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THE EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS AND DECISION-MAKING STYLES ON TRANSFORMATIONAL LEADERSHIP BEHAVIOR

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ABSTRACT

Organizational Citizenship, Decision-Making Styles and Transformational Leadership concepts are increasingly important paradigms in post-modern times in management science. The rapid progress of technology and information age makes it very necessary to plan ahead and develop the reflexes in this way in order to determine what kind of position the Company and Institutional managers should determine in the hyper-competitive environment.

In our work, The organizational citizenship evaluated in accordance with Otherness, (benevolence), Conscientiousness, Courtesy, Gentility (Sportsmanship), Civil Virtue, and Spontaneous Decision Making, Rational Decision Making, Intuitive Decision Making, Dependent Decision Making, Shyly Decision Making were considered types of Decision-Making Styles. Finally, we tried to address the dimensions of the concept of Transformational Leadership, which we have examined as a dependent variable in our research model: "Mental Encouragement, Charisma - Behavior, Instinctive Leadership, Interest at Individual Level and Charisma - Attribution Dimensions".

The universe of the research, the Faculty of Economics and Administrative Sciences and Vocational Schools of Business Administration, which are located in Gumushane and Bayburt provinces and are candidates for the future, constitute day students. A total of 221 students from Gümüşhane University (110) and Bayburt University (111) participated in the research. The example of the research was formed in this way. The turnover rate of the questionnaires is 74%.

Many previous conceptual and latent (dimensional) studies on Organizational Citizenship, Decision-making Styles and

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Transformational Leadership have been conducted however in this study the effects of Organizational Citizenship Behavior and Decision-Making Styles on Transformer Leadership examined for he first time by using Structural Equation Modeling (SEM).

STRUCTURED ABSTRACT

1. Introduction

The aquitivists, who are leading because of the dizzying changes caused by the rapid change of the global world and who have to make the right decisions at the same time, are under serious pressure.

In this environment where change is inevitable, managers have to maximize opportunities while minimizing internal and external risks. To achieve this optimal level, managers need to know and interpret Transformational Leadership behaviors, Decision-making Styles and Organizational Citizenship behaviors. we will try to refer to the relationship between the three concepts.

In our research, transformational leadership, organizational citizenship behavior and relationships between decision making styles have been researched and tried to examine the influence dimensions of these relations with the help of regression analysis.

The leadership behavior of managers is influential in increasing the organizational commitment of human resources in enterprises. Employees who feel themselves as part of the business, that is, those who have high organizational citizenship, are very important in terms of the productivity of the enterprise and the creativity of the employees.

For this reason, previous studies have also revealed that organizational citizenship has significant effects on organizational success. Moreover, organizational behavior directly affects organizational commitment, job satisfaction and intention to leave work. (Kaya ve Selçuk, 2007:181)

The number of studies that examine the decision-making styles in Turkey and the decision-making bases of the managers are very few, so in this research, we will examine the relationship between the transformational leadership and decision-making styles. (Vroom, Victor, 2000)

Also, after explaining dimensions in turn, we will try to examine the relationship between organizational citizenship, decision-making styles and the concept of transformational Leadership through the model we have established.

1. Method

Three original scales were used in this study¹. The scales used in our study were, respectively, 1- Bass, B. M. & Avolio, B. J. (1990)²; 'Transformational leadership scale' (20) question, 2- Podsakoff, P. M., MacKenzie et al. (1990)³; 'The Questionnaire on Organizational Citizenship Behavior' (23) question, and Scott, S. G., & Bruce, R. A. (1995)⁴; " Decision Making Styles " (25) questionnaires., all of these dimensions are given together with their explanations in the conceptual framework above.

2.1 Universe and Sample

For our study, the universe size of 527 acceptable admissible errors was pre-determined as 95% for our confidence level, and 223 for our sample size. When the error rate arising from the number of samples of the later study is taken into account, it is observed that the sample size is 221 persons, the universe size is 527 persons, and the 95% confidence level error rate is 2.19%. It can be said that the size of the sample is enough to move from these results.

