

## **The Effect of Recognition Practice over Affective Commitment and OCB: An Empirical Study in Bangladesh**

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### **ABSTRACT**

This study is conducted to know the effect of 'recognition practice' over 'affective commitment' and 'Organizational Citizenship behavior (OCB)'. It also investigates whether 'affective commitment' affects 'OCB' and plays any mediating role between 'recognition practice' and 'OCB'. It is found that 'recognition practice' affects 'affective commitment' and 'affective commitment' affects 'OCB' positively. It is also observed that 'affective commitment' plays a mediating role between 'recognition practice' and 'OCB' in the context of Bangladesh.

**Keywords:** Recognition Practice, Affective Commitment and OCB

### **PRELUDE**

Today's global business environment is essentially characterized by *instability* and *discontinuity*. The rise of these features has been changing the competitive landscape for business and consequently, the rules of engagement. (Prahalad, 2000). The endurance and expansion of organizations are now under threat due to this chaotic and restive environment within which they are to operate. The business environment of Bangladesh is also not an exception.

The rapidity and disorderly nature of changes that prevail in the environment limit the use of established and tested *tools* directly (Prahalad, 2000). These *tools* now demand adjustments and/or alterations according to the necessity of the situation to seize the best. Moreover, contemporary organizations now must have the competence, which is human embedded, to identify subtle cues that may be very hard to detect but may have decisive impact over organizations (Prahalad, 2000).

In such a situation, human resource has become vital for organizations. To emphasize such vitality, Argyris (1994) mentioned human resource as the most important *tool* and Drucker (1994) called it the most worthy *strategic asset* for

organizations. No wonder that organizations understand this reality and involve in searching outstanding employees who are simultaneously knowledgeable, skillful and inventive; and are apt to act according to the necessity of the situation to add value to the organization. However, appointment of such employees is not enough, rather right attitude towards organization and desired behavior for the organization are also enormously important. Organizations now expect their employees to have cognitive make-up so as to identify themselves with goals of the organization and will energize them to continue their membership with the organization. Organizations also expect employees to go beyond what they are assigned to do. An organization can make *best* use of its employees when they have required ability as well as appropriate attitude which ultimately results in desired behavior. That is why organizations now attempt to develop and maintain right attitude and desired behavior among employees. As a result, attitude like 'affective organizational commitment' and behavior like 'organizational citizenship behavior' (OCB) of the employees are gaining growing concern in management literature.

In addition, for development of right attitude and maintenance of desired behavior *proper human resource practices* like, pay, promotion, growth prospect, work-life balance, empowerment, procedural justice, distributive justice, organizational tenure, recognition etc. are crucial. This understanding has led the move by organizations to find and shape relevant human resources practices that will help organizations to increase employee commitment and will encourage exerting organization citizenship behavior.

Being a labor surplus economy, the research in the field of human resources has much relevance in the context of Bangladesh. It has huge potential in hosting Foreign Direct Investment in the labor intensive operations of the firms. As employee commitment improves human performance (Benkhoff, 1997; Legge 1995; Guest, 1987, 1992, 1997, 1998), competitive advantages of the firms working here will increase if they are able to make their employees more committed which will, in turn, results in enthusiastic organizational citizenship behaviors on the part of the employees. Besides, Meyer (1997) draws attention to the value of conducting studies on commitment across cultures and countries in order to assess the generalization of the research findings. As he states, "the models of commitment ..... have been developed and tested in western countries. There is a need for more systematic research to determine whether these models apply elsewhere". However, so far, the research on Affective commitment, OCB and HR Practices has not received much attention in the context of Bangladesh.

Against this backdrop, the present study is set out to trace the role played by 'recognition practice' as a specific human resource practice over 'affective commitment' and OCB in the context of Bangladesh. Besides, it also investigates whether 'affective commitment' has any influence over OCB.

## RESEARCH OBJECTIVES

The prime objective of this study is to present and test an integrated research model proposed in Figure-1 that addresses the role of 'recognition practice' over 'affective commitment' and 'organizational citizenship behavior'. Specifically, this study has been undertaken to explore the answer to the following three research questions (RQ):

- RQ1: Does 'recognition practice' influence 'affective commitment'?
- RQ2: Does 'recognition practice' influence OCB?
- RQ3: Does 'affective commitment' have influence over OCB?

