

INFLUENCE OF PSYCHO-CULTURAL PREDISPOSITIONS ON CONFLICT RESOLUTION AMONG LIBRARY PERSONNEL IN FEDERAL UNIVERSITIES IN SOUTH-SOUTH, NIGERIA

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Abstract

This study investigated the influence of psycho-cultural predispositions on conflict resolution among library personnel in federal universities in South-South Nigeria. To achieve the study aim, ex-post facto design was adopted for the study. The study utilized a population of [695](#) library staff across six federal universities. A sample of [400](#) personnel were selected through stratified and simple random sampling techniques. The instrument for data collection was a questionnaire titled "psycho-cultural predisposition on conflict resolution questionnaire (PCPCRQ)". One-way analysis of variance was used for testing the hypotheses at .05 level of significance. Findings revealed that religious affiliation had no significant influence on conflict resolution ($F = 1.343$, $p = .262$). However, ethnicity significantly influenced conflict resolution outcomes ($F = 3.682$, $p = .003$), with staff from Ikwerre/Ogoni and Bini/Esan groups demonstrating higher resolution mean scores than those from Efik/Ejagham. The study concludes that ethnic identity is a primary driver of internal conflict and recommends that universities administrators should implement ethnicity-inclusive strategies to safeguard the library's role as the "life-stream" of educational services.

Keywords: Psycho-cultural Predispositions, Conflict Resolution, Ethnicity, Religious Affiliation, Academic Libraries, South-South Nigeria.

Introduction

Federal Universities in Nigeria are multicultural institutions where individuals from diverse ethnic and religious backgrounds work together toward the achievement of educational goals. At the centre of these institutions is the university library, which serves as the lifeblood of teaching, learning, research, and community service. A library is more than a collection of books; it is an organized system that incorporates automation, digital and manual cataloguing, and other information management processes designed to facilitate the acquisition, organization, preservation, and dissemination of knowledge (Aina, 2004). Through these functions, the university library supports the academic objectives of its parent institution and ensures access to information resources for staff, students, and researchers.

The effective functioning of the university library depends largely on its personnel. Library personnel comprise professional, para-professional, and supporting staff who work collaboratively to provide information services. As in other federal institutions, university library staff come from diverse ethnic, cultural, and religious backgrounds. While this diversity enriches the workplace by bringing different perspectives and experiences, it may also create challenges in interpersonal relationships and workplace interactions. Differences in values, beliefs, communication styles, and expectations can sometimes lead to disagreements among personnel, thereby creating conditions for organizational conflict.

Conflict is an inevitable phenomenon in every social organization, including university libraries. According to Abid and Rafiullah (2025), organizational conflict occurs when staff members experience divergence in interests, opinions, values, or expectations. Conflict often develops gradually through identifiable stages. The first stage is the Relational Proximity Stage, where cordial relationships and shared interests are established among individuals. Although this stage promotes familiarity, it may also reveal differences in values and expectations. The second stage is the Embryonic Stage, during which potential conflict exists but remains largely unexpressed. Feelings of dissatisfaction, resentment, or jealousy may begin to develop while interactions continue normally. The third stage is the Manifestation Stage, where disagreements become visible and emotional tension emerges. This may progress to the Escalation Stage if not properly managed, resulting in communication breakdowns, hostility, and strained relationships. The fifth stage, known as the Disaster Stage, is characterized by severe disruption of relationships and workplace harmony. The final stage is the Peace-Building or Resolution Stage, which involves efforts to restore understanding and cooperation among the parties involved.

Conflict resolution refers to the formal and informal strategies employed to address disagreements and restore harmonious relationships within an organization. These strategies may include mediation, negotiation, accommodation, collaboration, compromise, or avoidance. Effective conflict resolution is essential in university libraries because unresolved conflicts can negatively affect staff morale, teamwork, communication,

productivity, and service delivery. Bassey (2025) observed that when library personnel are not united, service delivery becomes ineffective and the achievement of organizational goals is threatened. Consequently, conflict resolution serves as a critical mechanism for maintaining workplace harmony and ensuring the effective functioning of academic libraries.

One factor that may influence conflict resolution among library personnel is psycho-cultural predisposition. Psycho-cultural predispositions refer to the psychological attitudes, cultural orientations, ethnic identities, and religious beliefs that shape individuals' perceptions, behaviours, and responses to workplace situations. These predispositions are rooted in ancestral identities, cultural values, social norms, and belief systems, all of which influence how individuals interpret and respond to conflict. Because university libraries are social environments where personnel from diverse backgrounds interact daily, psycho-cultural predispositions may significantly affect conflict management and resolution processes.

