

ORGANIZATIONAL CULTURE AND STRUCTURE IN ACADEMIC LIBRARIES: IMPLICATIONS FOR CONFLICT RESOLUTION IN CLIFFORD UNIVERSITY LIBRARY

Chibuzo Christian Ekpendu

University Library, Clifford University, Owerrinta, Abia State

and

Professor Ahiaoma Ibegwam

Department of Library and Information Science,
Michael Okpara University of Agriculture, Umudike, Abia State.

Abstract

Organizational culture and structure significantly influence workplace cohesion, functional effectiveness, and service delivery in academic libraries. This study examines the organizational culture and structure of Clifford University Library in Nigeria, focusing on interpersonal relationships, administrative coordination, communication, and conflict management. Employing a descriptive survey design. All 15 library staff members, comprising 10 professional librarians and 5 paraprofessionals, participated through a census approach. Data collection involved structured questionnaires with a four-point rating scale. Mean scores were calculated for analysis, with 2.50 as the decision threshold. The results indicate that the library fosters a collaborative, people-oriented culture characterized by strong teamwork and mutual support. Although the structure promotes cooperation and flexibility, clearer job responsibilities, enhanced communication, and improved administrative coordination are needed to increase efficiency and reduce role ambiguity. The study recommends developing an organizational chart, defining job descriptions, delegating greater authority to section heads, strengthening communication channels, providing regular conflict management training, and establishing mediation procedures. The findings suggest that aligning a supportive culture with a well-defined structure is likely to enhance professionalism, accountability, workplace harmony, and the long-term quality of library services.

Keywords: Organizational Culture, Organizational Structure, Academic Libraries, Conflict Management, University Libraries, Workplace Harmony, Library Administration.

Introduction

Academic libraries operate within organizational environments where effective leadership, communication, and coordination are essential for achieving institutional goals. Beyond the provision of information resources and services, their success depends on organizational systems that shape staff behaviour, decision-making, collaboration, and accountability. Among these systems, organizational culture and organizational structure play complementary roles in influencing workplace relationships and overall organizational effectiveness.

Organizational culture reflects the shared values, beliefs, and behavioural norms that guide how employees interact and perform their responsibilities. Organizational structure provides the formal framework through which authority, responsibilities, reporting relationships, and communication channels are organized. When these two organizational elements are properly aligned, they promote teamwork, effective coordination, staff commitment, and efficient service delivery. Conversely, weak organizational structures or unsupportive workplace cultures may create communication gaps, role ambiguity, administrative inefficiency, and interpersonal conflict.

The changing landscape of higher education has increased expectations for academic libraries to provide innovative, responsive, and user-centred services. Achieving these expectations requires not only competent personnel and adequate resources but also an organizational environment that encourages collaboration, professionalism, and effective conflict management. As university libraries become increasingly complex, greater attention is being

given to organizational practices that strengthen staff relationships while maintaining clear administrative processes.

In Nigeria, university libraries have increasingly embraced participatory management practices that encourage teamwork and shared responsibility. While these approaches have improved staff engagement, they also require clearly defined organizational structures to ensure accountability, coordination, and effective communication. Where these organizational factors are not properly aligned, operational challenges may arise, affecting workplace harmony and service delivery.

Although these organizational dimensions have received considerable scholarly attention, they are often examined as separate organizational variables. Comparatively little empirical evidence exists on how their interaction influences workplace relationships, administrative coordination, and conflict management within private university libraries. Clifford University Library provides an appropriate setting for examining these issues because of its commitment to maintaining a collaborative work environment while ensuring administrative effectiveness. Against this background, this study examines the organizational culture and organizational structure of Clifford University Library and their implications for workplace relationships, conflict resolution, and organizational effectiveness.

Statement of the Problem

Organizational culture and organizational structure are fundamental to effective communication, administrative coordination, workplace harmony, and service delivery in academic libraries. Although many university libraries have adopted collaborative management

approaches to strengthen staff participation and organizational performance, these approaches require clearly defined structures that support accountability, communication, and coordination.

Where organizational dimensions are not properly aligned, libraries may experience communication breakdowns, role ambiguity, administrative inefficiency, and workplace conflict. Despite growing interest in organizational management within academic libraries, existing studies have focused predominantly on public universities and have largely examined organizational culture and organizational structure independently. Consequently, empirical evidence remains limited on how these organizational dimensions interact to influence workplace relationships, administrative coordination, conflict management, and organizational effectiveness in private university libraries in Nigeria.

