

**EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOR: A SPECIAL REFERENCE TO
INSURANCE COMPANIES IN BATTICALOA**



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ABSTRACT

In competitive world all of the service organizations wish to perform effectively. Employee engagement is a positive, fulfilling, effective- motivational state of work related well-being that is characterized by physical, emotional, and cognitive. Although there are different views of employee engagement, most scholars agree that engaged employees have high level of energy and identify strongly with their work.

Employee engagement and organizational citizenship behavior are yet as its initial stages and has become an area for dearth of research. So there is an empirical knowledge gap exists in this study. In order to fulfill this gap, this study was conducted with five research objectives such as to examine the level of physical engagement, emotional engagement, and cognitive engagement and to identify the level of organizational citizenship behavior and also to evaluate the impact of employee engagement on organizational citizenship behavior. In order to achieve the objectives of this study, primary data were collected from 180 respondents (managers and sales executive) of fifteen insurance companies in Batticaloa by using structured questionnaire. The data were analyzed by using correlation and simple regression analyses.

In connection with the first, second, third and forth objectives, findings of the study revealed physical engagement, emotional engagement, cognitive engagement and organizational citizenship behavior are at higher levels in the insurance companies. Regarding the fifth objective, regression analysis indicated that employee engagement only explain 30% of variance on organizational citizenship behavior. However, employee engagement has a positive and significant impact on organizational citizenship behavior.

Keywords: Employee Engagement, Organizational Citizenship Behavior

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