



IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOURS OF BANKING SECTOR EMPLOYEES IN SRI LANKA

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1. ABSTRACT

This study examined the impact of employee engagement on organizational citizenship behaviour (OCB) among banking sector employees in Sri Lanka, with organizational commitment considered as a mediating variable. In the modern banking environment, organizations increasingly require employees who are willing to go beyond their formal job responsibilities and contribute positively to organizational effectiveness. Therefore, understanding the factors that influence organizational citizenship behaviour has become important for organizational success. The study adopted a quantitative research approach and data were collected from 100 non-managerial employees working in licensed commercial banks in the Batticaloa district through a structured questionnaire. The study measured employee engagement, organizational commitment, and organizational citizenship behaviour using a five-point Likert scale. The collected data were analyzed using Smart PLS 4.0 and Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings revealed that employee engagement has a positive and significant effect on organizational citizenship behaviour and organizational commitment. In addition, organizational commitment was found to have a significant positive effect on organizational citizenship behaviour. The mediation analysis further confirmed that organizational commitment partially mediates the relationship between employee engagement and organizational citizenship behaviour. The results indicate that engaged employees are more likely to develop stronger commitment toward their organization and exhibit voluntary behaviours that contribute to organizational effectiveness. The study concludes that improving employee engagement and organizational commitment can enhance organizational citizenship behaviour within the banking sector. The findings provide valuable insights for managers and human resource practitioners in developing strategies to strengthen employee attitudes and behaviours that support organizational performance.

KEY WORDS; Employee Engagement, Organizational Citizenship Behaviour, Commitment, Banking Sector

2. INTRODUCTION

Background and Justification

In the Sri Lankan banking industry, attracting and retaining top talent is a massive challenge but yet, it is an essential resource to compete not only with the traditional sector rivals but also against the technology driven start-ups. During the process of hiring, employers expect certain voluntary behaviors and conducts which were not mentioned in the job advertisement. Simply, employers investigate whether the particular candidate has the willingness and the ability to go beyond the implied and expressed expectations of the company. On the other hand, employee should also understand that there are instances where they need to accept tasks, duties and responsibilities voluntarily beyond the given job description while performing the job for which he/she was hired for. In the corporate world, this voluntary behavior is known as "Organizational Citizenship Behavior".

The results of previous studies have demonstrated that employee performance can have a significant impact on an organization's success. Employee performance can be fully realized if they are committed to the company, exhibit good organizational citizenship, and are engaged. Furthermore, a relationship between organizational citizenship behavior (OCB) and performance has been documented in management literature. The positive effects of OCB, such as higher customer satisfaction, increased productivity, increased efficiency, and lower costs, contribute to the bank's improved ability to provide services. Thus, it becomes interesting to research employee engagement, organizational commitment, and OCB because organizations today require devoted workers to survive and advance their careers, particularly in the banking sector where, in this digital age, banks continue to implement numerous changes in how they use technology to serve their clientele. For this reason, researching the connection between OCB and employee engagement is crucial.

Podsakoff et al. (2000) defined OCB as a voluntary behavior, an action beyond the tasks that contribute to the success of an organization. Employees prefer to work in that organization where the workforce is engaged and their involvement is encouraged in business decisions (Hoffmeister, 2006). According to Saks (2006), engagement is the degree to which an individual is attenuate and absorbed in the performance of their roles. Organization citizenship behavior is practiced by a workforce who is more engaged and performance outcomes of employees and organization are positive (Whittington and Galpin, 2010). Hence employee engagement can help in

increasing commitment and satisfaction level of employees (Taylor, 2011). Ariani (2013), emphasized that the employee engagement has been defined in many different ways and the definitions and measures often sound like other better known and established constructs like organizational commitment and OCB. Moreover, a solid organizational commitment will appear if employees are willing to afford optimal performance that is, OCB (Nurqamar, et.al., 2020). As a result, it can be concluded that employee engagement may be regarded as a crucial element in boosting organizational citizenship behavior as well as job commitment, which in turn affects OCB. Therefore, this study aimed to examine the relationship between employee engagement and organizational citizenship behavior and the mediating role of organizational commitment in this relationship.

