

Effect of Organizational Culture on Employee Engagement: Perspectives of University Librarians in Sri Lanka

M. T. C. N. S. De Silva¹ and S. Weerasinghe²

ABSTRACT

Organizational culture is widely recognized as a significant factor in establishing a competitive advantage. A highly effective organizational culture fosters greater employee engagement and effectiveness, ultimately resulting in increased productivity. While several prior studies have focused on the link between organizational culture and employee engagement or treated these concepts separately, only few have explored the influence of organizational culture on employee engagement. This study attempted to assess the impact of organizational culture on employee engagement through perspectives of university librarians in Sri Lanka. The population consisted of all library academics in state universities in Sri Lanka and a sample of 100 was drawn using convenience sampling method for data collection. Findings demonstrated that all organizational culture variables, namely clan culture, adhocracy culture, hierarchy culture and market culture had significant positive influences on the employee engagement.

¹Assistant Librarian, Library, University of Peradeniya, Sri Lanka.

Email: silvac@gs.pdn.ac.lk,  <https://orcid.org/0000-0002-8567-8202>

²Senior Assistant Librarian, Library, University of Peradeniya, Sri Lanka.

Email: weerasinghes@gs.pdn.ac.lk,  <https://orcid.org/0000-0002-8567-8202>



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In addition, clan culture was found to be the most important dimension of culture. Study findings can inform the development of strategies to improve employee engagement in libraries, specifically in areas of training and development, creating new roles and responsibilities and maintaining effective information systems. This will ultimately lead to fostering a positive and motivated work environment within the library, contributing to the prosperity and stability of the higher education sector in Sri Lanka.

Keywords: Organizational Culture, Employee Engagement, Service Quality

Introduction

Organizational culture is a multifaceted phenomenon, which is explained by a variety of aspects (Ginevičius & Vaitkūnaite, 2006). As cited by Polychroniou and Trivellas (2018), most theorists' and practitioners are interested in the topic of organizational culture literature, since the culture is closely related to the performance of an organization. As a social entity, an organization consists of a social entity; an organization consists of people from diverse cultural backgrounds, holding different values, beliefs and norms regarding how their job should be performed and the responsibilities that should be fulfilled on how the given job can be performed and responsibilities needed to be carried out. It has been affirmed by Hofstede *et al.* (2010) that every individual is in possession of a manner through which they act, feel and think, which they tend to acquire over the course of their life. Therefore, considering the differing viewpoints, beliefs and values, it becomes imperative for an organization to outline a common culture and strive to nurture it amongst all their employees.

The culture in organizations is considered as one amongst the most significant factors that results in the creation of a competitive advantage and continues to remain so, as it impacts the organizational performance and behaviour either negatively or positively (Bogdanowicz & Lu, 2014). Further, organizational culture impacts commitment and satisfaction of the employees (Messner, 2013), performance (Uddin et al., 2012), as well as employee engagement. The organizational objectives and purpose is what influences the organizational culture and substantially impacts the morale of the employees, their retention and engagement levels (Tsai, 2011). The objective here is not just to become a good employer, but it is more about ensuring that the employees are more committed towards achieving organizational goals and objectives. An organizational culture which is highly effective also leads to the creation of superior levels of engagement and effectiveness amongst the employees which essentially is translated into high levels of productivity (Kotter & Heskett, 2011). Superior levels of employee engagement are crucial to the organization (Ugargol & Patrick, 2018). Employees who are engaged remain committed and dedicated to their work, work with renewed enthusiasm and are thoroughly absorbed within the tasks they execute.

Findings from research that have been conducted in the past with respect to impact of organizational culture on employee engagement and effectiveness within successful institutions have proven a direct association between robust organizational cultures and high employee engagement (Nongo & Ikyanyon, 2012). Though the organizational culture as a field of research has received great attention from scholars since 1990 (Kahn, 1990), the focus has been confined to the performance outcomes at the organizational level and minimum amount of empirical investigations have focused on phenomena such as the relationship between organizational culture and

employee engagement related outcomes (Hartnell et al., 2011). Even though organizational culture is thought to be important in shaping employee related factors, research to identify the level of impact of the organizational culture on employee engagement is limited. Furthermore, there is scant research that concentrates on organizational culture and employee engagement with reference to the libraries in the university sector. Therefore, it has been a pressing need to investigate the organizational culture and engagement lopsided to library systems.