## THEORETICAL BACKGROUND

### *Affective Organization Commitment*

Affective commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al., 1982). It corresponds to an employee's personal attachment to and identification with the organization resulting in a strong belief in the organization's goals and values.

The term 'commitment' can be referred to as the willingness of social actors to give their energy and loyalty to a social system or an affective attachment to an organization apart from the purely instrumental worth of the relationship (Buchanan, 1974). It is also believed that commitment is developed through the process of identification in which a person experiences some ideas as an extension of the self (Iverson, 1996). According to Meyer and Allen (1997), a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and may be more), protects company's assets, shares company goals and others. Conceptualizing *organizational Commitment* as a uni-dimensional concept Porter et al. (1974), defined it as 'the relative strength of an individual's identification with and involvement in a particular organization'. They argue that an employee with this attitude believes in the goals and values of the organization, possesses willingness to exert considerable effort on behalf of the organization and holds a strong desire to retain membership in the organization. Later, when multiple types of commitment are surfaced, Meyer and Allen (1984) phrased this commitment as *affective commitment*. They argue that an employee having this kind of commitment, is emotionally attached to, and identifies with the organization. Affective commitment relates to the way individuals view their employment relationship and how far their 'mindsets' are congruent with the goals and values of the organization (Mowday, 1998; Meyer & Allen, 1997; Beck & Wilson, 2000)

Meyer and Allen (1984), based on Side-Bet theory (Becker, 1960), have also

identified another dimension of organizational commitment, which they have termed as *continuance commitment*. An employee who possesses this kind of commitment is less emotional and more calculative considering the costs that would result in terms of interests such as pensions and security. They have further developed another sort of organizational commitment that refers to employees' feelings of obligation to stay with the organization, which they have expressed as *normative commitment*. Such feelings of obligation result from a process of internalization of normative pressures either prior to or following affiliation with an organization.

Though recent theoretical developments in the commitment literature have highlighted the importance of employee's 'multiple commitments' (Meyer & Allen, 1997; Mowday, 1998; Baruch, 1998; Johnson, 1999), it is argued that affective commitment expresses a more holistic approach to conceptualizing about the nature of the employee relationship as it rests on the individuals' 'psychological bond' and 'loyalty to the organization' (O'Reilly, 1991). Consequently, managers principally are more concerned with identifying how and why affective commitment develops to optimize the commitment levels of their employees (Metcalf & Dick, 2001).

The best body of research clearly suggests that employee commitment results in improved human resources performance (Benkhoff, 1997; Legge 1995; Guest, 1987, 1992, 1997, 1998). It is found that committed workers contribute to the organization in more positive ways than that of less committed (Meyer & Allen, 1997). So, organizations are now trying to develop HR strategies that help to increase employee commitment to organizational goals and performance improvement.

### *Organizational Citizenship Behavior*

Organizational Citizenship Behavior (OCB) is defined as an employee's willingness to go above and beyond the prescribed roles which he/she has been assigned (Organ, 1990). It is the willingness to give time helping others who have work-related problems, taking steps to prevent problems with other workers, and obeying organization rules, regulations and procedures even when no one is watching. It is an important antecedent to organizational effectiveness (Katz, 1964; MacKenzie et al., 1999). According to Katz (1964), three basic types of employee behaviors are critical for the overall effectiveness of any organization. *First*, people must be induced to remain within the system. *Second*, people must carry out their role assignments in a dependable fashion. *Third*, there must be innovative and spontaneous activity in achieving organizational objectives that goes beyond the role specifications. Organ (1988) describes the *second* and *third* behavior stated by Katz (1964) as examples of OCB. These extra-role behaviors are considered to be a contribution to the maintenance and enhancement of the social and psychological context, which supports task performance in the organization (Organ, 1997). At the same time, such discretionary behaviors are not explicitly recognized by a formal rewards system, and their contribution to organizational success is based on resource

transformations, innovativeness and adaptability (Organ, 1988). Shore et al. (1995) and Chen et al. (1998) argue that a high level of OCB reflects employee's true willingness to be involved in the organization. Conversely, lack of willingness to exhibit citizenship behaviors may be a clear indication of employee withdrawal from the organization.