Problem Statement

Financial institutions favor hiring persons with exceptional skill who not only work diligently but also above the company's basic standards by exhibiting Organizational Citizenship Behaviors (OCB). Employers cannot, however, require their employees to display OCB, and employees cannot demand official recognition for doing so. Furthermore, it has been noted that private sector banks in Sri Lanka perform better when it comes to upholding organizational citizenship behavior (Kandeepan, et.al., 2019). Empirical research conducted by numerous academics worldwide has demonstrated that employee engagement plays a major role in OCB. One of the challenges with this task is how to encourage OCB in banking staff members. Empirical research conducted by numerous academics worldwide has demonstrated that employee engagement plays a major role in OCB. This kind of study is considered rare in the context of employee engagement studies that are currently available, and there was a dearth of information regarding a literature review conducted by academics in Sri Lanka, particularly in banks. There are few local empirical research that are connected to employee engagement on OCBs, notwithstanding the unpublished works that are missed by the search. However, studies which are similar in context can be found in Asian and other regions (Kim et al.2013; Markos & Sridevi, 2010) except Sri Lankan banks. Thus, this study bridges the vast gap in Sri Lankan studies by investigating the context of employee engagement on OCBs in selected Sri Lankan banks.

Research Objectives

General Objectives

The general objective of the study was to investigate the influence of employee engagement on organizational citizenship behavior.

Specific Objectives

The study aimed to achieve the following specific objectives:

With respect to banking industry employees of Sri Lanka,

1. to determine the effect of employee engagement on organizational citizenship behavior.
2. to determine the mediating effect of organizational commitment on the relationship between employee engagement and organizational citizenship behavior.
3. to make recommendations to improve the employee engagement and organizational citizenship behavior.

Research Hypotheses

This research was based on the following hypotheses which identify the significant relationship between employee engagement, organizational commitment and organizational citizenship behavior based on the previous studies.

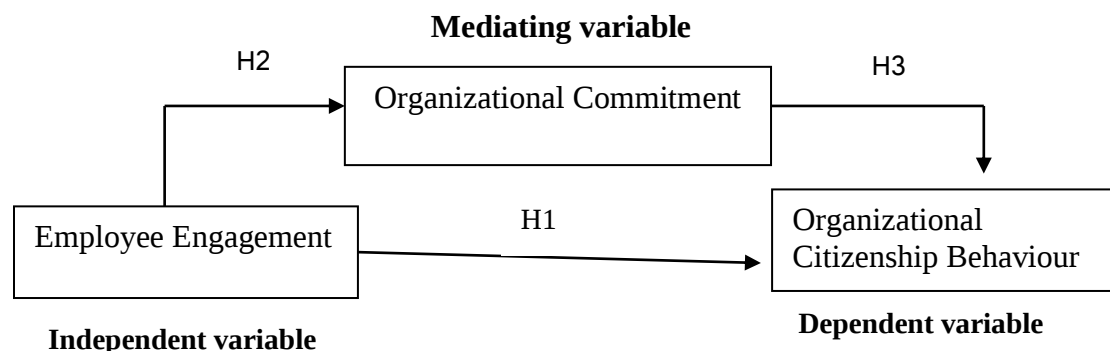
With respect to the banking sector employees in Sri Lanka,

H1: There is a positive relationship between employee engagement and organizational citizenship behaviour.

H2: There is a positive relationship between employee engagement and organizational commitment.

H3: There is a positive relationship between organizational commitment and organizational citizenship behaviour.