Background of the Study

Organization culture could be positive/negative and supportive/unsupportive. Positive and supportive cultures create active and enthusiastic employees. Robbins (2005) defined organizational culture as to a system of shared meaning held by members that distinguishes the organization from other organizations. Volberda et al., (2013) stated that employees are innovative and they push the organization forward where they perceive the organizational culture as supportive. Every organization has a unique culture and culture differ from one organization to another. Employee engagement is one of the most important concepts in human resource management all over the world. Employee engagement touches the bottom line of the organization and it is where employees work and express themselves mentally, emotionally and physically when they perform their activities (Kahn, 1990). These are the factors that would obviously fall under the organizational culture. Therefore, fostering a strong organizational culture is essential, as it promotes employee engagement.

The organizational culture of a library is a very special scenario since it is based on the fact that an educational unit is a self-organized system resting

on the principles of knowledge and learning, serving as a platform for various types of relationships (Vasyakin et al., 2016). The diversity and complexity of relationships among different parties have highlighted the need to study the culture within the libraries. Previous studies clearly convey that there is a relationship between organizational culture and employee engagement (Alarcon et al., 2010). However, very limited amount of research has been conducted to identify the relationship between organizational culture and employee engagement in the context of universities. Furthermore, it was very difficult to find any such studies that have been carried out with reference to libraries in Sri Lanka. This study attempts to fill the contextual gap by identifying the impact of organizational culture on employee engagement among university librarians in Sri Lanka.

Problem Statement

Most of the past studies have concentrated on the link between organizational culture and employee engagement or have treated the concepts separately. Researchers link the determinants of engagement to leadership, organizational environment, organizational policies and procedures, organizational structure, rewards and recognition among others (Anitha, 2014). These determinants of engagement are embedded within the culture of an organization. Relatively very few studies have focused on the impact of Organizational Culture (OC) on Employee Engagement (EE). There is a lack of empirical evidence that directly treated this type of investigations especially in Sri Lanka and particularly in the Library and Information Science (LIS) field. There is a scarcity of evidence in the literature on such studies regarding the university setting. Therefore, this study was conducted to fill this gap and

to find the impact of organizational culture on employee engagement with special focus on the viewpoints of university librarians.

Objectives

- To identify the impact of organizational culture on employee engagement from the perspectives of university librarians in Sri Lanka
- To identify the most influential culture on employee engagement within university libraries in Sri Lanka.

Research Questions

- What is the impact of organizational culture on employee engagement from the perspective of university librarians in Sri Lanka?
- What is the most influential culture on employee engagement within university libraries in Sri Lanka?

Literature Review

Organizational Culture

An organization as a social unit brings together people of diverse backgrounds to work towards a well-defined common goal. In order to achieve the common goal the organization must foster a common culture and strive to inculcate it to its constituents its employees. Culture is said to reside in the observable practices and in the way people identify what happens within their organization (Hofstede et al., 2010). By reading documents and observing how things are done within an organization, it is possible to interpret the culture within a particular organization. Organizational culture may be perceived to be supportive/unsupportive or positive/negative. Organizations with a positive

culture reward their employees and create an enabling environment where employees develop, grow and operate at their full potential (Robbins & Judge, 2012).

According to Quinn and Cameron (1999) organizational culture is defined as the stable set of the fundamental ideals, suppositions, interpretations and how members of an organization approach matters. Culture in any entity can be looked at from two dimensions. One focus is on interior conservation (leveling and incorporation) versus exterior relationships (competition and distinction) and an emphasis on organic processes (flexibility and dynamism) versus machine-like processes (firmness and control) (Cameron & Quinn, 2006). Combining these two sets of competing values result in four unique culture types (Krog, 2014).