In the present study, we considered a major form of citizenship behavior, namely, helping behaviors (Podsakoff et al., 2000) as an indicator of OCB. Helping behavior involves voluntarily helping others with, or preventing the occurrence of work-related problems. The first part of this definition (helping others with work-related problems) includes Organ's altruism, peacemaking, and cheerleading dimensions (Organ, 1988, 1990) and William and Anderson's OCB-I (William & Anderson, 1991). The second part of the definition captures Organ's (1988, 1990) notion of courtesy, which involves helping others by taking steps to prevent the creation of problems for co-workers. Past empirical research confirmed that all of these various forms of helping behavior load on a single factor (MacKenzie et al., 1993; Podsakoff & MacKenzie, 1994; Podsakoff et al., 1997). Through a meta-analysis, Podsakoff et al. (2000) showed that helping behaviors enhance morale, group cohesiveness, and the sense of belongingness within a team, all of which may enhance performance and help the organization retain better employees.

### *Affective Commitment and OCB*

Several empirical studies have tested the link between affective commitment and OCB. Allen and Smith (1987), Meyer and Allen (1991) and Chen et al. (1998) found that affective commitment correlated positively with self-report measures of OCB. Two meta-analysis studies conducted by Organ and Ryan (1995) and Podsakoff et al. (2000) also asserted that affective commitment was related to OCB. Another meta-analysis conducted by Griffeth et al. (2000) showed that organizations were easily capable of retaining employees having this attitude. A plausible explanation of such finding is that employees are willing to invest their time and energy in extra-role activities if and only if they are emotionally attached to the organization.

### *Recognition Practice*

Recently several sets of innovative HR practices have been proposed to enhance effectiveness in organizations and retain the capable employees in the long run (Arnett & Obert, 1995; Dessler, 1999; Pfeffer & Veiga, 1999). The present study, however, examines 'recognition practice' as one specific HR practice that an organization can employ to increase affective commitment and induce extra-role behaviors. In this study, 'recognition practices' refers to non-monetary means (e.g. congratulation from supervisor, admiration from coworkers etc.) by which an organization tangibly signals its appreciation of good quality work and accomplishments. This practice also includes the effort made by the organization to

study employee suggestions carefully and provide them with regular feedback.

Paré et al. (2001) conducted a study taking six types of human resources practices including 'recognition practice' and their affect on 'affective commitment'. Their study revealed that 'recognition practice' had significant positive effect on 'affective commitment'. The reason may be the resultant motivation developed among employees due to 'recognition practice'. Several studies have disclosed that a significant part of employee motivation derives from the 'recognition' employee gets from manager for a job well done (Locke, 1976; Agarwal & Ferratt, 1999; Gomolski, 2000). The study conducted by Paré et al. (2001) also included OCB as a dependent variable of HR practices and found 'recognition practice' as having significant positive effect over OCB. Empirical studies conducted by Rodwell et al. (1998) and Chen et al. (1998) also found 'recognition practice' has its direct effects on 'affective commitment' and OCB.

## RESEARCH MODEL

On the basis of the above literature review, the research model depicted in Figure-1 is constructed. The model comprises 'recognition practice' as independent variable and 'affective commitment' and 'organizational citizenship behavior' as dependent variables. The model also considers 'affective commitment' as an independent variable to see if it plays any role in shaping the intensity of OCB.

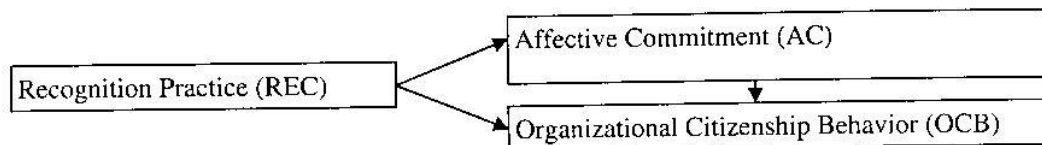


Figure - 1: The Research Model

## HYPOTHESES TO BE TESTED

In line with the objectives, the following hypotheses in terms of 'recognition practice' on 'affective commitment' and 'organizational citizenship behavior' are also developed:

Hypothesis 1 ( $H_1$ ):  $H_a$  : Recognition practice positively influence affective commitment.