Figure 1. Study Framework



(Source: Survey data)



3. REVIEW OF LITERATURE

Employee engagement

Kahn (1990) defined job engagement as the harnessing of organization members' selves to their work roles. Robinson, et. al., (2004) defined engagement as an employee emotional measurement and an intellectual commitment to the organization and its success and believe it to be a measurement result and describe how employees behave as a result of their interaction with the organization. It brings improvement, increases productivity and helps in retaining employees (Taylor, 2011). Employee engagement is not only about positive feelings and behaviors of employees during work. It can also be denoted by "organization citizenship behavior, commitment and high involvement work practices" (Khalid and Khalid, 2015).

Organizational commitment

Luthans (2006) stated that organizational commitment is an attitude that shows employee loyalty and an ongoing process of how an organization member expresses their attention to the success of an organization. According to Fatoni, et.al., (2018), commitment to the organization means more than just formal membership, because it includes an attitude of loving the organization. Furthermore, Luthans (2006) opined that employee's loyal attitude is indicated by three things: (1) a strong desire of a person to remain a member of their organization, (2) a willingness to exert effort for his organization, and (3) confidence and acceptance of organizational values and goals. Organizational commitment can be strengthened by implementing three design components such as affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1997).

Organizational Citizenship Behaviour

The author of the concept of OCB, Organ (1988), defines it as 'an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization'. Several studies in the organizational literature highlight the benefits of OCBs (Grego-Planer, 2019). Among them it has been found that employee engagement in OCBs may increase knowledge sharing and job performance, enhance team and group cohesiveness and contribute to overall organizational performance.

Relationship between employee engagement, organizational commitment and organizational citizenship behaviour

Many studies have been done to examine the relationship between employee engagement, organizational commitment and organizational citizenship behavior. Employee engagement predicts OCB (George and Joseph, 2015; Rurkkhum 2010; Allen and Meyer, 1990; Saks, 2006; Saradha and Patrick, 2011; Ariani, 2013; Abed and Elewa, 2016; Amadi et al., 2017). In addition, the organizational commitment also predicts OCB (Amanda, 2013; Kim, 2014; Lehmann-Willenbrock, Grohmann & Kauffeld, 2013; Keren, 2008; Fatoni et al., 2018). Moreover, employee engagement is positively and significantly related with organizational commitment (Rameshkumar, 2019; Agyemang & Ofei, 2013; Ullah et al., 2018). Also, Khalid and Khalid (20015) stated that employees are more engaged and satisfied with their careers when provided with learning opportunities and in turn their commitment level with the organization increases. Therefore, it is possible to hypothesize the mediation effect of organizational commitment on the relationship between employee engagement and OCB.

4. METHODOLOGY

5.1 Research Design

This was a quantitative research which seeks to investigate the influence of employee engagement on organizational citizenship behaviours of banking sector employees in Sri Lanka.

5.2 Study Population and Sample

The study covered the population of employees working in domestic licensed commercial banks in Sri Lanka. The non-managerial staff members of the bank branches located in the Batticaloa district were the sample's source. The sample was selected using simple random sampling technique. Sample included 100 employees.

5.3 Data Collection Methods

Data was collected from primary and secondary sources. Primary data was collected through structured questionnaire and secondary data was collected from available books, publications, journals, and websites in order to assist the interpretation of the data analysis.

**Table 1. Operationalization of Variables**

Variable	Dimensions	Measure
Independent Variable- Employee Engagement	- Emotional engagement - Cognitive engagement - Physical engagement	Five-point Likert scale
Mediating Variable Organizational Commitment	- Affective commitment - Continuance commitment - Normative commitment	Five-point Likert scale
Dependent Variable- Organizational Citizenship Behaviour	- Helping behavior - Sportsmanship - Organizational loyalty - Organizational compliance - Individual initiative - Civic virtue - Self-development	Five-point Likert scale

5.4 Data Analysis and Presentation

The collected data was analysed using Smart PLS 4.0 software. Since the research model showed some complex relationship between the variables, structural equation modeling (SEM) was used as the analysis technique. In order to achieve the proposed objectives and hypotheses of this research, path analysis, regression and mediation analysis were done on the data collected.

