

## **Supervisor-Subordinate Relationship in the Work Engagement in Sri Lankan Insurance Industry: With Special Reference to Batticaloa District**

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### **Abstract**

Work engagement is a fulfilling work-related state of mind characterized by feelings of energy, dedication, and more concentration towards performance. Meanwhile Supervisor-subordinate relationship is an essential one in the working place because of that supervisor who is first line manager to monitor and control the employees and give a feedback and recommendation of the employment and promotion of their employees. Purpose of this study is to measure and understand both Supervisor – Subordinate relationship and Work Engagement in Insurance Industry. The main objective of this study is to investigate the influence of Supervisor – subordinate relationship on employee work engagement in employee perspective and also determine the level of Supervisor – subordinate relationship and work engagement of employees in Insurance companies. To attain the objectives, the quantitative method was used and data were collected through questionnaires. A total of 214 questionnaires were distributed to marketing and distribution level employees of insurance companies in Batticaloa District. Questionnaire was developed with the support of previous studies carried out by experts in the relevant subject areas and Likert scale was applied in questionnaire to identify responses. Only 202 questionnaires were received and used for further analysis. The data were analyzed using Pearson correlation and simple regression analysis. Findings of this study show that, Supervisor – subordinate relationship of insurance companies is in moderate level and also work engagement of employees is in high level. The findings exhibited that, there were significant positive relationship between work engagement and Supervisor – subordinate relationship. Furthermore the regression analysis between work engagement and Supervisor – subordinate relationship indicated that only 53% of total variance of work engagement was explained by Supervisor – subordinate relationship. Hence it is observed that Supervisor – subordinate relationship have significant influence on the employee work engagement in Insurance companies. This shows that employers need to develop a proper and well-structured Supervisor – subordinate relationship in attaining high work engagement level among the employees.

**Key words:** Work Engagement, Supervisor-Subordinate Relationship, Work Place

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