This knowledge gap is particularly evident in Clifford University Library, where empirical evidence on the relationship between organizational culture, organizational structure, and workplace effectiveness remains limited. The study was therefore undertaken to examine the organizational culture and organizational structure of Clifford University Library and determine their implications for workplace relationships, conflict resolution, and organizational effectiveness.

Research Questions

1. What organizational culture exists in Clifford University Library?
2. How effective is the organizational structure and administrative coordination within Clifford University Library?
3. What are the possible sources of organizational tension within the library?

4. How do organizational culture and organizational structure influence workplace relationships and service delivery in Clifford University Library?
5. What strategies can strengthen amicable conflict resolution and organizational effectiveness within the library?

Literature Review

Organizational Culture in Academic Libraries

Organizational culture is a central concept in the management of academic libraries, shaping employee interactions, decision-making, responses to institutional challenges, and contributions to organizational goals. As university libraries adapt to evolving institutional aims and heightened demands for quality service delivery, the focus has shifted from technological and physical resources to the internal organizational conditions that support effective performance. Among these, organizational culture is consistently identified as a key factor influencing employee commitment, teamwork, communication, innovation, and institutional effectiveness.

Organizational culture is generally defined as the system of shared values, beliefs, assumptions, and behavioral norms that guide how members of an organization interact and achieve organizational objectives. While the concept has evolved through various theoretical perspectives, Schein's (2017) definition remains particularly influential, describing culture as a pattern of shared assumptions developed over time through collective learning and adaptation (Zharikova, 2019). These assumptions become embedded in organizational practices and shape employees' attitudes, behaviors, and responses to both internal and external challenges. In

academic libraries, organizational culture is evident in daily staff interactions, communication patterns, leadership practices, decision-making processes, and the pursuit of institutional goals.

Recent scholarship indicates that organizational culture extends beyond interpersonal relationships to influence the overall effectiveness of academic libraries. Culture serves as the foundation for collaboration, trust, professional accountability, and ongoing organizational improvement. Libraries with supportive, participatory cultures are better positioned to adapt to institutional changes, as employees are more likely to share knowledge, collaborate across functional units, and engage in collective problem-solving. These attributes are especially important in university libraries, where effective service delivery relies on teamwork, coordination, and communication among both professional and paraprofessional staff.

Empirical evidence from Nigerian university libraries stresses the importance of organizational culture in promoting institutional performance. Ugwu and Ejikeme (2023) found that organizational culture significantly strengthened the relationship between knowledge management practices and librarians' job performance in federal universities. Their findings demonstrate that supportive workplace values foster knowledge sharing, professional collaboration, and employee effectiveness, thereby enhancing library service quality. Similarly, research on organizational climate in Nigerian university libraries indicates that environments characterized by trust, participation, and supportive leadership positively influence librarians' productivity and institutional performance. These findings uphold the perspective that organizational effectiveness depends not only on available resources but also on the prevailing organizational environment.

In addition to enhancing performance, organizational culture contributes to employee commitment and harmonious work environments. Cultures that promote openness, mutual respect, and joint responsibility foster positive interpersonal relationships and encourage staff collaboration toward institutional objectives. These cultures also strengthen organizational resilience by cultivating a sense of belonging and collective responsibility for institutional success. In academic libraries, where daily operations require close interaction among staff across various functional units, these qualities are indispensable for efficient service delivery and organizational stability.

However, the literature indicates that organizational culture alone does not guarantee effective organizational performance. Even highly collaborative workplaces may encounter communication challenges, role ambiguity, or administrative inefficiency if supportive cultural values are not reinforced by clearly defined organizational structures. Excessive informality can blur reporting relationships, diminish accountability, and create uncertainty regarding responsibilities, especially in institutions with poorly articulated administrative procedures. Therefore, while organizational culture provides the social foundation for effectiveness, its positive effect relies on complementary structural arrangements that clarify authority, coordinate activities, and support accountability.

In summary, the literature demonstrates that organizational culture significantly shapes employee behavior, communication, teamwork, and institutional effectiveness in academic libraries. However, most existing research treats organizational culture as an independent determinant of performance, with less attention to its interaction with organizational structure in

influencing workplace harmony, administrative coordination, and conflict management, particularly in private university libraries in Nigeria. This gap justifies the present study, which examines organizational culture alongside organizational structure to deliver a more comprehensive understanding of organizational effectiveness within Clifford University Library.

