly, conflicts are resolved in ways that strengthen relationships, and management provides training and support for effective conflict management. Using a scale of 1.0–2.0 as less influential, 2.0-3.0 as influential, and 3.0-4.0 as more influential as per the descriptive statistics of the mean values.

Table 7a: Conflict Management Practices

Statement	Mean	Std. Deviation	Rank
Staff members are encouraged to express their concerns openly during conflict resolution	4.3171	0.84522	1st
The library uses mediation and dialogue as key approaches to resolving disputes	4.2439	0.96935	2nd
Conflict resolution processes in the library are transparent and involve all parties	4.0976	1.05194	3rd
Conflicts in the library are handled promptly and fairly by management	3.8537	1.12318	4th
Conflicts are resolved in ways that strengthen relationships among staff	3.7805	1.14106	5th
Management provides training and support for effective conflict management	3.7317	1.17962	6th
Total			

Source: Field data 2026, M = Mean, SD = Std. Deviation.

Table 7a was on conflict management practices and six variables were measured. Among the six variables measured, staff members are encouraged to express their concerns openly during conflict resolution came first with an M of (4.3171) and SD of (0.84522). Following that was the library uses mediation and dialogue as key approaches to resolving disputes with an M of (4.2439) and SD of (0.96935). Furthermore, conflict resolution processes in the library are transparent and involve all parties came third with an M of (4.0976) and SD of (1.05194). At fourth place was conflicts in the library are handled promptly and fairly by management with an M of (3.8537) and SD of (1.12318). Also, conflicts are resolved in ways that strengthen relationships among staff followed with an M of (3.7805) and SD of (1.14106) at fifth place. Lastly, Management provides training and support for effective conflict management followed with an M of (3.7317) and SD of

(1.17962). The results revealed that, among the six variables measured, staff members are encouraged to express their concerns openly during conflict resolution and the library uses mediation and dialogue as key approaches to resolving disputes were the most influential. Techniques including leadership-led interventions, mediation, cooperative problem-solving, and negotiation are covered by (Ali & Gabasa, 2022). Their study on administrative staff in tertiary institutions found that departments with regular team meetings, collaborative goal-setting, and open feedback mechanisms experienced fewer interpersonal disputes and reported stronger cohesion as supported by (Agyemang & Dzandu, 2019).

The objective four was on relationship between conflict management and organisational culture and was divided into two parts. The second part was on organisational culture in my library encourages open communication and transparency, how conflicts are managed and resolved in the library, Libraries with participatory and inclusive cultures handle conflicts more effectively, A positive organisational culture helps prevent conflicts among staff, Teamwork and collaboration within the library, and leadership style in my library promotes fairness and mutual respect. Using a scale of 1.0–2.0 as less influential, 2.0-3.0 as influential, and 3.0-4.0 as more influential as per the descriptive statistics of the mean values.

Table 7b: Organisational Culture

Statement	Mean	Std. Deviation	Rank
The organisational culture in my library encourages open communication and transparency	4.1220	0.83241	1st
Organisational culture influences how conflicts are managed and resolved in the library	4.0732	1.00966	2nd
Libraries with participatory and inclusive cultures handle conflicts more effectively	3.9512	1.07288	3rd
A positive organisational culture helps prevent conflicts among staff	3.8780	1.04759	4th
Teamwork and collaboration within the library reduce the likelihood of conflicts	3.8537	1.08742	5th
The leadership style in my library promotes fairness and mutual respect in conflict situations	3.7805	1.20891	6th
Total			

Source: Field data 2026, $M = \text{Mean}$, $SD = \text{Std. Deviation}$.