2.2 Suggested Model and Hypotheses

The subject of our research is the impact of Organizational Citizenship and Decision-Making Styles on the Transformational Leadership. In our study, we tried to answer how coordinated (covariance) dimensional relationship between organizational citizenship and decision-making styles influence the transformational leadership behaviors. In establishing relations, the basic road model and theoretical model have been established in the first place. In the theoretical model, the latent variables of the basic variables in the theoretical model were tried to be examined by using the Structural Equation Model to see how and in what way the relation between them. Thus, in our model, after defining " Organizational Citizenship and Decision Making Styles " as an Independent Variable; the concept of " Transformational Leadership " as a dependent variable, we have carried out our analyzes in the Amos structural equation model package program.

2.3 Hypotheses

Since our scales were used with their original shapes and sizes, we tried to make sub-hypotheses from the literature review in addition to our basic hypotheses in order to be able to compare with the studies abroad. The basic hypotheses and sub-hypotheses of work are as follows:

H1: There is a meaningful significant effect between Organizational Citizenship Behavior and Transformational Leadership.

¹ Hansen, J. (1987), "Cross-Cultural Research on Vocational Interests", *Measurement and Evaluation in Counseling and Development*, 19, 163-176.

² BASS, Bernard M.; AVOLIO, Bruce J. *Transformational leadership development: Manual for the multifactor leadership questionnaire*. Consulting Psychologists Press, 1990.

³ PODSAKOFF, Philip M., et al. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1990, 1.2: 107-142.

⁴ Scott, S. G., & Bruce, R. A. (1995). Decision-making style: The development and assessment of a new measure. *Educational and Psychological Measurement*, 55(5), 818-831. [doi: 10.1177/0013164495055005017](https://doi.org/10.1177/0013164495055005017)

H2: There is a meaningful significant effect between conscience and Charismatic Behavior.

H3: There is a meaningful significant effect between conscience and Forgiveness

H4: There is a meaningful significant effect between conscience and Individual Interest

H5: There is a meaningful significant effect between conscience and Inculcatory

H6: There is a meaningful significant effect between conscience and M. Encouragement

H7: There is a meaningful significant effect between Civic Virtue and Charismatic Behavior.

H8: There is a meaningful significant effect between Civic Virtue and Forgiveness

H9: There is a meaningful significant effect between Civic Virtue and Individual Interest

H10: There is a meaningful significant effect between Civic Virtue and Inculcatory

H11: There is a meaningful significant effect between Civic Virtue and M. Encouragement

H12: There is a meaningful significant effect between Gentlemanship and Charismatic Behavior.

H13: There is a meaningful significant effect between Gentlemanship and Forgiveness

H14: There is a meaningful significant effect between Gentlemanship and Interest

H15: There is a meaningful significant effect between Gentlemanship and Inculcatory

H16: There is a meaningful significant effect between Gentlemanship and M. Encouragement

H17: There is a meaningful significant effect between Courtesy and Charismatic Behavior.

H18: There is a meaningful significant effect between Courtesy and Forgiveness

H19: There is a meaningful significant effect between Courtesy and Interest

H20: There is a meaningful significant effect between Courtesy and Inculcatory

H21: There is a meaningful significant effect between Courtesy and M. Encouragement

H22: There is a meaningful significant effect between Altruism and Charismatic Behavior.

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H23: There is a meaningful significant effect between Altruism and Forgiveness

H24: There is a meaningful significant effect between Altruism and Interest

H25: There is a meaningful significant effect between Altruism and Inculcatory

H26: There is a meaningful significant effect between Altruism and M. Encouragement

H27: *There is a meaningful significant effect between Decision Making Styles and Transformational Leadership.*

H28: There is a meaningful significant effect between Sudden Decision-Making and Charismatic Behavior.

H29: There is a meaningful significant effect between Sudden Decision-Making and Forgiveness

H30: There is a meaningful significant effect between Sudden Decision-Making and Interest

H31: There is a meaningful significant effect between Sudden Decision-Making and Inculcatory

H32: There is a meaningful significant effect between Sudden Decision-Making and M. Encouragement

H33: : There is a meaningful significant effect between Rational Decision-Making and Charismatic Behavior.