Hypothesis 2 ( $H_2$ ):  $H_a$  : Recognition practice positively influence OCB.

Hypothesis 3 ( $H_3$ ):  $H_a$  : Affective commitment positively influence OCB.

Hypothesis 4 ( $H_4$ ):  $H_a$  : 'Affective commitment' mediates the influence of 'recognition practice' over 'OCB'.

## RESEARCH METHODOLOGY

### *Sampling Strategy*

The study is based on survey data. To this end, a structured questionnaire, based on tested research questions (description given in next section), has been prepared and the respondents have been asked to answer these self-completing questionnaire. Information has been received from a total of 194 respondents. Of the respondents, a total of 131 are male and 113 are married. That is, 67.53% of the respondents are male and 58.25% are married. The respondents represent 18 different organizations. These organizations have been selected randomly among which 11 are different financial institutions and 7 are non-financial institutions. The majority of the responses (a total of 110 responses i.e. 56.7%) are collected from the financial institutions.

### *Questionnaire*

Affective Commitment (AC) is measured using the 5-item questionnaire developed by Meyer and Allen (1990). Organization Citizenship Behavior (OCB) is measured by using the 5-item questionnaire derived by Podsakoff et. al. (1990) and Williams and Anderson (1991). Recognition practice (REC) is measured by using a 6-item questionnaire adapted from Tremblay et. al. (2000).

### *Construct Validity of the Questionnaire*

The analysis began with an examination of the measurement of the questionnaires in terms of their reliability and construct validity. To assess the internal consistency of the questions used for measuring 'affective commitment', 'organization citizenship behavior' and 'recognition practice', the *Reliability Analysis* was done. The *Item Analysis* was performed to see whether all questions used for predicting 'affective commitment', 'organization citizenship behavior' and 'recognition practice' contribute adequately.

The Item Analysis has found that each question of the 5-item questionnaire set used for measuring 'affective commitment' contributes to it adequately and significantly. The composite reliability coefficient, Cornbach's Alpah is calculated and found to be 0.83 which is satisfactory according to Nunally's (1978) guidelines. The Item Analysis has also found that each of the questions of the 5-item set contributes properly and significantly to prediction of 'organization citizenship behavior'. The Cornbach's Alpha is found to be 0.75 which is satisfactory.

But in case of 'recognition practice', the Item Analysis has shown that two questions namely "In my work unit, supervisors use different tangible ways to

recognize the employee's effort (e.g. tickets for cultural events, foreign trip to have vacation etc.)" and "In my work unit, employees receive recognition in writing from their supervisors (e.g. memos)" are not contributing adequately to the prediction of 'recognition practice'. It is found that the *Inter Total Correlation* of these two questions are less than any of the other questions used to predict 'recognition practice'. The *Inter Total Correlation* of these two questions are found to be 0.26 and 0.23 respectively while all other items correlate at 0.48 or better. At the same time, the Cornbach's Alpha is found to be 0.67 which is deemed unsatisfactory. Thus, these two questions are considered inconsistent with the rest of the items and thereby dropped. Exclusion of these two questions has improved the reliability coefficient Cornbach's Alpha to a new satisfactory level at 0.78.

To confirm the validity of the scale, two tests are done, Average Inter Item correlation and Confirmatory Factor Analysis. The *Average Inter Item Correlations (AIIC)* among the each group of questions are checked to know whether there is considerable amount of correlation among questions. The *AIIC* is found 0.50 for 'affective commitment', 0.42 for 'organization citizenship behavior'. At the beginning, though *AIIC* for 'recognition practice' is found to be 0.29, after dropping two questions, it becomes 0.49. The degree of correlation of each group shows that items in each group are measuring the same variable (Sufian, 1998) and there is no serious multicollinearity problem (Cooper & Schindler, 2003).