Table 7b was on organisational culture and six variables were measured. Among the six variables measured, the organisational culture in my library encourages open communication and transparency came first with an M of (4.1220) and SD of (0.83241). Again, Organisational culture influences how conflicts are managed and resolved in the library came second with an M of (4.0732) and SD of (1.00966). Also, Libraries with participatory and inclusive cultures handle conflicts more effectively with an M of (3.9512) and SD of (1.07288) came third. At fourth place

was A positive organisational culture helps prevent conflicts among staff with an M of (3.8780) and SD of (1.04759). Teamwork and collaboration within the library reduce the likelihood of conflicts with an M of (3.8537) and SD of (1.08742) came fifth and at sixth place was the leadership style in my library promotes fairness and mutual respect in conflict situations with an M of (3.7805) and SD of (1.20891). The results revealed that, among the various variables measured, the organisational culture in my library encourages open communication and transparency and organisational culture influences how conflicts are managed and resolved in the library were most influential. Green, (2017) posited that disparities in communication styles, professional objectives, values, or rivalry for limited resources can all lead to conflicts as supported by (Gillin & Gillin, 2017). Also, staff performance and overall organisational success can be severely hampered by unresolved or badly handled conflict. Cooper et al. (2019) point out that some conflict management philosophies, especially dominating and avoiding, can increase stress, lower job satisfaction, and decrease productivity (Cooper et al., 2019). In support of this, Ali and Gabasa (2022) note that uncontrolled conflict results in staff members doing poorly, resisting, being impolite, and ceasing to cooperate (Ali & Gabasa, 2022; Cooper et al., 2019).

5.5 Evaluation of Measurement Model

To achieve valid results, reliability, convergent, and discriminant validity as well as hypothesis of the measurement model was assessed. According to convergent validity is the degree to which indicators of a latent construct converge or share high proportions of variance in common. Convergent validity is established when all indicator (observed) variables load highly on their assigned factors, for instance, 0.5 or higher. Thus, it measures the extent to which items are free from random error, and as such, capable of providing consistent results (Hair, et al., 2010). As demonstrated in Table 8, all factor loadings are higher than the value of 0.6. Alternatively, average variance extracted (AVE) which measures the variation explained by the latent variable to the random measurement error, is a commonly utilized criterion for assessing convergent validity.

Table 8: Structural model results of Loadings – Cross loadings and reliability statistics.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Causes of Conflict (CoC)	0.823	0.839	0.871	0.533
Conflict Management Practices (CMP)	0.849	0.874	0.888	0.574
Organisational Culture (OC)	0.798	0.803	0.869	0.624
Resolution Practices (RP)	0.805	0.859	0.861	0.521
Staff Performance Impact (SPI)	0.853	0.876	0.892	0.585

Fornell and Larcker (1981), as shown in Table 8, it recommends that an AVE value of at least 0.5 is an indication that the latent construct is on average able to explain 50 percent of the variance of its indicators, hence demonstrating adequate convergent validity. This requirement is fulfilled in this research, as it is demonstrated that AVE values for all the constructs shown in Table 8 are above the recommended threshold of 0.5. Finally, with regards to composite reliability, all the scores are well above the cutoff value of 0.7 (Hair et al. (2010)).

Discriminant validity assesses the degree to which the measures of different constructs differ from one another. The establishment of discriminant validity can be in two ways as indicated in Table 8. The first method is by examining cross-loadings that are obtained by correlating each latent variable component values with all other items while the second is by comparing the square root of the average variance extracted (AVE) for each construct with the correlations among constructs. If the square root of each AVE is much larger than any correlation among any pair of latent variables, and it should be higher than .50 then the validity of the measurement model is established. In this study, as demonstrated in Table 9, the correlation values are less than the square root of AVE values, hence, suggestive of acceptable discriminant validity (Chin, 1998; Fornell & Larcker, 1981).

Table: 9 Discriminant validity (Fornell Larcker Criterion)

	Causes of Conflict (CoC)	Conflict Management Practices (CMP)	Organizational Culture (OC)	Resolution Practices (RP)	Staff Performance Impact (SPI)
Causes of Conflict (CoC)	0.730				
Conflict Management Practices (CMP)	0.918	0.758			
Organizational Culture (OC)	0.899	0.854	0.790		
Resolution Practices (RP)	0.911	0.951	0.853	0.722	
Staff Performance Impact (SPI)	0.943	0.870	0.895	0.894	0.765