H34: There is a meaningful significant effect between Rational Decision-Making and Forgiveness

H35: There is a meaningful significant effect between Rational Decision-Making and Interest

H36: There is a meaningful significant effect between Rational Decision-Making and Inculcatory

H37: There is a meaningful significant effect between Rational Decision-Making and M. Encouragement

H38: There is a meaningful significant effect between Intuitive Decision-Making and Charismatic Behavior.

H39: There is a meaningful significant effect between Intuitive Decision-Making and Forgiveness

H40: There is a meaningful significant effect between Intuitive Decision-Making and Interest

H41: There is a meaningful significant effect between Intuitive Decision-Making and Inculcatory

H42: There is a meaningful significant effect between Intuitive Decision-Making and M. Encouragement.

H43: There is a meaningful significant effect between Dependent Decision-Making and Charismatic Behavior.

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H44: There is a meaningful significant effect between Dependent Decision-Making and Forgiveness

H45: There is a meaningful significant effect between Dependent Decision-Making and Inculcatory

H46: There is a meaningful significant effect between Dependent Decision-Making and Interest

H47: There is a meaningful significant effect between Dependent Decision-Making and M. Encouragement.

H48: There is a meaningful significant effect between Hesitant Decision-Making and Charismatic Behavior.

H49: There is a meaningful significant effect between Hesitant Decision-Making and Forgiveness

H50: There is a meaningful significant effect between Hesitant Decision-Making and Inculcatory.

H51: There is a meaningful significant effect between Hesitant Decision-Making and Interest

H52: There is a meaningful significant effect between Hesitant Decision-Making and M. Encouragement.

H53: *There is a meaningful significant effect between Organizational Citizenship Behavior and Decision-Making Styles.*

3. Factor Analysis Findings

Factor analysis; many variables related to each other are few in number, more meaningful, is one of the multivariate statistical techniques that are widely used and make them easy to understand and independent of each other.

Factor analysis, especially when encountering very complex and multi-dimensional relationship analysis canonical correlation analysis, clustering analysis, and multidimensional scaling analysis (Albayrak, 2005: 86).

The validity and reliability of each of the measurement instruments used in the research were determined using explanatory and confirmatory factor analyzes and reliability analyzes, respectively. During explanatory factor analysis for the scales, the factor load value, 40 and higher were analyzed and the factor load, items below 40 were excluded from the analysis (Balci, 1995: 142-143).

Factor analysis was performed after the application of the scale draft of 68 items Factor analysis showed that the main dimension factor 15 was 68.435% in size and 3 items (4-13-21) in which the factor load value was below 0.40 in the post-rotation results were eliminated. Although the factor load of the 3 items sought was over 0.40, the lower cut-off point was accepted as 0.40 in the survey and these items were removed from the scale (Scherer, Robert, 1988:763-770). As a result, 65 items with a factor load greater than 0.40 were included to scale arranging according to sorting and dimensions.

In the first stage, explanatory factor analysis was applied in order to demonstrate the construct validity of the Decision Making Scale scale. The suitability of the data for factor analysis was examined by the Kaiser-Mayer-Olkin (KMO) test and the Bartlett sphericity test. The KMO value is 87. The Bartlett sphericity test result is also significant ($p < .01$). These results show that the research sample is adequate and that the scale-related data are appropriate for factor analysis. As a result of the reliability analysis conducted to determine the reliability of the scale of decision making, The Cronbach's alpha coefficient for all the scales was found to be 0.931.

It is seen that the t-values for standardized charges of all items are greater than 1.96. This shows that the loads of all items are statistically significant. When the fit criteria of the model were examined, the theoretical structure of the model was found statistically verified. Moreover, the calculated Cronbach's Alpha value (0.931) for the general reliability of the scale indicates that the scale is reliable at a very good level. When the reliability of the individual factors is evaluated, it is seen that the reliability varies between 0,753 and 0,946. This indicates a good fit (Öner, 1994;10-39). Before doing the factor analysis, we also examined whether the items of the original scales carry global content and we have observed that items are highly consistent with the KMO value (0.904) (Bartlett, 1950:77-85).