Conflict Management in Academic Libraries

Conflict is an inherent aspect of organizational life due to differences in employee responsibilities, expectations, and professional perspectives (UX, 2025). In academic libraries, conflict may result from communication gaps, role ambiguity, uneven workload distribution, and unclear reporting relationships. When managed effectively, conflict can strengthen decision-making, promote collaboration, and enhance organizational effectiveness rather than undermine institutional performance (Schein & Schein, 2017). Conflict management encompasses the strategies and processes organizations employ to prevent, address, and resolve workplace disagreements while maintaining productive relationships. In academic libraries, effective conflict management relies on candid communication, participatory leadership, mutual respect, and clearly defined administrative procedures. These practices promote teamwork, minimize misunderstandings, and contribute to a positive work environment (Paulinus et al., 2022).

Recent research shows that organizational culture and structure strongly influence conflict management. Encouraging workplace cultures that encourage cooperation and constructive dialogue, while clearly defined organizational structures clarify roles, responsibilities, and communication channels, reducing conflict. In contrast, poor

communication, overlapping roles, and weak administrative coordination increase workplace tension and diminish organizational effectiveness (Ugwu & Ejikeme, 2023). Though conflict management has received increasing scholarly attention, most studies have examined it independently of organizational culture and organizational structure, with limited evidence from private university libraries in Nigeria. This study considers this gap by investigating how these organizational dimensions collectively influence workplace harmony and conflict management in Clifford University Library.

Relationship between Organizational Culture, Organizational Structure, and Conflict Management

Organizational culture and organizational structure are interdependent elements that influence the effectiveness of academic libraries. While organizational culture shapes employees' attitudes, values, and interaction patterns, organizational structure provides the formal framework for coordinating responsibilities, authority, and communication. An organization is more likely to achieve its objectives when these two dimensions complement one another and promote accountability, collaboration, and effective decision-making. According to Coplan and Evans (2021), a supportive organizational culture is strengthened by a well-defined organizational structure. Collaborative values such as trust, teamwork, and mutual respect are more sustainable when supported by clear reporting relationships, job responsibilities, and communication channels. Conversely, even a positive organizational culture may not prevent workplace misunderstandings or administrative inefficiencies when organizational structures are weak or poorly coordinated. Likewise, a rigid organizational structure without a supportive culture may discourage staff participation, reduce motivation, and limit institutional adaptability.

Conflict management is closely linked to the interaction between organizational culture and organizational structure. Recent studies indicate that open communication, participatory leadership, and clearly defined administrative procedures reduce workplace conflict while enhancing employee commitment and organizational performance. Consequently, sustainable workplace harmony depends not only on positive interpersonal relationships but also on organizational systems that promote fairness, accountability, and effective coordination. Collectively, the literature shows that organizational culture, organizational structure, and conflict management should be examined as complementary rather than isolated organizational constructs. This integrated perspective provides the basis for examining how these variables influence workplace harmony and administrative effectiveness within Clifford University Library.

Review of Empirical Studies

Ugwu and Ejikeme (2023) examined the mediating role of organizational culture in the relationship between knowledge management and job performance among academic librarians in Nigerian university libraries. Employing a quantitative survey of 230 academic librarians and structural equation modeling, the study demonstrated that organizational culture significantly strengthened the relationship between knowledge management and job performance. These findings highlight the critical role of a supportive organizational environment in enhancing librarians' effectiveness.

Akpom et al. (2022) analyzed the influence of organizational climate on job performance among academic librarians in university libraries in South-East and South-South Nigeria. Utilizing

a descriptive survey design, the study found that supportive leadership, effective communication, and favorable working conditions positively affected librarians' job performance.

Oyovwe-Tinuoye and Sambo (2022) explored librarians' perceptions of organizational culture and job satisfaction in federal university libraries in South-South Nigeria through a descriptive survey of 85 librarians. The results indicated that structured communication, teamwork, staff recognition, and conflict management strategies enhanced job satisfaction, although concerns regarding leadership style were noted.

Akussah et al. (2026) evaluated conflict management practices among academic library staff in selected technical university libraries in Ghana. Based on questionnaire data from 41 library staff analyzed using SmartPLS, the study identified poor communication, unclear policies, role ambiguity, and leadership style as primary causes of workplace conflict. Conversely, open communication, formal conflict-resolution procedures, and a supportive organizational culture were found to significantly improve staff performance and workplace harmony.