5. RESULTS AND DISCUSSION

6.1 Results

The analysis was performed using partial least squares structural equation modeling (PLS-SEM).

The results are presented in two main stages:

1. Measurement model analysis to assess the reliability and validity of the constructs.
2. Structural model analysis to test the hypothesized relationships among the variables.

Measurement Model Analysis

The measurement model was evaluated to assess the reliability and validity of the constructs used in the study. Following the recommendations of PLS-SEM literature, the measurement model assessment included the evaluation of indicator reliability, internal consistency reliability, convergent validity, discriminant validity. These analyses ensure that the measurement items accurately represent the latent constructs used in the study.

Indicator Reliability

Indicator reliability was assessed using outer loadings of the indicators. According to Hair et al. (2017), outer loading values greater than 0.70 indicate satisfactory reliability, while values above 0.60 are acceptable in exploratory studies.

**Table 2
Outer Loadings of Indicators**

	Indicator	Outer Loading
Employee Engagement	EE1	0.738
	EE2	0.691
	EE3	0.764
	EE4	0.618
	EE5	0.815
	EE6	0.746
	EE7	0.823
	EE8	0.755
	EE9	0.742
Organizational Commitment	OC1	0.674
	OC2	0.779



	OC3	0.818
	OC4	0.779
	OC5	0.796
Organizational Citizenship behaviour	OCB1	0.682
	OCB2	0.637
	OCB3	0.679
	OCB4	0.658
	OCB5	0.753
	OCB6	0.715
	OCB7	0.794
	OCB8	0.725
	OCB9	0.678
	OCB10	0.813

The results show that the majority of the indicators have outer loadings greater than 0.70, indicating strong indicator reliability. Although some have slightly lower values, they remain above the acceptable threshold of 0.60 and were therefore retained in the model.

Internal Consistency Reliability

Internal consistency reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR). According to Hair et al. (2017), values above 0.70 indicate acceptable reliability.

Table 3. Construct Reliability

Construct	Cronbach's Alpha	Composite Reliability
Employee Engagement	0.92	0.921
Organizational Commitment	0.898	0.9
Organizational Citizenship Behaviour	0.913	0.915

The results indicate that all constructs have Cronbach's Alpha and Composite Reliability values greater than 0.70, confirming that the constructs demonstrate satisfactory internal consistency reliability.

Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE). According to Hair et al. (2017), AVE values should be greater than 0.50, indicating that the construct explains more than half of the variance of its indicators.

Table 4. Convergent Validity

Construct	Average Variance Extracted (AVE)
Employee Engagement	0.556
Organizational Commitment	0.595
Organizational Citizenship Behaviour	0.512

The AVE values for all constructs are above the recommended threshold of 0.50, confirming that convergent validity has been established.

Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion, which compares the square root of the AVE for each construct with its correlations with other constructs. According to this criterion, the square root of AVE should be greater than the correlations between constructs.

Table 5. Fornell–Larcker Criterion

Construct	EE	OC	OCB
Employee Engagement	0.746		
Organizational Commitment	0.48	0.772	
Organizational Citizenship Behaviour	0.786	0.841	0.715



The diagonal values represent the square root of the AVE for each construct. Since these values are greater than the corresponding inter-construct correlations, the results confirm that discriminant validity has been established.

Summary of Measurement Model Results

Overall, the measurement model demonstrates satisfactory reliability and validity. The outer loadings indicate acceptable indicator reliability, while Cronbach's Alpha and Composite Reliability confirm internal consistency reliability. Additionally, the AVE values establish convergent validity, and the Fornell–Larcker criterion confirms discriminant validity. Therefore, the measurement model is considered adequate for proceeding with the structural model analysis.