The exploratory factor analysis was followed by confirmatory factor analysis. The values of compliance goodness after the analysis performed are shown in Table.4.1.1 below and tried to be explained.

4. Results and Suggestions

Similar to the basic models we have built in this study, there have been some studies on decision-making styles and leadership relationships in the past.

Carnevale, Inbar, Lerner (2011) investigated individual differences in decision-making competence and cognitive need among leaders. A questionnaire was conducted among 178 leaders / administrators working at US institutions and attending a senior management training program at Harvard, and 169 participants received valid responses. Decision-making competence in research is assessed in framing resistance, confidence level, consistency in risk perceptions and resistance to sunk costs. It has been observed that the decision-making competence of high-ranking cognition requires better frame resistance and resistance to sunk costs. Leaders were found to perform better than the control group. It has come to the conclusion that individual differences in cognitive needs and leadership experiences balance the tendency to fall into the wrong hands.

Cursesu and Schruijer (2012) examined the relationship between rationality and indecision in decision-making through the five decision-making styles in the General Decision-Making Competence Survey. The study was attended by 102 mid-level managers working in the Business Administration graduate program in the Netherlands. In the study, it was concluded that the rational style was positive for rationality and the negative predictive value for uncertainty, and the avoidance of decision

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making and subordinate decision making provided positive predictions about indecision.

Similarly, we have observed in our study that moderate and meaningful impacts between decision-making styles and transformative leadership behaviors (0.39), as seen in Figure 3.

Similarly, when we look at the relationship between Organizational Citizenship Behavior and Transformational Leadership behaviors in our model:

According to Anton and Amos (2006), transformational leaders lead employees to have goals that are consistent with organizational goals, to have organizational commitment, and to demonstrate organizational citizenship behavior.

Wagn (2005) argues that transformational leaders can be in advanced duty consciousness by enabling them to adopt more institutional and social goals than individual items of employees. They also determined that the transformationist leadership has an indirect influence through leader-member change over the relationship between leader-member change and organizational citizenship behavior.

Piccolo and Colquitt (2006) concluded that there was a significant relationship between transformational leadership and organizational citizenship behavior in their work. As a minimum, (2008), they found that the leader of the transformational leader has a decisive and direct influence on the exhibitions of organizational citizenship behavior.

Bolat (2008) also concludes that there is a meaningful and positive relationship between the transformationist leadership and organizational citizenship behavior.

As a result, we observed in the study that we have a moderate and meaningful effect between Organizational Citizenship Behavior and Transformational Leadership Behavior (0.54), as shown in Figure 3.

Finally, when we looked at the relations between Decision-Making Styles and Organizational Citizenship Behaviors in our model, no studies were found. This is the first time we have tried to examine this relationship in this study and observed that there is a moderate and significant impact between Decision Making Styles and Organizational Citizenship Behavior (0.34), as seen in Figure 3.

Decision-making styles and transformational leadership issues that we build in our basic model can also be investigated via moderator or mediator effects for future research.

Jel Classification Codes: M540,M30,M20

Keywords: Organizational Citizenship, Decision Making Styles, Transformational Leadership, Structural Equation Model.

ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARI ve KARAR VERME TARZLARININ DÖNÜŞTÜRÜCÜ LİDERLİK DAVRANIŞLARI ÜZERİNDEKİ ETKİSİ

ÖZET

Örgütsel Vatandaşlık, Karar Verme Tarzları ve Dönüştürücü Liderlik kavramları yönetim biliminde post modern dönemlerden sonra önemi gittikçe artan paradigmalarındandır. Teknolojinin ve Bilgi çağının baş döndürücü bir şekilde ilerlemesi, Şirket ve Kurum yöneticilerinin Hiper-Rekabet ortamında ne tür bir pozisyon belirlemeleri gerektiğini çok önceden planlayıp bu yönde refleks geliştirmelerini zorunlu kılmaktadır.