Clan culture: Clan culture prioritizes on the internal environment of the organization. This culture can be inferred as a supportive culture that is shaped by the balance between organizational focus and flexibility/dynamism (Acar & Acar, 2014). According to Quinn and Spreitzer (1991), clan culture is strongly associated with teamwork and involvement. Further, this type of culture is characterized by a strong sense of family, with the organization's focus on maintaining stability, loyalty, cohesiveness, and involvement. These elements are considered essential for success (Aktas et al., 2011).

Adhocracy culture: Quinn and Spreitzer (1991), state that adhocracy culture exists in organizations that are focused on development and is characterized by innovation, risk-taking, and creativity. It refers to a culture within an organization that is inventive, open to new ideas, entrepreneurial, and creative, driven by an externally oriented and dynamic structure (Acar & Acar, 2014). In the words of Aktas et al. (2011), an adhocracy culture facilitate more

opportunities for individual development, allowing people to grow in their own unique ways, as long as it aligns with the organization's goals. Further, they explain that the organization's focus is on capturing opportunities to innovate by capitalizing the external environment. The use of the internet in business operations serves as an example of this culture.

Market culture: This culture prioritizes stability and control having an external focus. It has a rational nature, emphasizing efficiency and achievement (Quinn & Spreitzer, 1991). Competition among individuals is common, leading to reduced flexibility in personal relationships. Employees are driven by success, with target achievement serving as the key criterion for success.

Hierarchy culture: Acar and Acar (2014) state that the hierarchical, or control culture, is positioned between the internal organizational focus and the dimensions of stability/control. This culture is characterized by norms and values linked to bureaucracy (Quinn & Spreitzer, 1991). As noted by Cameron and Quinn (2006), it has an internal focus, emphasizing control through structured, formalized workplaces with clearly defined guidelines and rules outlining employees' responsibilities.

Employee Engagement

The earliest well-established definition of employee engagement was described as "harnessing the organization members' selves to their work roles; in engagement, individuals utilize and express themselves physically, cognitively, and emotionally during their role performances" (Khan, 1990, p. 694). Khan recognized that the concept of employee engagement is related concepts such as involvement, motivation, and satisfaction, while defining

disengagement as the withdrawal of oneself from the work or role. Maslach et al. (2001) later characterized employee engagement as a positive, motivational trait of employees. According to Harter et al. (2002), employee engagement is defined as "the individual's involvement, satisfaction, and enthusiasm for their work" (p. 269).

Later, Schaufeli et al. (2006) recognized the dimensions of employee engagement as vigor, dedication, and absorption. Vigor is defined as the level of an employee's willingness to work, the amount of effort and energy they are prepared to invest, and the extent to which they demonstrate mental resilience and adaptability. Dedication relates to maintaining a high degree of motivation, enthusiasm, and deep engagement with one's work, while also experiencing a sense of importance. Absorption, on the other hand, describes the extent to which employees are fully engrossed (happily, willingly immersed, and completely) and focused on their tasks, where time seems to fly by, and they feel unsettled/uncomfortable when there is no work to occupy them (Ferreira & Oliveira, 2014; Schaufeli et al., 2006). According to Aktar and Pangil (2017), employee engagement is considered a key factor in encountering competitiveness. Engaged employees can be identified as a crucial factor in achieving a competitive advantage, as all other production factors can be replicated by rivals', except for human resources. Therefore, human capital has been recognized as a driving force for change (Ncube & Jerie, 2012).

Organizational Culture and Employee Engagement

Although employee engagement is considered a relatively emerging area of study, number of research has explored the area of the impact of organizational culture on employee engagement. Specifically, there have been recognized studies examining the relationship between organizational culture and employee engagement in South African information technology institutions. Naidoo and Martins (2014) states that it is significant for an organization to foster a positive culture that helps employees feel engaged and remain engaged more committed to their work. Similarly, a study conducted by Krog (2014) on the relationship between organizational culture and work engagement, found that organizational culture influences individuals, stated that a moderate relationship existed between clan culture and employee engagement. Further, the market culture and the hierarchy culture have not reported any significant negative relationship with work engagement. According to previous studies, researchers did not uncover which organizational culture affect employee engagement or did not recognize its determinants. The environments that are recognized as more inclusive, participative, and supportive of autonomy (such as clan and adhocracy cultures) neither foster nor hinder realism, was the conclusion of the study carried out by Reis et al. (2016) with sample of 890 professionals from graduate and postgraduate programs at a business school in Brazil. This study focused on perceived organizational culture and engagement.