The reviewed studies consistently demonstrate that organizational culture, administrative practices, and conflict management influence employee performance and workplace relationships in academic libraries. However, most existing research focuses on public universities or examines these variables in isolation. Empirical evidence regarding the joint influence of organizational culture and organizational structure on workplace harmony and conflict management in private university libraries remains limited. The present study addresses this gap by examining these organizational dimensions within Clifford University Library.

The reviewed literature confirms that organizational culture, organizational structure, and conflict management each contribute to organizational effectiveness in academic libraries. However, existing studies have largely examined these variables separately, with greater emphasis on public university libraries. Limited empirical attention has been given to how organizational culture and organizational structure interact to influence workplace harmony, administrative coordination, and conflict management within private university libraries in Nigeria. This study addresses this gap by providing empirical evidence from Clifford University Library, thereby contributing to the growing body of knowledge on organizational management in academic libraries.

Schein's Organizational Culture Theory

Schein's Organizational Culture Theory, developed by Edgar H. Schein in 1985 and refined in subsequent editions, most recently by Schein and Schein (2017), explains organizational culture as a pattern of shared assumptions, values, and beliefs that members of an organization develop over time in response to internal and external challenges. These shared assumptions influence employee behavior, communication patterns, decision-making processes, and interpersonal relationships within the organization.

Schein conceptualizes organizational culture at three interrelated levels: artifacts, espoused values, and basic underlying assumptions. Artifacts are the visible features of an organization, such as policies, organizational structure, communication patterns, and observable behaviors. Espoused values are the principles and standards that guide organizational actions.

Basic underlying assumptions are deeply embedded beliefs that unconsciously influence how employees perceive situations and interact with others.

The theory posits that organizational effectiveness depends on the alignment between these cultural elements and the organization's administrative systems. A culture that fosters trust, collaboration, accountability, and open communication is more likely to support effective coordination, reduce workplace conflict, and enhance institutional performance. In contrast, inconsistencies between organizational values and administrative practices or structures may result in misunderstandings, role ambiguity, and interpersonal conflict. Schein's theory is particularly relevant to this study as it provides a framework for understanding how organizational culture influences administrative coordination, workplace relationships, and conflict management within Clifford University Library. The theory also supports the view that organizational structure serves as a practical expression of organizational culture, defining authority relationships, communication channels, and responsibilities that guide employees' daily activities. Consequently, it provides a suitable theoretical basis for examining how organizational culture and organizational structure collectively contribute to workplace harmony and organizational effectiveness in the library.

Methodology

A descriptive survey design was employed. The study population consisted of all 15 staff members at Clifford University Library, including 10 professional librarians and 5 paraprofessional staff. Given the small population, a total enumeration (census) method was used. Data were collected using a standardized questionnaire based on a four-point Likert scale

and direct observation. The response options were: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). The instrument was validated by experts in Library and Information Science and organizational management.

Descriptive statistics were used for data analysis, and mean scores were calculated to answer the research questions. A criterion mean of 2.50 served as the benchmark for decision-making: scores of 2.50 or higher indicated agreement, while scores below 2.50 indicated disagreement.

Results and Discussion

What organizational culture exists in Clifford University Library?

S/N	Item	SA	A	D	SD	Mean	Decision
1	Staff maintain cordial interpersonal relationships	10	5	0	0	3.67	Accepted
2	Teamwork is highly encouraged	9	6	0	0	3.60	Accepted
3	Staff willingly assist one another	8	7	0	0	3.53	Accepted
4	Communication among staff is open and friendly	7	6	1	1	3.27	Accepted
5	Organizational culture promotes institutional harmony	9	5	1	0	3.53	Accepted
Grand Mean						3.52	Accepted

The findings reveal that Clifford University Library demonstrates a positive organizational culture characterized by cordial interpersonal relationships, teamwork, mutual support, and open communication. The grand mean of 3.52 indicates that staff members perceive the library as a collaborative and people-oriented workplace.

This result suggests that the prevailing culture encourages cooperation and institutional harmony, which are important for effective library operations. A supportive organizational

culture is likely to strengthen staff commitment, improve communication, and enhance service delivery through collective responsibility and teamwork.

How effective is the organizational structure and administrative coordination within Clifford University Library?