Çalışmamız da; Örgütsel Vatandaşlık kavramını: "Diğerkâmlık, (yardımseverlik), Vicdanlılık, Nezaket, Centilmenlik (Sportmenlik) , Sivil Erdem, boyutlarıyla ele alırken, Karar Verme Tarzlarını: Ani (spontane) karar verme, Rasyonel (Akılcı) karar verme, Sezgisel Karar Verme, Bağımlı Karar Verme, Çekingen Karar Verme olarak ele aldık. Son olarak araştırma modelimizde bağımlı değişken olarak incelediğimiz Dönüştürücü liderlik kavramının boyutlarını da: Zihinsel Teşvik, Karizma – Davranışı, Telkin Edici Liderlik, Bireysel Düzeyde İlgi ve Karizma – Atfetme boyutları" ile ele almaya çalıştık.

Araştırmanın evrenini Gümüşhane ve Bayburt illerinde İktisadi İdari Bilimler Fakültesi ve Gümüşhane Meslek Yüksekokulunda öğrenimine devam eden, geleceğin yönetici adayları olan işletme gündüz öğrencileri teşkil etmektedir. Araştırmaya Gümüşhane Üniversitesinden (110) ve Bayburt Üniversitesinden (111) öğrenci toplam da 221 öğrenci katılmıştır. Araştırmanın örneklemini bu şekilde oluşturulurken Anketlerin devir hızı% 74'tür

Daha önceden Örgütsel Vatandaşlık, Karar Verme Tarzları ve Dönüştürücü Liderlik üzerine kavramsal ve latent (boyutsal) olarak birçok çalışma yapılmıştır ancak bu çalışmada Yapısal Eşitlik Modellemesini (YEM) kullanarak ilk defa Örgütsel Vatandaşlık Davranışları ve Karar Verme Tarzlarının Dönüştürücü Liderlik üzerindeki etkisi incelenmeye çalışılmıştır.

Anahtar Kelimeler: Örgütsel Vatandaşlık, Karar Verme Tarzları, Dönüştürücü Liderlik, Yapısal Eşitlik Modeli

1. INTRODUCTION

The aquitivists, who are leading because of the dizzying changes caused by the rapid change of the global world and who have to make the right decisions at the same time, are under serious pressure.

In this environment where change is inevitable, managers have to maximize opportunities while minimizing internal and external risks. To achieve this optimal level, managers need to know and interpret Transformational Leadership behaviors, Decision-making Styles and Organizational Citizenship behaviors. we will try to refer to the relationship between the three concepts.

In our research, transformational leadership, organizational citizenship behavior and relationships between decision making styles have been researched and tried to examine the influence dimensions of these relations with the help of regression analysis.

The leadership behavior of managers is influential in increasing the organizational commitment of human resources in enterprises. Employees who feel themselves as part of the business, that is, those who have high organizational citizenship, are very important in terms of the productivity of the enterprise and the creativity of the employees.

For this reason, previous studies have also revealed that organizational citizenship has significant effects on organizational success. Moreover, organizational behavior directly affects organizational commitment, job satisfaction and intention to leave work.(Kaya ve Selçuk,2007:181)

The number of studies that examine the decision-making styles in Turkey and the decision-making bases of the managers are very few, so in this research, we will examine the relationship between the transformational leadership and decision-making styles.(Vroom,Victor,2000)

Also, after explaining dimensions in turn, we will try to examine the relationship between organizational citizenship, decision-making styles and the concept of transformational Leadership through the model we have established.

2. Conceptual Framework

2.1. Transformational Leadership

In organizations, the behavior of the leader is crucial in reaching the goal of organization and acting in this direction (Eren, 2001:5.Basim).When the literature is examined, regarding leadership behavior; it is known that employee-oriented leadership, vision leadership, relationship-oriented leadership, transformational leadership, risk-oriented leadership and control-oriented leadership are defined (Yılmaz,2010:17).

Leadership behavior in organizations is crucial in achieving its goal of organizing and acting in this direction. When the literature is examined, regarding leadership behavior; employee-oriented leadership, vision leadership, relationship-oriented leadership, transformational leadership, risk-focused leadership, and control-oriented leadership.