Cultures that emphasize control, order, and stability are negatively correlated with authenticity, which means: employees who exhibit more authentic behavior at work tend to be more engaged towards their jobs. Parent and Lovelace (2015) study on the impact of employee engagement and a

positive organizational culture on an individual's ability to adapt to organizational change identified that positive organizational culture boosts employees' ability towards the change. Further, they stated that both the job and organizational engagement of employees are fostered by positive organizational culture.

In a recent study, Abduraimi et al. (2023) explored the influence of OC on EE in the Republic of North Macedonia, where evidence of empirical research was not available on this relationship. Focusing on EE aspects (vigor, dedication and absorption) this research carried out a survey of 152 public secondary education employees. It was revealed that key OC components significantly affected EE. Findings outlined the positive effect of OC on EE both within and beyond school settings.

Literature shows that there is a lack of studies that specifically focused on identifying the impact of organizational culture on employee engagement in the field of LIS, which motivate this particular study to fill the existing gap.

Conceptual framework

The model and research hypotheses of the study were formulated based on the aforementioned related literature. Figure 1 denotes the proposed conceptual framework of the study. The dependent variable of the model is employee engagement. The independent variable is organizational culture which included four dimensions of cultures, namely clan culture, adhocracy culture, hierarchy culture and market culture.

The following five research hypotheses were proposed in the study.

Research hypotheses

H1: Clan culture has a significant positive influence on employee engagement

H2: Adhocracy culture has a significant positive influence on employee engagement

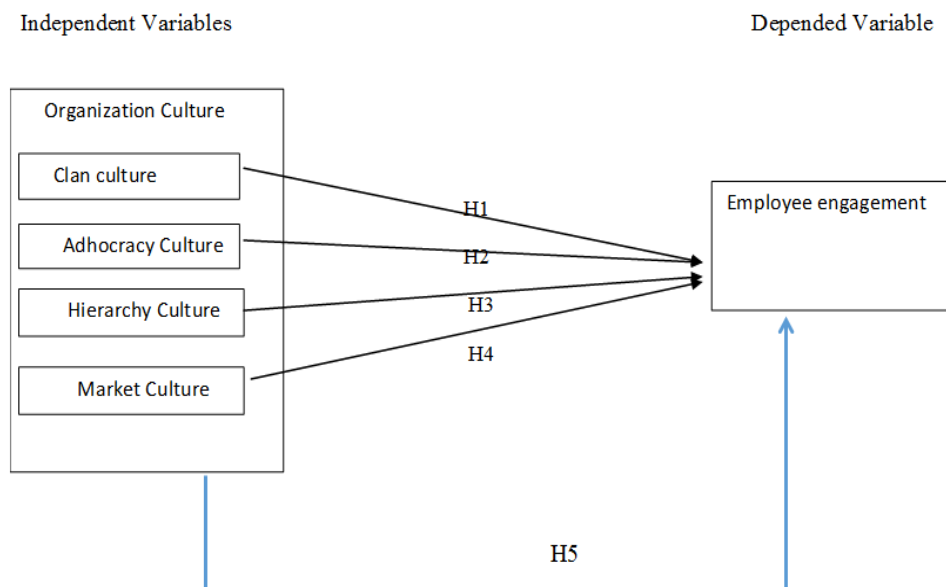
H3: Hierarchy culture has a significant positive influence on employee engagement

H4: Market culture has a significant positive influence on employee engagement

H5: Overall, organizational culture has a significant positive influence on employee engagement