Ethnicity constitutes an important dimension of psycho-cultural predisposition. In Nigeria, ethnic identity often influences perceptions of fairness, trust, belonging, and access to opportunities. Within university libraries, ethnic differences may contribute to misunderstandings, tension, and workplace disagreements when individuals perceive discrimination, exclusion, or unequal treatment. Factors such as communication barriers, bias in promotion, exclusion from decision-making processes, cultural differences, lack of

mutual understanding, inadequate diversity in collection development, and lack of respect for ethnic identities may contribute to ethnic conflict among library personnel. Adedeji (2025) noted that ethnic tensions can lead to lower staff morale, increased absenteeism, and strained interpersonal relationships. Therefore, understanding the influence of ethnicity is important for effective conflict resolution in university libraries.

Religious affiliation is another significant dimension of psycho-cultural predisposition. Religion represents a system of beliefs, values, and practices that guides individual behaviour and shapes perceptions of right and wrong. In academic libraries, personnel may belong to different religious groups, including Christianity, Islam, and traditional belief systems. These religious orientations may influence how individuals perceive and respond to conflict situations. For example, some individuals may emphasize forgiveness and reconciliation, while others may focus on justice and fairness. Where tolerance, accommodation, collaboration, and respect for religious differences are lacking, conflict may arise. Therefore, university libraries must promote an inclusive workplace culture that respects religious diversity and encourages peaceful coexistence among staff members.

The relevance of psycho-cultural predispositions is particularly evident in South-South Nigeria, a region characterized by considerable ethnic and cultural diversity. The region comprises several ethnic groups, including the Ibibio and Annang of Akwa Ibom State, the Ijaw and Nembe of Bayelsa State, the Efik and Ejagham of Cross River State, the

Itsekiri and Urhobo of Delta State, the Bini and Esan of Edo State, and the Ikwerre and Ogoni of Rivers State. These groups possess distinct cultural values, traditions, languages, and social norms that may influence workplace interactions within federal university libraries. Such diversity makes it important to understand how psycho-cultural factors shape conflict resolution among library personnel.

Ultimately, the effectiveness of conflict resolution determines the quality of service delivery in university libraries. Poorly managed conflicts can result in communication breakdowns, favouritism, division, reduced productivity, and diminished organizational effectiveness. Bassey (2025) further noted that conflict management helps to reduce tension and minimize the negative consequences of workplace disagreements through strategies that promote understanding and cooperation among the parties involved. Consequently, investigating the influence of psycho-cultural predispositions on conflict resolution among library personnel is essential for promoting harmonious workplace relationships and enhancing service delivery in federal university libraries in South-South Nigeria.

Statement of the Problem

Academic library system in South-South Nigeria functions as a sophisticated, automated environment designed for the systematic organization, processed, and dissemination of knowledge to its parent institutions. Within this "life-stream" of information hubs, professional coordination and teamwork are mandatory for effective

service delivery. Ideally, the library should exist as a unified social environment where professional roles take precedence over individual cultural or faith-based biases, fostering a climate of collaboration, tolerance, and mutual respect. However, this effectiveness is currently undermined by persistent disagreement, distrust, hatred and lack of unity among library staff thus contributing in obstructing smooth services. This core problem stems from unmanaged conflict on psycho-cultural predispositions, which act as trauma to mental frameworks rooted in diverse ethnic backgrounds and religious affiliations.

The Federal Government has established regulatory frameworks and mandated adherence to librarianship ethics, which serve as a standard code of conduct to ensure neutrality, fairness, and professional integrity among library staff. Despite these provisions and national integration policies intended to create a standardized workplace free from tribalism, library administrations have not fully utilized these ethical tools to address the psycho-cultural roots of internal friction. As such, academic library objectives fail.

To prevent this conflict from becoming a "deadly disease" or cause permanent separation, confusion, or disagreement to the institution. It was on this basis that the researcher is exploring psycho-cultural predispositions, which will explain the extent to which conflict are managed among library staff in South-South Nigeria. If these conflicts are not checked, it may be destructive and negative as people involved will often see one another as enemies. This may result to low service delivery. It therefore becomes expedient to investigate the influence of psycho-cultural predisposition on conflict resolution among library personnel in South-south Nigeria.