The mechanisms under which the right people who are good leaders need to be defined and understood. In this regard, the Burns expressed transformational leadership as the interaction between leaders and followers that combines both specific aspects of people and their aims(Humphrey, 2012:247-249).Transformative leadership in this respect; Taking into account changes in organizations at specific levels, has played a critical role in increasing productivity in business units, reducing uncertainties, adapting to the creation of a more attractive and more willing vision for the future, and increasing trust and competence (Kim,2014:407-410).

Kim has shown that there is no meaningful relationship between transformational leadership and organizational citizenship. In his work he achieved positive and meaningful relationships between transformational leadership, emotional commitment and clan culture. Moreover, Kim has found that there is a positive and significant relationship between organizational citizenship behavior and emotional commitment and clan culture (Kim, 2014:407-410).

2.1.1. Mental Encouragement

In mental or intellectual incentive behavior; while orient individuals to their beliefs, questioning the assumptions orienting them through innovation and creativity (Akt.Vicki, 2011:411). Jessie Ho emphasized that transformative leadership is diverse both in groups and groups in terms of

individual differences in the study. In this respect, there are various and mutual changes in the grading of subordinates among the leaders. Thus, this situation suggests that a leader's behavior is a specific perception for each subordinate (Ho, 2016:327). In this context, transformational leaders should act taking into account each subordinate values and perception styles with respect to mental incentive situations.

2.1.2. Charisma Behavior

Individuals with such leadership qualities emphasize trust by focusing on difficult issues, and demonstrate beliefs that emphasize the importance of moral consequences in their goals and decisions by exhibiting the most important values. These kinds of leaders as role models base on pride, loyalty, trust, and gathering around a common purpose (Bass, 1997:133).

2.1.3. Inculcatory Leadership

Moon emphasizes that transformational leadership influences subordinates at the organizational level by including their subordinate levels of organizational citizenship. In addition, the study found that the main dimensions of transformational leadership (inculcatory leadership, charisma behavior, mental incentive, interest at individual level and charisma- attribution) were negatively correlated with gender and functional diversity levels of organizational citizenship (Moon,2016:362-374).

2.1.4. Interest at Individual Level

Leaders are interest in others as individuals. They give advice, teach and coach them for their development, taking into account their individual needs, talents and wishes (Bass, a.g.e:133).In addition, leaders perform these activities in the direction of the organizational mission. This situation is done as a component of transformational leadership (Bottomley, 2015:392).

2.1.5. Charisma- Attribution

In this type of behavior, the individuals (employees) are identified with their leaders, admired and able to appeal to their leaders at an emotional level (Akt.Vicki.a.g.e:411).

In a study of a company's AR-GE department in China, transformational leadership with both the creative performances of individuals and organizational citizenship behaviors was examined. In the results of the study, organizational citizenship behaviors showed a positive relationship between transformational leadership and individuals with low positive feelings. However, transformational leadership behavior and individuals with high positive feelings did not show any significant relationship with organizational citizenship behaviors (Gilmore, 2013:1070).

2.2. Organizational Citizenship

Organizational citizenship behavior was introduced by the Organ in 1988. Organizational citizenship is expressed as voluntary actions that promote organizational effectiveness. In organizational citizenship; It is important to help your colleagues with problems related to your business, not to complain about minor problems, to give consent about statements of organization at outside by respecting to your colleagues (Zellars et.al. 2002:1068).

Podsakoff and his colleagues examined 16 items in four dimensions in their studies of organizational citizenship behaviors. They have dimensioned their work as altruism, conscience, virtue and gentlemen. In this study, Cronbach alpha reliability was 0.87 (Akt. Kim, 2014:406).

2.2.1. Altruism (Self Sacrifice, Helpfulness)

In Tonkin's study, he found a positive relationship between job satisfaction and altruism. Moreover, in the study results, it was revealed that the concept of ethics and morals did not act as a stronger prejudice than the transformational leadership in respect of altruism (Tonkin, 2013:52-56).