Structural Model Evaluation

After establishing the reliability and validity of the measurement model, the structural model was evaluated to examine the relationships among the constructs in the study. The structural model evaluation involved assessing the coefficient of determination (R^2), effect size (f^2) and path coefficients for hypothesis testing.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the amount of variance in the endogenous constructs explained by the predictor variables in the structural model. According to Hair et al. (2017), R^2 values of 0.75, 0.50, and 0.25 can be described as substantial, moderate, and weak, respectively.

Table 6. Coefficient of Determination (R^2)

Construct	R^2
Organizational Citizenship Behaviour	0.563

Employee engagement and organizational commitment together explain 56.3% of the variance in organizational citizenship behaviour ($R^2 = 0.563$). This value indicates a moderate level of explanatory power, suggesting that the model has satisfactory predictive ability in explaining organizational citizenship behaviour.

Effect Size (f^2)

Effect size (f^2) assesses the contribution of each exogenous construct to the R^2 value of an endogenous construct. According to Hair et al. (2017), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.

Table 7 - Effect Size (f^2)

Relationship	f^2	Effect Size
Employee Engagement → Organizational Commitment	0.299	Medium
Employee Engagement → Organizational Citizenship Behaviour	1.843	Large
Organizational Commitment → Organizational Citizenship Behaviour	2.708	Large

The results show that employee engagement has a medium effect on organizational commitment ($f^2 = 0.299$). This suggests that employee engagement plays an important role in influencing organizational commitment among employees. Similarly, employee engagement has a large effect on organizational citizenship behaviour ($f^2 = 1.843$), indicating that engagement contributes meaningfully to employees' voluntary behaviours within the organization. In addition, organizational commitment also has a large effect on organizational citizenship behaviour ($f^2 = 2.708$), suggesting that commitment is a strong predictor of citizenship behaviour.

Model Fit (SRMR)

The Standardized Root Mean Square Residual (SRMR) was used to assess the overall model fit of the PLS-SEM model. SRMR represents the difference between the observed correlation matrix and the model-implied correlation matrix. According to Hair et al. (2017) and Henseler et al. (2014), an SRMR value below 0.08 indicates a good model fit.

Table 8. Model Fit Indices

Model Fit Index	Value	Recommended Threshold	Interpretation
SRMR	0.067	< 0.08	Good Model Fit

The SRMR value of 0.067 is below the recommended threshold of 0.08, indicating that the model has an acceptable level of fit. This suggests that the proposed structural model adequately represents the relationships among employee engagement, organizational



commitment, and organizational citizenship behaviour. Therefore, the model is considered suitable for explaining the relationships between the constructs in this study.

Mediation Analysis

The study also examined the mediating role of organizational commitment in the relationship between employee engagement and organizational citizenship behaviour.

Table 9. Total Indirect Effects

Relationship	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Value
EE → OCB	0.289	0.294	0.059	4.898	0.000

The results indicate that the indirect effect of employee engagement on organizational citizenship behaviour through organizational commitment is significant ($\beta = 0.289$, $t = 4.898$, $p < 0.001$).

Table 10. Total Effects

Relationship	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Value
EE → OCB	0.786	0.793	0.041	19.147	0.000
EE → OC	0.480	0.489	0.085	5.660	0.000
OC → OCB	0.602	0.601	0.056	10.796	0.000

The total effect of employee engagement on organizational citizenship behaviour is 0.786, indicating that employee engagement influences OCB both directly and indirectly through organizational commitment.

Hypothesis Testing

The hypotheses of the study were tested by examining the path coefficients, t-statistics, and p-values obtained from the bootstrapping procedure.

Table 11. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	β	T Value	P Value	Decision
H1	Employee Engagement → Organizational Citizenship Behaviour	0.495	7.175	0.000	Supported
H2	Employee Engagement → Organizational Commitment	0.480	5.660	0.000	Supported
H3	Organizational Commitment → Organizational Citizenship Behaviour	0.604	10.311	0.000	Supported

The results indicate that all proposed hypotheses are supported. Employee engagement significantly influences both organizational commitment and organizational citizenship behaviour. Additionally, organizational commitment significantly affects organizational citizenship behaviour.