Research questions

1. How does religious affiliation influence conflict resolution among library personnel?
2. To what extent does ethnicity influence conflict resolution among library personnel?

Statement of hypotheses

1. There is no significant influence of religious affiliation on conflict resolution among library personnel
2. Ethnicity does not significantly influence conflict resolution among library personnel

Literature Review

Religious Affiliation and Conflict Resolution

Religious affiliation can significantly influence how individuals approach conflict resolution in the workplace. Religious beliefs often shape people's values, attitudes, and behavioural responses during disagreements. While some religious traditions emphasize forgiveness, tolerance, and reconciliation, others encourage justice, dialogue, and peaceful advocacy. Consequently, individuals within the same religious group may interpret and apply religious teachings differently when confronted with conflict situations. In university libraries, where employees come from diverse religious backgrounds, creating an atmosphere of mutual respect and understanding is essential for harmonious relationships. Failure to respect religious differences may generate tension, disagreements, and conflict

among employees, thereby affecting institutional productivity and workplace harmony (Doyle, 2007).

An inclusive library environment requires equitable treatment of all religious perspectives in library services and collection development. Libraries are expected to serve the information needs of all members of their communities regardless of their religious affiliations. According to Lauren (2003), the Library Bill of Rights emphasizes inclusiveness by advocating access to materials representing diverse viewpoints and information needs. This principle applies to both fiction and non-fiction resources and underscores the responsibility of librarians to provide balanced access to religious information without promoting any particular faith tradition. Such inclusiveness contributes to fairness, professional ethics, and peaceful coexistence within the library environment.

Religious neutrality remains an important professional obligation for librarians. Excluding or censoring religious materials because of personal beliefs violates the principles of intellectual freedom and equal access to information. Libraries are expected to distinguish between providing access to religious materials and endorsing a particular religious viewpoint. Therefore, policies relating to shelving, storage, display, and access to religious resources should be applied consistently and fairly to all religious groups. Adherence to these principles can reduce perceptions of bias and create an atmosphere that supports effective conflict management among library personnel.

Understanding how religious beliefs influence conflict resolution styles is important in multicultural workplaces. A study conducted by Lopez-Escalona (2019) investigated conflict resolution strategies among Muslim and Christian library staff at Bukidnon State University in the Philippines. Using a descriptive research design, data were collected through a 25-item questionnaire and interviews, while reliability was established using the Cronbach Alpha method. The findings revealed that Muslim library staff preferred the collaborative style of conflict resolution, whereas Christian library staff tended to adopt the accommodating style. The study also found that both groups were least likely to use avoidance as a conflict management strategy and that there was no significant difference in the conflict resolution styles of the two groups. The study demonstrates that although religious beliefs may influence conflict management preferences, similarities in workplace experiences may encourage the adoption of comparable conflict resolution approaches.

Ethnicity and Conflict Resolution

Ethnicity refers to the social and cultural characteristics that distinguish one group of people from another through shared language, heritage, customs, values, and beliefs. In university libraries, ethnic diversity enriches the workplace but may also create challenges in interpersonal relationships. Differences in cultural orientations, communication styles, and social expectations can sometimes result in misunderstandings, mistrust, and workplace disagreements. Furthermore, stereotypes and ethnic biases may affect how

individuals perceive and manage conflicts, thereby influencing organizational harmony and productivity.

Ethnic conflict can significantly affect workplace relationships and institutional effectiveness. Nyang'au (2019) examined the effects of ethnic conflict on conflict resolution among staff in educational institutions in Nakuru, Kenya. Using a descriptive survey design, data were collected through questionnaires from a sample of 318 respondents selected from a larger population of university employees. The findings revealed that ethnic conflict often creates inequalities and feelings of marginalization, particularly when individuals perceive that their expectations and values are ignored. Such perceptions may result in jealousy, resentment, and other negative behaviours that contribute to workplace conflict. The study further showed that unresolved ethnic conflicts can lead to loss of property, intergroup hostility, and reduced organizational productivity. These findings highlight the importance of addressing ethnic issues in conflict management processes.

The relationship between ethnicity and conflict resolution preferences has also received considerable scholarly attention. Riaz and Jamal (2012) investigated the influence of ethnic background on conflict resolution style preferences among employees in Khyber Pakhtunkhwa, Pakistan. Using an online survey of 292 respondents from public and private organizations, the researchers employed statistical tools such as Cronbach Alpha, Spearman Correlation, Regression Analysis, and ANOVA. The findings revealed that ethnicity, together with demographic factors such as age, gender, and educational

background, significantly influenced conflict resolution preferences. The study further established that ethnic background could serve as a predictor of how individuals choose to manage workplace disagreements. This suggests that conflict management strategies may be more effective when they take ethnic diversity into consideration.