Table I. Confirmatory Factor Analysis

Items	AC	OCB	REC
AC1	0.804		
AC2	0.740		
AC3	0.768		
AC4	0.816		
AC5	0.679		
OCB1		0.753	
OCB2		0.738	
OCB3		0.331	
OCB4		0.565	
OCB5		0.753	
REC1			0.852
REC2			0.919
REC3			0.756
REC6			0.639

To perform the confirmatory factor analysis, the remaining questions are entered into the factor analysis and three factors are forced. As shown in the Table I, the

factors have come out cleanly and all the retained items' factor loadings except the question (OCB3), "I am mindful of how my behavior affects other people's job" emerged above the cutoff point. The question that failed to have a factor loading above the cutoff point has been dropped. After necessary rectification, the reliability and construct validity of the measures have become highly satisfactory.

### *Sample Description*

Table II shows the Mean, Standard Error of Mean and variance of affective commitment (AC), organizational citizenship behavior (OCB) and recognition practice (REC). A relatively small standard Error of means for all variables, range from 0.060 to 0.064, indicate the sample mean of different variables are close to population means.

Table II: Descriptive Statistics of Different Variables

	Mean	Std. Error	Variance
AC	3.905	0.060	0.701
OCB	4.076	0.060	0.696
REC	3.760	0.064	0.806

### ANALYSIS

Table III shows product moment and partial correlations among different variables. It is found that product moment correlations among different variables are statistically significant ( $\alpha = 0.01$ ) though they are found to be *weak* to *moderate* strength. The partial correlations among different variables are also found statistically significant at  $\alpha = 0.01$  level. The partial correlations exist between 'affective commitment' and 'organizational citizenship behavior'; between 'affective commitment' and 'recognition practices' but no statistically significant correlation exists between 'organization citizenship behavior' and 'recognition practices'. The *strengths* of correlations are found *weak*.

Table III. Product Moment and Partial Correlation of Different Variables

	Product Moment Correlations		Partial Correlation	
	AC	OCB	AC	OCB
OCB	0.380*		0.295*	
REC	0.491*	0.270*	0.436*	0.103

\* Correlations are significant at the 0.001 level (2-tailed).

$N = 194$

A study of *Table III* shows that the strengths of correlations among different variables reduce or become statistically insignificant when other variables are held constant. The correlation between 'affective commitment' and 'OCB' reduces from  $r = 0.380$  to  $r = 0.295$ ; between 'affective commitment' and 'recognition practice' reduces from  $r = 0.491$  to  $r = 0.436$ ; but the correlation between 'recognition practice' and 'OCB' becomes insignificant when 'affective commitment' is held controlled. It has been  $r = 0.270$  while 'affective commitment' is not controlled at  $\alpha = 0.001$  level. This persuades us to think that 'affective commitment' may be playing a mediating role in between 'recognition practice' and 'OCB'. Further analysis will be conducted to find out and make certain the possible mediating role of 'affective commitment'.

*Table IV. Regression of 'Recognition Practice' over 'Affective Commitment'*

Independent Variables	Unstandardized Coefficients	Standardized Beta Coefficients	<i>t</i>	<i>P</i>
Constant	2.184		9.640	0.000
REC	0.458	0.491	7.812	0.000
<b>ANOVA</b>		<b>Model Summary</b>		
$F = 61.035$ ; $df = 1, 192$ ; $p = 0.000$		$R = 0.491$		
Predictors: (Constant), REC		$R \text{ Square} = 0.241$		
Dependent Variable: AC		$\text{Adjusted } R \text{ Square} = 0.237$		
		$\text{Standard Error of Estimate} = 0.73$		

*Table IV* shows, whether independent variable 'recognition practice' is capable of influencing the dependent variable 'affective commitment'. The computed value of  $F$  [ $F = 61.035$ ,  $df = (1, 192)$ ] shows that the model is statistically significant. The influence of 'recognition practice' is found to be statistically significant ( $t = 7.812$ ,  $p = 0.000$ ) and positive ( $\beta = 0.491$ ). Thereby, it supports  $H_1$ . It is also visible that 'recognition practice' explains as much as 23.7% of the variation of the 'affective commitment'.