Figure 1

Conceptual Framework of the Study



Research Design and Methods

This study was conducted in the natural environment with less interference of the researchers. As the researchers wanted to find out the impact of variables, the data was collected in the natural setting under a field survey. Hence, the study setting is non-contrived. The data for this study was collected at a single point of time, thus the study is a single cross-sectional one. This is a quantitative study and the survey research strategy was employed to gather data. The study was based on both primary and secondary data. The data necessary for testing the hypotheses were basically on primary data and the definitions and discussions of concepts on the literature review were from books, journals, research articles and past research. The primary data was collected through a self-designed structured questionnaire administered among the sample (library academic staff members) using a Google form. The study population consisted of all the library academic staff members including librarians, deputy librarians, senior assistant librarians and assistant librarians attached to the UGC accredited state universities of Sri Lanka. A sample of 100 university librarians was drawn from the population for data collection. The convenience sampling technique was used as the sampling technique for the study.

The questionnaire consisted three sections to measure demographic factors, organizational culture (independent variable) and employee engagement (dependent variable). Well-established measurement scales used in previous research studies were adapted for major variables. Employee engagement was measured using Utrecht Work engagement Scale (UWES) developed by Schaufeli et al. (2002). This is a scale measuring the positive state of mind of employees within the workplace and the scale has 17 items.

Organizational culture was measured using Organizational Culture Assessment Instrument (OCAI) developed by Cammeron & Quin (1999) which has 24 items (6 items for each culture variable). A multiple item 5-point Likert scale was used to collect responses for all the items.

Data analysis was done using Statistical Package for Social Sciences (SPSS) and the main techniques used for data analysis were, mean analysis and simple linear regression analysis. Frequency analysis was used to explore the demographic factors of the sample. Impact of OC on EE has been identified through a series of regression analysis.

Results and Discussion

The survey questionnaire was distributed among the sample of 100 library academic staff members in Sri Lankan state universities, a total of 79 duly filled questionnaires were received, and all these responses were in a usable form, producing a response rate of 79%.

Table 1
Demographic Profile of the Sample

Characteristics	Category	Cases	Percentage (%)
Gender	Male	34	43
	Female	45	57
Designation	Librarian	3	4
	Deputy Librarian	4	5
	Senior Assistant Librarian	47	60
	Assistant Librarian	25	31

Work experience	1-3 years	16	20
	3-6 years	26	33
	6-9 years	15	19
	9-12 years	5	7
	>12 years	17	21
Monthly income	100000-200000	20	26
	200000-300000	32	42
	300000-400000	22	28
	>400000	3	4

As summarized in Table 1, it was observed that out of the university library academics who responded to the survey 57% were females whereas 43% were males. Regarding their designations, most of the respondents were senior assistant librarians (47%), followed by 25% of assistant librarians. There were only few respondents who were in the positions of librarian (4%) and deputy librarian (5%). With respect to the respondents' work experience, the highest percentage of them (33%) had 3-6 years of work experience, whereas the lowest percentage of them (7%) had 9-12 years of work experience. It was also notable that almost similar percentages of respondents reported that they had work experience of 1-3 years (20%), 6-9 years (19%) and more than 12 years (21%). Considering the monthly income, majority (42%) of the respondents belonged to the range of Rs.200000-Rs.300000 per month, while considerable proportions of 27% and 28% of them belonged to ranges of Rs. 100000-Rs.200000 and Rs.300000-Rs.400000 respectively. In addition, only 4% of the respondents reported that they received a monthly income of more than Rs.400000.

Table 2

Cronbach's Alphas of the Variables

Variable	Number of Items	Cronbach's alpha	Reliability results
Clan Culture- CC	6	0.885	Good
Adhocracy Culture- AC	6	0.904	Good
Hierarchy Culture- HC	6	0.848	Good
Market Culture- MC	6	0.856	Good
Employee Engagement- EE	17	0.868	Good

In order to measure the reliability of the survey instrument used in the study, Cronbach's alpha test, which is a popular test of internal consistency, was applied. Table 2 demonstrates the Cronbach's coefficient alpha values for all the variables used in the study. All the Cronbach's alpha values of the construct items exceeded the acceptable level of 0.7 (Sekaran, 2000), exhibiting high internal consistency of the measures. This verified that the research instrument used in the study was a reliable tool of measurement. The content validity of the measurement tool was established based on the recommendations of two management experts, confirming the validity of the instrument.