The influence of ethnicity on conflict management has also been examined across different cultural settings. Posthuma (2011) investigated the relationship between ethnicity and conflict management styles among diverse ethnic and religious groups in several countries, including Germany, India, France, Great Britain, Israel, and the United States. The study employed surveys, interviews, and experimental methods, while multiple regression, ANOVA, and independent t-tests were used for data analysis. The findings showed that conflict management styles differed significantly across ethnic groups. Hindus were found to prefer dominating conflict styles more than Muslims, while Muslims showed greater preference for compromising, obliging, and avoiding styles. Christians demonstrated stronger preferences for dominating approaches. The study concluded that ethnicity and national culture interact in shaping conflict management preferences, thereby influencing how individuals respond to workplace disagreements.

The consequences of inter-ethnic conflict on organizational management have also been documented. Mollaw (2023) examined the impact of inter-ethnic conflict on management in Ethiopia using descriptive and explanatory research designs. Data were collected through interviews, group discussions, observations, and document analysis

involving participants from various governmental and organizational institutions. The findings revealed that corruption, illegal practices, and exclusionary behaviours contributed significantly to inter-ethnic conflict. The study further established that such conflicts negatively affected management processes and organizational stability. These findings underscore the need for inclusive policies and effective conflict resolution mechanisms in ethnically diverse institutions.

Appraisal of the Literature Reviewed

The reviewed literature demonstrates that both religious affiliation and ethnicity are important psycho-cultural factors that influence conflict resolution. Religious affiliation may promote values such as tolerance, cooperation, forgiveness, and respect for diverse viewpoints, all of which can facilitate peaceful conflict resolution. At the same time, differences in religious beliefs and practices may become sources of disagreement when not properly managed. Therefore, fostering mutual respect and religious inclusiveness is essential for maintaining harmonious workplace relationships.

Similarly, the literature shows that ethnicity plays a significant role in shaping individual and group responses to conflict. Ethnic identities influence perceptions of fairness, trust, belonging, and communication, which in turn affect conflict management processes. The reviewed studies indicate that unresolved ethnic tensions may lead to discrimination, reduced productivity, communication barriers, and strained interpersonal relationships. Consequently, understanding the role of ethnicity can assist library

administrators in developing more effective and culturally sensitive conflict resolution strategies.

Overall, the reviewed literature suggests that effective conflict resolution in university libraries requires recognition of both ethnic and religious diversity. Library administrators should therefore promote inclusive policies, encourage mutual understanding, and create opportunities for collaboration among personnel from different backgrounds. Such efforts can minimize workplace tensions, strengthen professional relationships, and enhance service delivery within university libraries.

Methodology

Ex-post facto design was adopted for the study. The population of the study comprised of 695 library staff in six federal universities in South-South, Nigeria. The following federal universities were used for the study: University of Calabar, University of Uyo, Federal University Otuoke, University of Port Harcourt, University of Benin and Federal University of Petroleum Resources Effurun, Delta State. Stratified and simple random sampling techniques were used to select the universities and the library staff for the study. A total of 417 library staff were selected for the sample. The instrument used for data collection was questionnaire entitled “psycho-cultural predisposition on conflict resolution questionnaire (PCPCRQ). Out of 417 questionnaires given, 400 were returned and used for the study. One-way Analysis of Variance, was used for testing the hypotheses at .05 level of significance.

Results and Discussion

Hypothesis one: There is no significant influence of religious affiliation on conflict resolution among library personnel.

Table 1: One-way Analysis of variance of influence of religious affiliation on conflict resolution among library personnel

Religious Affiliation	N	$\bar{x}$	SD		
Christianity	287	52.1812	4.33500		
African Tradition	93	53.0538	4.92042		
Islamic Religion	20	53.0000	4.20526		
Total	400	52.4250	4.74824		
Source of variation	SS	Df	MS	F	Sig
Between groups	60.440	2	30.220	1.343	.262
Within groups	8935.310	397	22.507		
Total	8995.750	399			

* Significant at .05 level

In Hypothesis One, the independent variable is religious affiliation, categorized into Christianity, African Traditional Religion, and Islam, while the dependent variable is conflict resolution. To test this hypothesis, a one-way analysis of variance was used. The results in Table 1 above showed that those who practised African Traditional Religion were the best in conflict resolution ($\bar{x} = 53.0538$), followed by Islamic worshippers ($\bar{x} = 53.0000$), while those who practised Christianity were the least in conflict resolution ($\bar{x} = 52.1812$).

