The Impact of Organizational Culture on Employee Engagement: with Special Reference to Library System of State Universities in Sri Lanka

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Abstract

Culture in organizations is considered as one amongst the most significant factors that results in the creation of a competitive advantage. An organizational culture which is highly effective also leads to the creation of superior levels of engagement and effectiveness amongst the employees which translates into high levels of productivity. Most of the past studies have concentrated on the link between organizational culture and employee engagement or have treated the concepts separately. Relatively very few studies have focused on the impact of organizational culture on employee engagement. There is a lack of empirical evidence that directly addresses this type of investigation, especially in Sri Lanka and particularly in the library field. Through this study, researchers intend to identify the salient dimension of organizational culture and assess the impact of organization culture on employee engagement with special reference to the Library system in Sri Lanka. This study is descriptive, correlation and conclusive in nature. To collect data, a sample of library academics attached to state universities in Sri Lanka (n=100) was selected by using the convenience sampling method. It was revealed that organizational culture had a strong and significant influence on employee engagement. The findings of this study contribute to the existing literature in the aspects of service quality and employee behavior. Also, the results can be used in

developing strategies to enhance the level of service quality in libraries, particularly in the areas of training and development, creating new roles and responsibilities and maintaining an effective database system and information systems. These strategies will ultimately lead libraries to enhance the positive and motivated work environment, contributing to the stability and prosperity of higher education of Sri Lanka.

Keywords: Organizational Culture, Employee Engagement, Service Quality