Table 3

Mean Scores for Organizational Culture Variables

Variable	Mean	Standard Deviation
Clan Culture	2.55	0.778
Adhocracy Culture	3.32	0.824
Hierarchy Culture	3.63	0.693
Market Culture	3.41	0.705

Table 3 depicts the means scores corresponding to the organizational culture variables. Hierarchy culture obtained the highest mean score (3.63) which indicates that the respondents had more positive perceptions towards hierarchy culture. This suggests that respondents may perceive the library to have a stronger internal focus and control, creating structured and formalized work environments with clear guidelines and rules for tasks and responsibilities.

A series of simple linear regressions were run for culture variables against the dependent variable of employee engagement, in order to test the hypothesized relationships.

Table 4

Simple Linear Regression Results for Clan Culture and Employee Engagement

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.899	.229		12.662	.000
CC	.249	.063	.411	3.957	.000

a. Dependent Variable: EE

H₁ assumed that clan culture would have a significant positive effect on the employee engagement and it was evident from the results (Table 4) that this path was significant ($\beta=0.411$, $p<0.05$). Thus, H₁ was supported and it implies that clan culture plays an important role in enhancing employee engagement. These findings suggests that clan culture which is characterized by a family-sense, sound interpersonal links and shared values play a major role in improving employee engagement. Employees who believe the library to have clan culture will be more inclined to be engaged in their work, reflecting commitment, satisfaction as well as motivation.

Table 5

Simple Linear Regression Results for Adhocracy Culture and Employee Engagement

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.036	.205		14.792	.000
AC	.225	.060	.394	3.759	.000

a. Dependent Variable: EE

H₂ proposed that adhocracy culture would have a significant positive effect on the employee engagement. According to the findings (Table 5), this path is significant ($\beta=0.394$, $p<0.05$), supporting H₂. This indicates the importance of inculcating adhocracy culture within the library system to improve employee engagement. It suggests that fostering adhocracy culture which has features of flexibility, risk-taking and innovation is highly important in enhancing employee engagement. Employees who perceive the library to have adhocracy culture are likely to be engaged with their work, exhibiting innovation, initiative and adaptability.

Table 6

Simple Linear Regression Results for Hierarchy Culture and Employee

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.124	.276		11.309	.000
HC	.182	.075	.267	2.435	.017

a. Dependent Variable: EE

H₃ theorized that hierarchy culture would have a significant positive effect on the employee engagement. Results (Table 6) show that this path is significant ($\beta=0.267$, $p<0.05$), supporting H₃. This indicates the importance of fostering hierarchy culture within the library system to improve employee engagement. Findings suggests that hierarchy culture, characterized by clear

structure and command, defined roles, responsibilities, and formal procedures plays a vital role in increasing employee engagement. Employees who believe the library to have hierarchy culture will be more engaged in their work, showing high levels of structure and adherence to established guidelines and procedures.

Table 7

Simple Linear Regression Results for Market Culture and Employee Engagement

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.279	.259		12.668	.000
MC	.148	.074	.222	1.995	.050

a. Dependent Variable: EE

H₄ assumed that market culture would have a significant positive effect on the employee engagement and it was clear from the results (Table 7) that this path was significant ($\beta=0.222$, $p<0.05$). Thus, H₄ was supported and it implies that market culture plays a salient role in enhancing employee engagement. This suggests that market culture, which possesses characteristics of results-oriented contexts and values, customer satisfaction and focus of achievement, plays a significant role in enhancing employee engagement. Employees who perceive the library to have market culture will tend to be engaged in their work demonstrating motivation, goal orientation as well as a focus on providing value to users.