This indicates that library staff who are African Traditional Religion worshippers are more inclined to conflict resolution than library staff from other religious groups considered in this study. The results of the one-way analysis of variance (ANOVA) revealed that the F-value (1.343) associated with the p-value (.262) was greater than the .05 level of significance. Therefore, the null hypothesis was not rejected. This implies that there is no significant influence of religious affiliation on conflict resolution among library personnel.

The results of Hypothesis One revealed that there is no significant influence of religious affiliation on conflict resolution among library personnel. This study supported Lopez-Escalona (2019), who examined Muslims, Christians, and their conflict resolution strategies in an academic library in a state university in the Philippines and found that the Maranao Muslim library staff in Bukidnon State University preferred collaborating as a conflict resolution style, while the Christian library staff employed an accommodating style in handling conflict. On the other hand, both groups of respondents were least engaged in avoiding conflict as a way of resolving disputes. The findings further revealed that there is no significant difference in the conflict resolution styles of both groups of library staff. This means that the conflict resolution styles of both groups of respondents are more or less the same. Knowing their styles of resolving conflict will help in understanding the attitudes of staff and respecting each religion.

The finding of this study differs from Doyle (2007), who maintained that religious affiliation can have a significant impact on how people approach conflict management.

Some religions may advocate a more passive approach to conflict, such as turning the other cheek or forgiveness, while others may advocate a more active approach, such as standing up for one's beliefs or engaging in peaceful protests. Different individuals within the same religion may interpret their religious teachings in different ways, leading to a range of approaches to conflict resolution. Employing people of different religions in the university library can be a challenging topic to tackle. It is important to create a space for open dialogue to ensure everyone feels comfortable and safe practising their religion in the workplace, as well as provide training on how to interact with and respect individuals of different faiths. Different religious beliefs within a library can lead to disagreements, tension, and conflict among employees. This can result in a hostile and unproductive institution.

Hypothesis two: Ethnicity does not significantly influence conflict resolution among library personnel.

Table 2 One-way Analysis of variance of influence of ethnicity on conflict resolution among library personnel

Ethnicity	N	$\bar{x}$	SD		
Efik/Ejagham	117	51.2308	4.58518		
Annang/Ibibio	143	52.2168	4.65143		
Ijaw/Nembe	25	53.0400	3.81314		
Ikwere/Ogoni	28	54.2500	4.45242		
Bini/Esan	51	53.7843	4.97318		
Urhobo/Itsekiri	36	53.3611	5.24351		
Total	400	52.4250	4.74824		
Source of variation	SS	Df	MS	F	Sig

Between groups	401.558	5	80.312	3.682*	.003
Within groups	8594.192	394	21.813		
Total	8995.750	399			

* Significant at .05 level

Table 3

Fisher's Least Significant Difference between ethnicity and conflict resolution among library personnel

(I) Ethnicity	(J) Ethnicity	Mean difference (I-J)	Std. Error	Sig
Efik/Ejagham	Annang/Ibibio	-.98601	.58221	.091
	Ijaw/Nembe	-1.80923	1.02905	.079
	Ikwere/Ogoni	-3.01923*	.98258	.002
	Bini/Esan	-2.55354*	.78367	.001
	Urhobo/Itsekiri	-2.13034*	.89014	.017
Annang/Ibibio	Efik/Ejagham	.98601	.58221	.091
	Ijaw/Nembe	-.82322	1.01244	.417
	Ikwere/Ogoni	-2.03322*	.96517	.036
	Bini/Esan	-1.56753*	.76173	.040
	Urhobo/Itsekiri	-1.14433	.87089	.190
Ijaw/Nembe	Efik/Ejagham	1.80923	1.02905	.079
	Annang/Ibibio	.82322	1.01244	.417
	Ikwere/Ogoni	-1.21000	1.28512	.347
	Bini/Esan	.002E74431	1.14027	.514
	Urhobo/Itsekiri	-.32111	1.21590	.792
Ikwere/Ogoni	Efik/Ejagham	3.01923*	.98258	.002
	Annang/Ibibio	2.03322*	.96517	.036
	Ijaw/Nembe	1.21000	1.28512	.347
	Bini/Esan	.46569	1.09851	.672
	Urhobo/Itsekiri	.88889	1.17683	.451
Bini/Esan	Efik/Ejagham	2.13034*	.78367	.001
	Annang/Ibibio	1.56753*	.76173	.040
	Ijaw/Nembe	.74431	1.14027	.514
	Ikwere/Ogoni	-.46569	1.09851	.672
	Urhobo/Itsekiri	.42320	1.01666	.677
Urhobo/Itsekiri	Efik/Ejagham	2.13034*	.89014	.017
	Annang/Ibibio	1.14433	.87089	.190