*Table V* shows, whether 'recognition practice' is capable of influencing 'OCB'. The computed value of  $F$  [ $F = 15.047$ ,  $df = (1, 192)$ ] shows the statistical significance of the model. The influence of 'recognition practice' is found to be statistically significant ( $t = 3.879$ ,  $p = 0.000$ ) and positive ( $\beta = 0.270$ ). Thereby, it supports  $H_2$ . It seems that 'recognition practice' explains about 6.8% of the variation of the 'OCB'.

Table V. Regression of 'Recognition Practice' on 'OCB'

Independent Variables	Un-standardized Coefficients	Standardized Beta Coefficients	<i>t</i>	<i>P</i>
Constant	3.134		12.558	0.000
REC	0.250	0.270	3.879	0.000
<b>ANOVA</b>			<b>Model Summary</b>	
<i>F</i> = 15.047; <i>df</i> = 1, 192;			<i>R</i> = 0.270	
<i>p</i> = 0.000			<i>R</i> Square = 0.073	
Predictors: (Constant), REC			Adjusted <i>R</i> Square = 0.068	
Dependent Variable: OCB			Standard Error of Estimate = 0.80	

Table VI. Regression of 'Affective Commitment' on 'OCB'

Independent Variables	Un-standardized Coefficients	Standardized Beta Coefficients	<i>t</i>	<i>P</i>
Constant	2.597		9.775	0.000
AC	0.379	0.380	5.691	0.000
<b>ANOVA</b>			<b>Model Summary</b>	
<i>F</i> = 32.387; <i>df</i> = 1, 192;			<i>R</i> = 0.380	
<i>p</i> = 0.000			<i>R</i> Square = 0.144	
Predictors: (Constant), AC			Adjusted <i>R</i> Square = 0.140	
Dependent Variable: OCB			Standard Error of Estimate = 0.77	

In Table VI, the dependent variable 'OCB' is regressed over 'affective commitment' and the computed value of *F* [*F* = 32.387, *df* = (1, 192)] shows the statistical significance of the model. The influence of 'affective commitment' is found to be statistically significant (*t* = 5.691, *p* = 0.000) and positive ( $\beta$  = 0.380). Thereby, it supports *H*<sub>3</sub>. It is also visible that 'affective commitment' explains as much as 14.0% of the variation of the 'OCB'.

In Table VII, the value of *F* [*F* = 17.306, *df* = (2, 191)] shows the statistical significance of the model where the dependent variable 'OCB' is regressed on 'affective commitment' and 'recognition practice'. The influence of 'affective commitment' is found to be statistically significant (*t* = 4.268, *p* = 0.000) and positive ( $\beta$  = 0.326). On the other hand, the coefficient of 'recognition practice' is found to be statistically insignificant (*t* = 1.431, *p* = 0.154). But while considered singly, 'recognition practice' has been found to have statistically significant positive

Table VII. Regression of 'Affective Commitment' and 'Recognition Practice' on 'OCB'

Independent Variables	Un-standardized Coefficients	Standardized Beta Coefficients	t	p
Constant	2.424		8.323	0.000
AC	0.325	0.326	4.268	0.000
REC	0.102	0.109	1.431	0.154
<b>ANOVA</b>			<b>Model Summary</b>	
F = 17.306; df = 2, 191			R = 0.392	
p = 0.000			R Square = 0.153	
Predictors: (Constant), AC, REC			Adjusted R Square = 0.145	
Dependent Variable: OCB			Standard Error of Estimate = 0.77	

influence over 'OCB'. It is also visible that 'affective commitment' and 'recognition practice' together explain about 14.5% of the variation of the 'OCB'. The value of Adjusted R Square is satisfactory as we have used cross sectional data. Additional independent variables like pay, promotion, growth prospect, work-life balance, empowerment, procedural justice, distributive justice, organizational tenure (Paré et al., 2001), supervisor, coworker, work environment can be included in the model to increase the value of Adjusted R Square and thereby, increasing the explanation of variance. Inclusion of these variables into the model may change the Un-standardized Beta Coefficient of Constant (Intercept of the regression line) (Un-standardized  $\beta = 2.424$ ,  $t = 8.323$ ), which is now statistically significant.