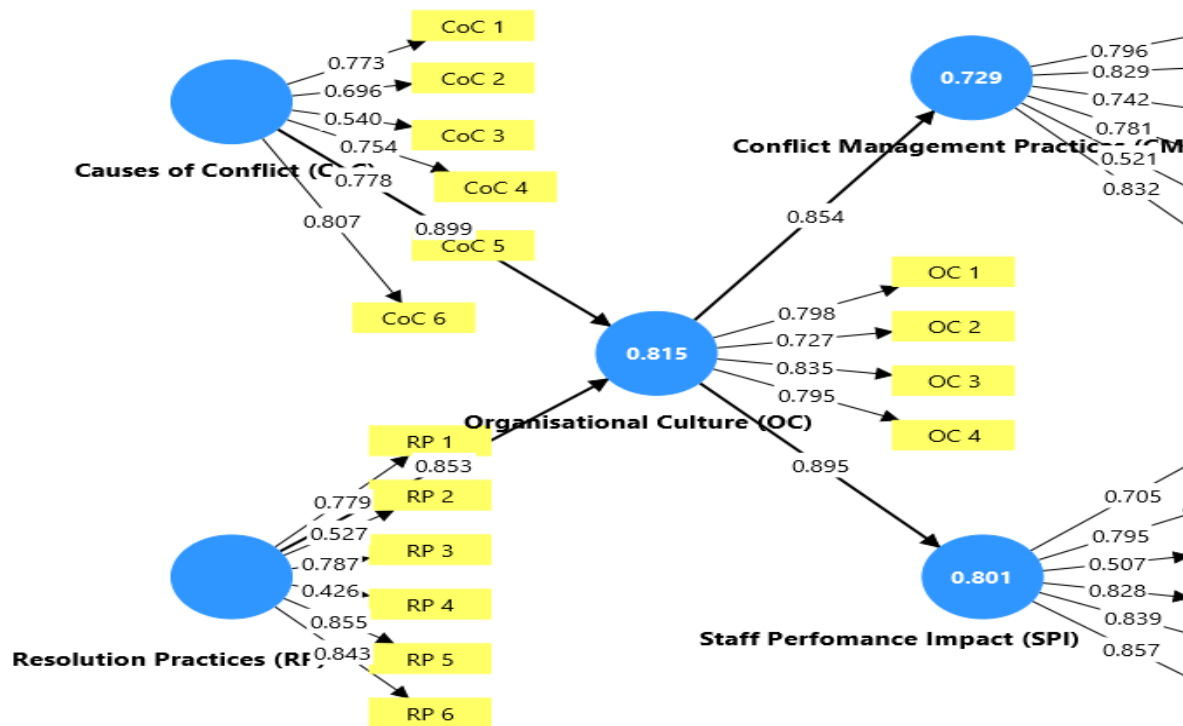


Figure 1: Structural Model

5.6 Structural Model and Hypothesis Testing

After the construct measures have been proved to be reliable and valid, the next stage is to assess the structural model results, displayed in Figure 1. Prior to the assessment of the structural model, the study conducted the test on all the variables for multicollinearity. The assessment of the variance inflation factor (VIF) demonstrated the non-existence of multicollinearity, and all variance inflation factors obtained were lower than 1.234, which is far less than the conservative threshold of 5.0, as recommended by (Rogerson, 2001).

Table 10: Results of Hypothesis

Hypothesis	Proposed Relationship	Path Coefficient	T-Value	P-Value	Study Results
H1	CoC →OC	0.899	5.853	0.003	Supported
H2	RP →OC	0.853	2.996	0.000	Supported
H3	OC →CMP	0.854	2.330	0.020	Supported
H4	OC →SPI	0.895	36.327	0.000	Supported

The model explained 72.9%, and 80.1% in the variation of conflict management practices, and staff performance impacts respectfully. As well as 81.5% variance of organizational culture. All four of the hypothesized relationships stated in this study are supported. As postulated in H1, Courses of Conflicts (CoC) positively and significantly impacts organizational Culture (OC). As presented in Figure 1, the path coefficient $\beta = 0.899^{***}$, supports H1. Also, H2 states the relationship between Resolution Practices (RP) and Organizational Culture (OC). This is confirmed by the path coefficient, $\beta = 0.853^{***}$. Similarly, Organizational Culture (OC) positively influence Conflict Management Practices (CMP) (path coefficient $\beta = 0.854^{***}$), providing support for H3. Finally, the results revealed a significant positive relationship between Organizational Culture (OC) and Staff Performance Impact (SPI), with (path coefficient $\beta = 0.895^{***}$), thus confirming hypothesis H4.