S/N	Item	SA	A	D	SD	Mean	Decision
1	Reporting relationships are clearly understood	5	6	3	1	3.00	Accepted
2	Staff responsibilities are adequately defined	4	7	3	1	2.93	Accepted
3	The structure promotes teamwork	8	5	1	1	3.33	Accepted
4	Communication procedures are coordinated	4	6	4	1	2.87	Accepted
5	Administrative procedures support accountability	5	5	4	1	2.93	Accepted
Grand Mean						3.01	Accepted

The findings indicate that the organizational structure is generally effective in Clifford University Library, with a grand mean of 3.01. Staff agreed that reporting relationships and responsibilities are reasonably clear and that the structure promotes teamwork and accountability.

However, the relatively lower mean scores for communication procedures and role definition suggest that some aspects of administrative coordination require improvement. Clearer communication channels and more explicit job descriptions would likely enhance operational efficiency and reduce uncertainty among staff.

What are the possible sources of organizational tension within the library?

S/N	Item	SA	A	D	SD	Mean	Decision
1	Role overlap occasionally creates misunderstandings	7	5	2	1	3.20	Accepted
2	Informal communication occasionally affects workflow	6	5	3	1	3.07	Accepted
3	Differences in work styles occasionally create tension	5	6	3	1	3.00	Accepted

4	Lack of procedural coordination affects operations	5	5	4	1	2.93	Accepted
5	Most conflicts are resolved through dialogue	10	4	1	0	3.60	Accepted
Grand mean						3.16	Accepted

The results show that organizational tension occurs occasionally within the library, with a grand mean of 3.16. The major sources of tension include role overlap, informal communication, differences in work style, and inadequate procedural coordination.

Despite these challenges, respondents agreed that most conflicts are resolved through dialogue. This indicates that the library possesses constructive conflict-management practices that help prevent disagreements from escalating into serious organizational problems.

How do organizational culture and organizational structure influence workplace relationships and service delivery in Clifford University Library?

S/N	Items	SA	A	D	SD	Mean	Decision
1	Positive organizational culture enhances staff relationships	9	5	1	0	3.53	Accepted
2	Effective organizational structure promotes teamwork and collaboration	8	6	1	0	3.47	Accepted
3	Good workplace relationships improve service delivery	10	4	1	0	3.60	Accepted
4	Open communication among staff enhances service efficiency	8	5	2	0	3.40	Accepted
5	A supportive work environment increases staff productivity and service quality	9	5	1	0	3.53	Accepted
Grand Mean						3.51	Accepted

The findings demonstrate that organizational culture and structure positively influence workplace relationships and service delivery, as reflected in the grand mean of 3.51. Respondents

agreed that a supportive culture, effective structural arrangements, and open communication enhance collaboration and service efficiency.

The result indicates that workplace harmony and quality service delivery are strengthened when organizational culture encourages positive relationships and the organizational structure provides clear coordination and accountability mechanisms.

What strategies can strengthen amicable conflict resolution and organizational effectiveness within the library?

S/N	Items	SA	A	D	SD	Mean	Decision
1	Regular communication meetings should be encouraged to address emerging issues.	10	4	1	0	3.60	Accepted
2	Clearly defined roles and responsibilities can reduce workplace conflicts.	9	5	1	0	3.53	Accepted
3	Training in conflict management should be organized for library staff.	10	5	0	0	3.67	Accepted
4	Team-building activities should be promoted to strengthen staff relationships.	9	5	1	0	3.53	Accepted
5	Management should adopt participatory decision-making to enhance organizational effectiveness.	8	6	1	0	3.47	Accepted
Grand Mean						3.56	Accepted

Respondents strongly supported strategies aimed at improving conflict resolution and organizational effectiveness. The highest-rated strategy was conflict-management training, followed by regular communication meetings, role clarification, team-building activities, and participatory decision-making.

These findings suggest that strengthening communication, clarifying responsibilities, and investing in staff development would further improve workplace harmony, administrative coordination, and service delivery within the library.

Recommendations

1. Clifford University Library should develop and periodically review a comprehensive organizational chart with clearly defined job descriptions to improve role clarity and administrative coordination.
2. Library management should strengthen formal communication channels by organizing regular staff meetings, documenting administrative procedures, and encouraging effective information sharing across all units.
3. Sectional heads should be given greater authority and supported through continuous leadership development programmes to enhance accountability and decision-making.
4. Regular training in conflict management, teamwork, emotional intelligence, and workplace professionalism should be organized for all library staff.
5. The library should establish a formal grievance-handling and mediation mechanism to facilitate the timely resolution of workplace conflicts.