2.2.2. Conscientiousness

Advanced Task Awareness (Conscientiousness): Behaviors at this dimension are behaviors that employees exhibit more than their role requirements (Çerik,2008:175-211).As Organ (1990) points out, advanced task awareness indicates that members of the organization are willing to volunteer for more positive behavior beyond their expected minimum role behaviors (Özdevecioğlu,2013:117-135). A conscientious worker will not be disruptive to the relevant role behaviors, even if there is the possibility of abuse in the environment or not under supervision and observance (Kamer,2001) It can be given an example of what constitutes the advanced task-oriented dimension of organizational citizenship behavior: when it is needed, it is necessary to work in the office until late at night, to come to work early in the morning, not to lose time with conversations outside work, to come to work regularly every day (Özkalp,2003). Another example of behaviors at this dimension is; regular attendance to the meeting for the benefit of the organization can be given (Çerik, 2008:175-211).

2.2.3. Courtesy

It refers to the concept of "courtesy" of the Organ, which includes taking measures to prevent the emergence of possible problems of colleagues and helping others (Podskoff a.g.e, 1996). In other words, courtesy is to propose solutions for an employee by predetermining the problems of other employees and to prevent the emergence of problems by respecting employee rights (Organ and Lingl, 1995:339-351).Courtesy includes notifying others in their behavior and decisions that may affect others, and avoiding problems by conveying this information to those who may be useful when informed (Yassine, 2013:11-12).

2.2.4. GentlemanShip (Sportsmanship)

It means not attach to the inevitable problems of the nature of the work and do not complain about them (Organ, 1990:94-98). In other words, it is called "gentlemanship or sportsmanship" when an employee does not spend time with troubles at work in order to concentrate more on solutions to be done with work.

2.2.5. Civic Virtue

Organ and colleagues have shown that there is an indirect relationship between transformational leadership and gentlemanship, civil virtue, job satisfaction, conscientiousness, and altruism (Organ et.al. 2006:404). Park et al. have found significant relationships between the transformational leadership behaviors and psychological ownership of employees, and between their organizational citizenship behavior and psychological ownership in their work. In addition, a significant relationship between transformational leadership behaviors and organizational citizenship behaviors of employees in the study was found when employees were assigned to mediate psychological ownership (Park, 2013:567-568).

When viewed theoretically, behaviors that characterize transformational leadership will have a positive impact on organizational citizenship behaviors (Bottomley, 2016:393). Rodrigues and Ferreira obtained positive relationships between transformative leadership and organizational citizenship behaviors. They also reached the conclusion that they lead more in their subordinates in order to go beyond the roles of transforming leaders (Rodrigues, 2015:497-500). Çetin and his

colleagues have concluded that transformational leadership has a positive influence on organizational citizenship behaviors in their studies on teachers and school administrators in Turkey (Çetin, 2012:23-24). However, Ölçer et al. has reached the conclusion from their studies on a company employees that transformational leadership behaviors have no effect on organizational citizenship behavior. They found that the leader's emotional intelligence in work has a positive effect on organizational citizenship behavior (Ölçer, 2014:392-394).

2.3. Decision Making Styles

Individual differences in thinking and information processing styles can lead to differences in decision-making (Jabeen, 2013:273). In this respect, experimental and criticized approaches tend to solve the concept of decision making (Laroche, 1995:64). For example, Hansson and Anderson describe the decision-making style in their work as a combination of perceptual and judgmental functions. In this respect, it depends on the use of problem-solving, thinking and feeling functions in terms of decision-making styles (Hanson, 2007:2-3). Galotti et al. studied how college students made decisions in college elections (taking Scott and Bruce's decision-making styles into account). They obtained significant individual differences between the students in their studies (future orientation, intuitive empathy, trust and objectivity to others). In the study, it was revealed that to what extent students used the rational (alpha coefficient reliability; .77), intuitive (.82), withdrawn (.87), dependent (.81) and sudden (.87) decision-making styles (Katheleen, 2006:634-637).

2.3.1. Sudden (Spontaneous) Decision-Making

Individuals tend to make quick decisions when they cannot trust others and have a lot of uncertainty (Gati, 2012:9). In addition, individuals at high risk tendency tend to make quick decisions. For this reason, spontaneous decision makers spend less time in information gathering and evaluation of the decision-making process (Taşdelen, 2001:41).

