

Organizational and staff qualities and norms system for the University libraries in Sri Lanka

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Organizational culture is the characteristic, spirit and belief system of an organization. Organizational and staff qualities and norms are some of the key components in culture management. The principal purpose of the study was to investigate both organizational and staff qualities and norms system suitable for the University Libraries in Sri Lanka (ULSL) for effective culture management.

The objectives of the study were to identify what are the organizational and staff qualities and norms, to study what organizational and staff qualities and norms are suitable to ULSL, to explore what kind of culture model is fit to ULSL and to develop a new HRM model for the ULSL for achieving these objectives.

The method used for this study was the descriptive research. Survey technique was used in order to collect data. The population of the study was the professional staff working in ULSL. No sample was needed since it was finite. Primary data was collected circulating two structured questionnaires among the Librarians and Senior Assistant Librarians (SALs) and Assistant Librarians (ALs) in ULSL.

From the point of view of organizational qualities, 100% responses were received from the Librarians for the quality learning and dynamic organization, 90% responses were received for 'from traditional organization to committed organization. 80% were for 'a best institutional image. Academic freedom; availability of physical facilities; fare treatments for employees, were received 70%. Qualities viz. right order (floor arrangement, collection organization etc; tidiness and cleanliness were received meager responses, 60% and 50% respectively. With respect to staff qualities and norms, three staff qualities and norms were received the highest responses (90%) from the category of the Librarians. They are 'honor and care for the user; 'user centered service; involvement and commitment to work and service. 80% responses were received for the qualities and norms like an-energetic and quality service provider; c-faith and trustworthiness and lifelong learners. b-innovation and creativity; good spoken mannerism; k-readiness to face any challenge and service first, private work later were received 70% responses. In this background, the core organizational quality and norm is "Learning and Dynamic Organization (LDO)" while the core staff quality and norm is the concept of "Service Attitude and Quality (SAQ)" that become the most stable entities for the ULSL. Therefore suggestion is made to develop organizational and staff qualities and norms system for the ULSL. Expert Power Culture model is suggested through the proposed HRM model in the culture management of ULSL.