From Table IV and V we see that 'recognition practice' has significant positive influence over 'affective commitment' and 'OCB' respectively. It is also found in Table VI that 'affective commitment' can significantly and positively influence 'OCB'. However, in Table VII where both 'affective commitment' and 'recognition practice' have been taken together as independent variable, influencing OCB, the 'affective commitment' is found significant but 'recognition practice' is not. According to Baron and Kenny (1986), this proves that 'affective commitment' fully mediate the influence of 'recognition practice' over 'OCB'. Thereby, it supports  $H_4$ .

## DISCUSSION

This paper examines the ability of 'recognition practice' to influence 'affective commitment' and 'OCB'. It also investigates whether 'affective commitment' influences 'OCB'. It is seen that 'recognition practice' is positively correlated

(Product Moment Correlation) with 'affective commitment' and 'OCB'. 'Affective commitment' and 'OCB' are also found to be positively associated. Further, it is observed that 'affective commitment' is positively correlated with both 'recognition practice' and 'OCB' while other variable is controlled. But while 'affective commitment' is controlled, no statistically significant correlation is found between 'recognition practice' and 'OCB' (Product Moment Correlation = 0.270,  $\alpha = 0.001$ ; Partial Correlation = 0.103,  $\alpha = 0.154$ ). It suggests that 'affective commitment' plays a mediating role between 'recognition practice' and 'OCB'. Later, a series of regression analysis prove that 'affective commitment' plays a fully mediating role in between 'recognition practice' and 'OCB'. Besides, it is seen 'recognition practice' influences 'affective commitment' and 'affective commitment' influences 'OCB'. It is also found that 'recognition practice' is capable of influencing 'OCB' directly but the model fits inadequately (Adjusted R Square = 6.2%). But it fits better when 'Recognition practice' is combined with 'affective commitment' (Adjusted R Square = 14.5%) due to mediator role of 'affective commitment' in this case. Hence, inference is drawn that 'recognition practice' has influence over OCB but it is by means of 'affective commitment'. Thus a revised model can be proposed based on the mediating role of the 'affective commitment' in between 'recognition practice' and OCB.

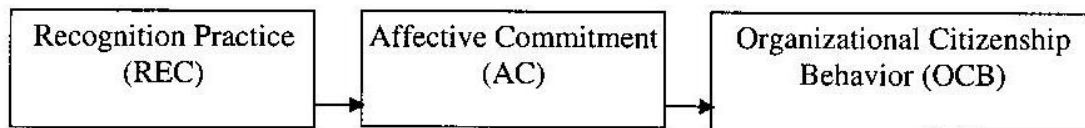


Figure - 2: The Revised Model

There might be several reasons for recognition practice to have direct effect over 'affective commitment'. *First*, in the rapid changing competitive business environment, organizations now demand more time and effort from their employees. Each and every employee has to commit most of his time in the organizational activities. In the context of loose labor market, like in Bangladesh, maximum utilization of time and effort in the organizational activities is also required to have stability of tenure in the job and to get a relatively better position in the organizational hierarchy. This long working hour and pressing job demands spare employees to spend least time with their family and friends and consequently, they fall short of fulfilling their need for belongingness. This sort of psychological deprivation might lead them to look for an alternative. A healthy working environment where there are much more human interactions and where employees are applauded for their good performance may act as a solution. The presence of a working environment characterized by 'recognition practice' may bind them emotionally to the workplace which consists of supervisor, co-workers, subordinates etc. *Second*, appreciation for employee's accomplishments may induce them to feel more important in the

workplace. They become more responsible, more creative and thereby, devote even more time in the workplace. The work and workplace become a source of intrinsic motivation to them. *Third*, 'recognition practice' may also give employees the signal that they are strategic asset to the organization and organization wants to increase its value through retaining them and take advantage of their knowledge and competence. When the employee recognition is practiced continually and predictably for long time, employee's emotional attachment builds up and gets stronger over the time. This emotional attachment guides them to play extra role behavior for the betterment of their organization. They start helping others willingly by solving work related problems, taking measures to prevent problem occurrence, and try to follow rules and regulations by themselves even when no one is there to observe. Thus, when employees are properly recognized, they develop attitude like 'affective commitment' and end up with behavior like OCBs.

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