Ijaw/Nembe	.32111	1.21590	.792
Ikwere/Ogoni	-.88889	1.17683	.451
Bini/Esan	-.42320	1.01666	.677

* The mean difference is significant at .05 level

To test hypothesis two, a one-way analysis of variance was used. The results, as presented in Tables 2 and 3, showed that library personnel from Ikwere/Ogoni were the best in conflict resolution (= 54.2500), followed by those from Bini/Esan (= 53.7843), while those from Efik/Ejagham were the least in conflict resolution (= 51.2308). The results of the one-way ANOVA revealed that the F-value (3.682) associated with the p-value (.003) was less than the .05 level of significance. Therefore, the null hypothesis was rejected. This implies that ethnicity significantly influences conflict resolution among library personnel. To find out which pairwise means were responsible for the observed significant influence, Fisher's Least Significant Difference analysis was applied, with ethnicity as a factor of conflict resolution among library personnel.

The result of Hypothesis Two revealed that ethnicity significantly influences conflict resolution among library personnel. This study supported Nyang'au (2019), who conducted a research study on the assessment of the effects of ethnic conflict on conflict management among staff of educational institutions in Nakuru County, Kenya. The findings revealed that ethnic conflict causes ethnic inequalities because when minorities observe that their expectations do not achieve their values, they develop jealousy and other negative characteristics that lead to conflict. If the conflict is not properly handled, it results in loss of property, causes intergroup conflict, and may slow the productivity of the institution.

This result is in agreement with King and Samii (2018), who studied minorities and mistrust: on the adoption of ethnic recognition to manage conflict, and found that regular favour mostly considered the hierarchy of ethnic groups, while minorities struggled with conflict and mobilization threats. Riaz and Jamal (2012) conducted a study on ethnic background and conflict management style preferences in Khyber Pakhtunkhwa, Pakistan. The findings suggested that ethnicity, as well as other demographic factors such as age, gender, and social status, plays a significant role in determining how individuals prefer to manage conflict. These preferences can vary widely among individuals and groups.

The result of this study also corroborated Posthuma (2011), who conducted a study on influential management of ethnic conflict in the College of Business Administration, University of Texas at El Paso, USA. The findings suggested that conflict styles differ significantly within a culture based on ethnicity. The study also showed that Hindus preferred a dominating conflict style more than Muslims. Muslims were more likely to prefer compromising, obliging, and avoiding conflict, while Christians had higher preferences for the dominating conflict style. These findings showed that ethnicity and national culture might interact to determine conflict style preferences. Therefore, ethnicity has a significant influence on conflict management.

Recommendations

Based on the conclusion, it was recommended that:

1. Orientation should be provided to newly employed staff on how to uphold the core principles of intellectual freedom and professional impartiality.
2. Administrators should not be biased or use tribe as a yardstick for employment or the assignment of sensitive positions to ensure effective conflict resolution.
3. The university management should engage different religious adherents in the university library, as this will promote harmonious collaboration with a view to ensuring conflict resolution.
4. The university management should engage different ethnic nationalities in the university library, as this will promote teamwork with a view to ensuring effective conflict resolution.
5. University management in South-South should integrate psycho-cultural sensitivity training and conflict resolution strategies within library's operational framework to mitigate disputes.

Conclusion

Based on the findings of the study, it was concluded that psycho-cultural predispositions significantly influence conflict resolution among library personnel in federal universities in South-South Nigeria. Ethnicity and religious affiliation were found to shape staff perceptions, interactions, and approaches to managing workplace conflicts. The study therefore underscores the importance of promoting inclusiveness, mutual respect,

and cultural sensitivity in university libraries to enhance harmonious working relationships and effective service delivery.

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