5.7 Implications of the Study

The study's conclusions have significant ramifications for Ghana's academic library administration. The findings indicate that the most significant factors contributing to conflict among library employees are poor communication, ambiguous policies, leadership philosophies, and uneven task distribution. This suggests that the genesis of workplace conflict is mostly influenced by institutional structures and managerial practices. The study also shows that employee performance is significantly impacted by conflict, especially when it comes to teamwork, cooperation, job satisfaction, productivity, and service quality. This suggests that, unresolved conflicts might lower worker morale and compromise the efficiency of library

operations. Conflict management was found to be influenced by the availability of formal conflict resolution methods, inclusive conversation, open communication, and mediation techniques.

This implies that libraries are better equipped to handle staff conflicts when they institutionalise transparent and structured conflict resolution procedures. Organisational culture and conflict management and the influence of conflict on performance were found to have a positive link, according to the correlation established. This suggests that how disagreements are handled and how employees perceive their consequences are greatly influenced by organisational culture. Effective conflict management in academic libraries thus depends on a culture that promotes openness, transparency, involvement, and justice. Overall, the study suggests that staff performance and service delivery in academic libraries can be improved by enhancing organisational culture, bolstering conflict resolution procedures, and addressing major conflict causes.

5.8 Conclusion

The study looked at the reasons behind conflict, how conflict affects employee performance, how conflict is resolved, and how organisational culture and conflict management are related in Ghanaian university libraries. The results showed that the most significant sources of conflict among library employees are unclear policies and role definitions, as well as inadequate communication. The survey also found that employee performance is negatively impacted by conflict, especially when it comes to cooperation, teamwork, job satisfaction, productivity, and service quality. Nonetheless, the results also demonstrate how effectively handling disagreement may foster innovation and problem-solving.

The study also discovered that academic libraries help effective conflict management by having established dispute resolution procedures, encouraging dialogue, and promoting open communication. Conflict management and performance outcomes are favourably and moderately correlated with organisational culture, according to the correlation data, suggesting that culture has a significant influence on how conflicts are resolved. The study concludes that organisational culture, leadership styles, and the availability of structured conflict resolution procedures all have a significant impact on effective conflict management in university libraries. Improving employee performance and organisational effectiveness requires addressing these elements.

5.9 Recommendations

Based on the findings of the study, the following recommendations are made:

- i. Academic library management should strengthen communication channels among staff to reduce misunderstandings and prevent conflicts arising from poor communication.
- ii. Clear policies, role definitions, and job responsibilities should be developed and consistently enforced to minimise conflicts related to ambiguity and unequal task distribution in academic libraries.

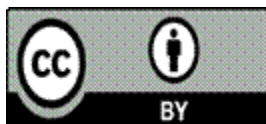
- iii. Academic library management should continue to promote formal conflict resolution procedures, including mediation and dialogue, and ensure that all parties are involved in resolving disputes.
- iv. Training, workshops and seminars in interpersonal skills, emotional intelligence and conflict management should be organised for staff and supervisors, as this was identified as an influential practice in managing conflicts effectively.