Furthermore, the mediation analysis confirms that organizational commitment partially mediates the relationship between employee engagement and organizational citizenship behaviour.

6.2 Discussion

This study examined the relationship between employee engagement (EE), organizational commitment (OC), and organizational citizenship behaviour (OCB) among employees in the banking sector. The findings provide important insights into how engagement contributes to positive employee attitudes and behaviours within organizations.

6.2.1 Employee Engagement and Organizational Citizenship Behaviour

The findings also reveal that employee engagement positively influences organizational citizenship behaviour. This result indicates that employees who are more engaged in their work are more likely to exhibit voluntary behaviours that go beyond their formal job responsibilities.

Organizational citizenship behaviour refers to discretionary actions that are not formally required but contribute to organizational effectiveness. Examples include helping coworkers, supporting organizational initiatives, and maintaining a positive work environment.



Engaged employees often demonstrate a high level of motivation and enthusiasm for their work. As a result, they are more willing to exert additional effort and contribute to organizational goals beyond their required duties. Their strong emotional connection to their work encourages them to engage in behaviours that benefit both colleagues and the organization.

This finding aligns with prior research. Organ (1988) defined OCB as discretionary behaviours that promote organizational effectiveness but are not directly recognized by formal reward systems. Similarly, Podsakoff et al. (2000) emphasized that such behaviours enhance teamwork, organizational performance, and workplace harmony.

Several studies have also found that employee engagement promotes citizenship behaviours. For instance, Rich, LePine, and Crawford (2010) demonstrated that engaged employees tend to exhibit higher levels of OCB because they are more motivated to contribute positively to their organizations.

6.2.2 Employee Engagement and Organizational Commitment

The results of the study indicate that employee engagement has a positive and significant impact on organizational commitment. This finding suggests that employees who are highly engaged in their work are more likely to develop stronger emotional attachment and loyalty toward their organization.

Employee engagement reflects employees' psychological presence in their work roles, characterized by vigor, dedication, and absorption. When employees feel enthusiastic about their work and are deeply involved in their job activities, they tend to develop stronger bonds with their organization. This increased attachment enhances their willingness to remain with the organization and contribute to its success.

This finding is consistent with previous studies that have highlighted the relationship between engagement and commitment. For example, Kahn (1990) first introduced the concept of employee engagement, emphasizing the importance of employees investing their physical, emotional, and cognitive energies in their work roles. Similarly, Schaufeli et al. (2002) defined engagement as a positive and fulfilling work-related state characterized by vigor, dedication, and absorption.

Empirical studies have also found that engaged employees demonstrate higher levels of commitment toward their organizations. Saks (2006) reported that employee engagement significantly predicts organizational commitment because engaged employees tend to experience greater satisfaction and emotional attachment to their workplace. Therefore, organizations that actively foster engagement are likely to strengthen employee commitment.

6.2.3 Organizational Commitment and Organizational Citizenship Behaviour

The results further show that organizational commitment has a strong positive effect on organizational citizenship behaviour. This suggests that employees who feel a strong sense of loyalty and attachment to their organization are more likely to engage in extra-role behaviours.

Organizational commitment reflects the degree to which employees identify with and feel emotionally connected to their organization. When employees develop a strong commitment, they are more willing to go beyond their formal job duties and support organizational objectives.

This finding supports the widely accepted view that committed employees tend to demonstrate positive workplace behaviours. Meyer and Allen (1991) proposed that organizational commitment consists of affective, continuance, and normative components, all of which influence employee attitudes and behaviours. Among these, affective commitment is particularly important in encouraging employees to perform discretionary actions that benefit the organization.