Conclusion

This study examined the organizational culture and organizational structure of Clifford University Library and their implications for workplace relationships, conflict resolution, and organizational effectiveness. The findings revealed that the library maintains a collaborative and supportive organizational culture characterized by teamwork, mutual trust, and positive interpersonal relationships. The organizational structure generally promotes cooperation and accountability, although improvements in role clarity and communication are necessary to enhance operational efficiency.

The study further showed that workplace tensions arise occasionally from role overlap, informal communication, differences in work style, and inadequate procedural coordination. Nevertheless, most conflicts are resolved through dialogue and mutual understanding, indicating the presence of constructive conflict-management practices. Overall, organizational culture and organizational structure were found to positively influence workplace relationships, administrative coordination, and service delivery.

It is therefore concluded that strengthening communication channels, clarifying responsibilities, enhancing administrative coordination, and institutionalizing formal conflict-management mechanisms will further improve organizational effectiveness and support sustainable library service delivery at Clifford University Library.

References

- Adebayo, O. O., & Popoola, S. O. (2021). Organizational communication and administrative effectiveness in university libraries in South-West Nigeria. *Journal of Library and Information Science*, 18(1), 45–62
- Adeleke, D. S., & Nwalo, K. I. N. (2021). Institutional limitations and technological adaptation among university library personnel. *Nigerian Journal of Library and Information Science*, 19(2), 65–78
- Aina, L. O., & Mabawonku, I. (2022). Organizational structure and culture as correlates of communication and staff morale in academic libraries. *African Journal of Library, Archives and Information Science*, 32(2), 145–158.
- Akpom, C. C., Ihekwoaba, E. C., & Igbo, H. U. (2022). Impact of organizational climate on job performance in Nigerian university libraries: Perceptions of academic librarians. *Library Philosophy and Practice (e-journal)*, Article 7178. <https://scholarworks.sjsu.edu/libphilprac/7178/>
- Akussah, M., Acheampong, D., Adu-Sarkodee, R., & Asante, E. (2026). Conflict management practices among academic library staff: The mediating role of organisational culture.

International Journal of Conflict Management, 7(1), 1–21.
<https://doi.org/10.47941/ijcm.3664>

Coplan, B., & Evans, B. C. (2021). How organizational culture influences holistic review: A qualitative multiple case study. *Advances in Health Sciences Education*.
<https://doi.org/10.1007/s10459-021-10055-w>

Hu, L., Rukspollmuang, C., & Viseshsiri, P. (2026). Innovative library management for lifelong learning. *IFLA Journal*, 52(1), 12–25. <https://doi.org/10.1177/03400352251412912>

Lanzaderas, S. S., & Saban, G. A. (2024). Rise of organizational spirituality in the new normal: A phenomenology through the lens of HEI leaders. *International Journal of Research and Innovation in Social Science*, 8(8), 4184–4190.
<https://rsisinternational.org/journals/ijriss/articles/rise-of-organizational-spirituality-in-the-new-normal-a-phenomenology-through-the-lens-of-hei-leaders/>

Oyovwe-Tinuoye, G. O., & Sambo, A. S. (2022). Librarians' perception of organisational culture and job satisfaction in federal universities in South-South, Nigeria. *Journal of Science, Technology and Education*, 10(3), 391–403.

Paulinus, I. E., Ungwugwaye, I. J., & Agim, U. G. (2022). Conflict management and sustainable development of delivery of library services in tertiary institutions in Cross River State, Nigeria. *Federal King's Journal of Library and Information Science*, 8(2), 1–15.
<https://www.fkjolis.org/index.php/fkjolis/article/view/48>

Rechter, N. (2024). Conflict resolution and its role in organizational culture. *Journal of Organizational Culture, Communications and Conflict*, 28(S3), 1–3.
<https://www.abacademies.org/articles/conflict-resolution-and-its-role-in-organizational-culture-17070.html>

Schein, E. H., & Schein, P. A. (2017). *Organizational culture and leadership* (5th ed.). John Wiley & Sons. [Wiley](https://www.wiley.com)

Ugwu, C. I., & Ejikeme, A. N. (2023). Knowledge management, organizational culture and job performance in Nigerian university libraries. *IFLA Journal*, 49(1), 99–116.
<https://doi.org/10.1177/03400352221103896>

UX. (2025). *Alternative dispute resolution for the management of workplace conflicts in a business environment*. Premium Researchers. rsisinternational.org

Zharikova, E. (2019). Post-crisis reforms to the UK regulation of the corporate governance of banking institutions: An analysis of changes to the UK risk governance framework.
<https://core.ac.uk/download/365179859.pdf>