References

- Agyemang, F. G., & Dzandu, M. D. (2019). Communication practices and conflict management in tertiary institutions in Ghana. *Journal of Education and Practice*, 10(12), 45–55.
- Agyemang, F. G., & Dzandu, M. D. (2019). Conflict management in Ghanaian tertiary institutions: A focus on administrative staff. *Journal of Human Resource and Sustainability Studies*, 7(3), 268–279.
- Ahenkan, A., & Adjei, E. (2017). Institutional conflict resolution mechanisms in public universities: Effectiveness and challenges. *Ghana Journal of Higher Education Management*, 3(1), 91–105.
- Ali, H., & Gabasa, P. (2022). Conflict resolution among law librarians: an imperative for effective service delivery in law libraries in Nigeria. *Lagos Journal of Library and Information Science*, 11(1–2), 35–45.
- Appiah-Kubi, P., & Asamoah, S. (2021). Conflict resolution mechanisms and staff productivity in Ghanaian public universities. *Journal of Educational Management*, 15(1), 62–74.
- Badu, E. E., & Mensah, J. A. (2018). Conflict management in academic libraries in Ghana: A review of current practices. *International Journal of Academic Library and Information Science*, 6(5), 109–117.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Boamah, M. A. (2020). Organizational communication and workplace conflict among library staff in Ghanaian public universities. *African Journal of Library, Archives and Information Science*, 30(1), 45–55.
- Boateng, H., & Ntiamoah, J. (2020). Emotional intelligence and conflict management in university libraries: A Ghanaian perspective. *Journal of Library and Information Services in Distance Learning*, 14(1), 40–55.
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.

- Cooper, M. L., Knight, M. E., Frazier, M. L., & Law, D. W. (2019). Conflict management style and exhaustion in public accounting. *Managerial Auditing Journal*, 34(2), 118–141.
- Creswell, J. W. (2018). *Research design: qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- De Dreu, C. K. W. (2007). Cooperative outcome interdependence, task reflexivity, and team effectiveness. *Journal of Applied Psychology*, 92(3), 628–638.
- De Dreu, C. K. W., & Van Vianen, A. E. (2001). Managing relationship conflict and the effectiveness of organizational teams. *Journal of Organizational Behavior*, 22(3), 309–328.
- De Dreu, C. K. W., & Van de Vliert, E. (1997). *Using conflict in organizations*. Sage Publications.
- Gillin, J., & Gillin, J. P. (2017). *Cultural conflict and control: the sociology of deviance*. Routledge.
- Green, D. (2017). Conflict in the workplace: Understanding and managing conflict to improve employee engagement. *Journal of Library Administration*, 57(4), 340–348.
- Halbesleben, J. R. B., & Buckley, M. R. (2004). Burnout in organizational life. *Journal of Management*, 30(6), 859–879.
- Holder, S., & Lannon, A. (2018). Mentoring across generations: Using mutual learning relationships to build trust among academic library staff. *Library Leadership & Management*, 32(4).
- Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, 44(2), 238–251.
- Joshua, S., & Suleiman, A. (2019). Understanding conflict situation. *Lagos Journal of Library and Information Science*, 11(1–2), 52–54.
- Kim, S., & Lee, H. (2020). Enhancing conflict management competence through communication and emotional intelligence training. *International Journal of Human Resource Development*, 5(3), 112–128.
- Owusu-Ansah, C. M., & Arthur, B. (2019). Leadership style and its impact on employee performance in university libraries in Ghana. *Library Philosophy and Practice (e-journal)*, 2472.
- Pruitt, D. G., & Kim, S. H. (2004). *Social conflict: escalation, impasse, and resolution* (3rd ed.). McGraw-Hill.
- Pruitt, D. G., & Rubin, J. Z. (1986). *Social conflict: escalation, stalemate, and settlement*. Random House.

- Rahim, M. A. (2002). Toward a theory of managing organizational conflict. *International Journal of Conflict Management*, 13(3), 206–235.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
- Tandoh, R., & Adusei, K. (2021). Managing conflict in a collectivist culture: The role of cultural values in conflict resolution in Ghanaian universities. *International Journal of Educational Policy Research and Review*, 8(2), 32–41.
- Ting-Toomey, S. (2005). The matrix of face: An updated face-negotiation theory. In W. Gudykunst (Ed.), *Theorizing About Intercultural Communication*. Sage. 71–92
- Van de Vliert, E. (1997). Complex interpersonal conflict behaviour: theoretical frontiers. *Psychology Press*.
- Yeboah, F. A., & Amoako, G. K. (2017). Managing workplace conflicts in higher education: The role of communication and leadership in Ghanaian universities. *International Journal of Higher Education Management*, 4(2), 20–33.



2026 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)