Previous research has also established a strong relationship between commitment and citizenship behaviour. Meyer et al. (2002) found that employees with higher levels of commitment are more likely to demonstrate cooperative and supportive behaviours in the workplace. Similarly, Podsakoff et al. (2000) highlighted that organizational commitment is a key predictor of OCB.

6.2.4 Mediating Role of Organizational Commitment

One of the key contributions of this study is the examination of the mediating role of organizational commitment in the relationship between employee engagement and organizational citizenship behaviour.

The results indicate that the indirect effect of employee engagement on OCB through organizational commitment is 0.289, while the total effect is 0.786. This suggests that organizational commitment partially mediates the relationship between employee engagement and organizational citizenship behaviour.

This finding implies that employee engagement not only directly encourages employees to engage in citizenship behaviours but also strengthens these behaviours indirectly by increasing their commitment to the organization. In other words, when employees feel



engaged in their work, they develop stronger attachment to the organization, which in turn motivates them to perform behaviours that benefit the organization and their colleagues.

This result is consistent with Social Exchange Theory, which suggests that employees reciprocate positive treatment from their organizations with positive attitudes and behaviours. When organizations create conditions that promote engagement—such as supportive leadership, recognition, and opportunities for development—employees respond by developing stronger commitment and demonstrating behaviours that contribute to organizational success.

Previous studies have also supported the mediating role of commitment. Saks (2006) suggested that engagement leads to positive organizational outcomes partly through increased commitment. Similarly, Rich et al. (2010) highlighted that engaged employees are more likely to develop strong organizational attachment, which encourages them to display citizenship behaviours.

7. CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

Conclusion

This study examined the relationships between employee engagement, organizational commitment, and organizational citizenship behaviour among employees in the banking sector. The findings indicate that employee engagement plays a significant role in influencing both organizational commitment and organizational citizenship behaviour. The results show that engaged employees are more likely to develop strong commitment toward their organization and demonstrate behaviours that go beyond their formal job responsibilities. Additionally, organizational commitment was found to partially mediate the relationship between employee engagement and organizational citizenship behaviour. These findings highlight the importance of creating work environments that promote employee engagement and strengthen organizational commitment. Organizations that focus on improving these factors are more likely to encourage positive employee behaviours that contribute to organizational success. Overall, this study contributes to the understanding of how employee engagement influences employee attitudes and behaviours, providing valuable insights for both researchers and practitioners in the field of human resource management.

Recommendations

Based on the findings of the study, several recommendations can be made for organizations in the banking sector.

First, organizations should develop effective employee engagement strategies. These strategies may include providing training and development programs, recognizing employee achievements, and offering opportunities for professional growth. Second, managers should maintain open communication with employees. Effective communication helps build trust and strengthens relationships between employees and management. Third, leadership practices should be improved to support employee motivation and engagement. Leaders who provide guidance, support, and constructive feedback can significantly enhance employee morale. Fourth, organizations should implement reward and recognition systems that acknowledge employees who demonstrate organizational citizenship behaviours. Recognizing these behaviours can encourage employees to continue contributing beyond their formal job roles. Finally, organizations should regularly evaluate employee engagement and satisfaction levels through surveys or feedback systems in order to identify areas that require improvement.

Limitations of the study

Despite the valuable insights provided by this study, several limitations should be acknowledged.

First, the study focused only on employees in the banking sector, which may limit the generalizability of the findings to other industries. Second, the study used a cross-sectional research design, where data were collected at a single point in time. Therefore, the study cannot fully capture changes in employee attitudes and behaviours over time. Third, the study relied on self-reported questionnaire data, which may introduce response bias. Some respondents may provide socially desirable answers rather than expressing their true opinions. Finally, the study examined only three variables: employee engagement, organizational commitment, and organizational citizenship behaviour. Other factors such as leadership style, organizational culture, and job satisfaction were not included in the research model but may also influence employee behaviour.

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