Table 8

Simple Linear Regression Results for Organizational Culture and Employee Engagement

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.751	.279		9.858	.000
OC	.297	.079	.394	3.761	.000

a. Dependent Variable: EE

H₅ tested the overall effect of organizational culture on employee engagement. A composite variable (organizational culture-OC) was constructed using mean values of the culture variables and a simple linear regression was run for the composite variable of OC against the dependent variable of employee engagement. Results exhibited (Table 8) that organizational culture had a significant positive influence on employee engagement. So, H₅ was accepted ($\beta=0.394$, $p<0.05$). These results suggest that a favorable overall organizational culture as reflected by the composite variable OC, significantly contributes to improving employee engagement. Specific culture variables that were incorporated into the composite variable would have contributed to this positive effect. Each culture type may have different characteristics, which influence employee engagement differently.

Table 9

Standardized Beta Coefficients of the Culture Variables

Organizational culture variables	Standardized Beta value	Significance level ($p\leq 0.05$)
Clan Culture	0.411	0.000
Adhocracy Culture	0.394	0.000
Hierarchy Culture	0.267	0.017
Market Culture	0.222	0.05

Table 9 summarizes the standardized Beta (β) coefficients of the organizational culture variables. Comparison of β values reveals that clan culture had the strongest influence ($\beta=0.411$) on employee engagement. Clan culture is focused on the internal environment and it is more flexible. It elevates connection with teamwork, cohesiveness and employee involvement. In this culture, a strong family sense exists. Hence, according to the results, it is important to inculcate clan culture within the library system, as it will be a key to success.

Table 10

Results of Hypotheses Testing

Hypotheses	Path	Standardized Beta Coefficients	Result
H ₁	CC $\longrightarrow$ EE	0.411 ($p \leq 0.05$)	Accepted
H ₂	AC $\longrightarrow$ EE	0.394 ($p \leq 0.05$)	Accepted
H ₃	HC $\longrightarrow$ EE	0.222($p \leq 0.05$)	Accepted
H ₄	MC $\longrightarrow$ EE	0.267($p \leq 0.05$)	Accepted
H ₅	OC $\longrightarrow$ EE	0.394($p \leq 0.05$)	Accepted

Table 10 summarizes the results of hypotheses testing and it shows that all the five hypotheses, which were proposed in the study, were accepted based on the results obtained.

Findings of the study provide some insights into library management regarding taking measures to develop and instill a positive culture within libraries. This could involve encouraging values such as innovation, collaboration and employee empowerment, which are linked with higher levels of engagement. Through the cultivation of a positive culture, libraries

can create an environment that motivates and engages employees, which will in turn lead to the enhancement of the overall success.

Conclusions and Discussion

This study sought to identify the influence of organizational culture on employee engagement with special reference to the perspectives of university librarians in Sri Lanka. In conclusion, the study renders valuable insights into the organizational culture on employee engagement among university librarians in Sri Lanka. Findings revealed that various aspects of organizational culture including clan culture, adhocracy culture, hierarchy culture and market culture significantly affected the employee engagement. In addition, the overall organizational culture was found to have a strong impact on employee engagement. These findings highlight the importance of fostering a positive and supportive organizational culture within the university library system to enhance employee engagement, which will lead to the success of university libraries in all aspects. Thus, if libraries develop and maintain a stronger organizational culture, their long-term survival and sustainability will be ensured.

Through this study, it is acknowledged that clan culture is the salient dimension of organizational culture. This means that libraries must focus more on developing their human resources through training and development while also encouraging teamwork to enhance efficiency and to ensure that the library users are treated in a pleasant and friendly manner. Ultimately, the efficiency of the service organization will increase by having an active and talented group of staff. Best performers should be rewarded and motivated in order to nurture a set of highly satisfied and engaged employees. If the service provider is satisfied, he or she will be able to provide high-quality services, ensuring that

the users are satisfied with the overall service and loyal in the long run. Further, it is recommended that new jobs with additional responsibilities, tasks and different functions be created for the staff. The findings of this study will be helpful in developing strategies and investing more in creating a friendly and pleasant environment and an active and talented workforce, which would enhance the employee engagement within the organization. Additionally, the finding would be useful in prepare training manuals for the staff which are essential for sustaining a win -win relationship.

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