2.3.2. Rational Decision-Making

Decision makers need more knowledge in rational decisions (Etzioni, 1976:385). In this context, rational decision-making is to have a full knowledge of alternatives and to evaluate the results in terms of the business objectives (Choo, 1996:329). Thus, uncertainty in the decision-making process is kept at lower levels by rational decisions, and control over the decision process becomes more (Martin, 2012:37). Herbert Simon emphasized that the limited rationale in the decision of the individual is restricted to the ability of the present time and information processing operation of mind. In other words, it is emphasized that between alternatives and outcomes; perfect preference, perfect knowledge, optimal choice, in short, the ability to act rationally has a limitation (Mcalister, 2011:235). In this respect, if there is limited rationality, it will be impossible to consider all the factors (Bayazit, 2005:817).

2.3.3. Intuitive Decision-Making

Intuition can be defined as a way of making sense of the world that cannot be easily obtained by being aware of a deeper sense, feeling, understanding and thoughts in a bodily sense (Sadler et.al., 2004:81). These kinds of decision makers are acting with confidence in their hunches and emotions (Kao, 2012:2). In other words, the person making the intuitive decision chooses the trial-and-error method focusing on the general problem and introduces it non-verbally (Henderson, 1980:372).

Burke and Miller study sixty experienced professional managers in the US and come to decision that making intuitive decisions accelerate decisions, improve final decisions, facilitate personal development, and improve decisions that suitable with organizational culture (Miller et.al., 1999:95). The famous psychologist Carl Jung, in his study, has shown that experienced individuals

who use intuition tend to have particular decision-making skills and are not suppressed by someone else. This shows that managers have the ability to see new possibilities with their intuition and have a good vision that ensures the continuity of their organization with their future sentiment (Agor, 1986:6).

2.3.4. Dependent Decision-Making

It is the decisions given by someone else's support before making a decision (Rehman and Waheed, 2012:259). Decisions given with the support, guidance, and protection of others show that the decision maker is not intellectually and practically independent (Jokar, et.al. 2014:119).

2.3.5. Hesitant Decision-Making

These kinds of decisions cause individuals to delay their decisions because of lack of confidence, and to transfer their responsibilities to others. In addition, the individual (manager, leader) hesitant to make a decision hopes that the situation related to the work will be satisfactorily completed (Khasawneh, 2011:311).

In the study of Hestand with 240 entrepreneurs for five decision-making styles, It was come up that participants used two of decision-making styles overwhelmingly. These were rational (29%) and intuitive (23%) decision-making styles. The closest to them were dependents (21%), and sudden (15%) decision-making styles. Those who have the latest one was hesitant (12%) (Hestand, 2012:53).

3. Method

Three original scales were used in this study (Hansen, 1987:163-176). The scales used in our study were, respectively, 1- Bass, B. M. & Avolio, B. J. (1990)⁵; 'Transformational leadership scale' (20) question, 2- Podsakoff, P. M., MacKenzie et al. (1990)⁶; 'The Questionnaire on Organizational Citizenship Behavior' (23) question, and Scott, S. G., & Bruce, R. A. (1995)⁷; " Decision Making Styles " (25) questionnaires., all of these dimensions are given together with their explanations in the conceptual framework above.

In the survey conducted, the questionnaires were handed out and returned in the same way. Then a new model was created considering the studies and explanations made. Structural equilibrium path analyzes were applied to the generated model with the help of Amos package program. In addition, our model was subjected to explanatory factor analysis and validity test with the help of SPSS 20.0 program. In this quantitative research study, the primary data collection method was used. Structural equilibrium modeling (SEM) analysis was done. Cronbach's Alpha method was used in order to identify the validity and reliability of the scale (Cronbach, 1951:297-334).

The reason why SEM is used in this study is that the Structural Equation Modeling (SEM) is able to explain the cause and effect relationship of the variables in the integrated hypotheses related to models based on statistical dependence and allows the theoretical models to be tested as a whole. The SEM model allows the researchers to determine the direct and indirect effects between variables (Ullman, 2003).

⁵ BASS, Bernard M.; AVOLIO, Bruce J. *Transformational leadership development: Manual for the multifactor leadership questionnaire*. Consulting Psychologists Press, 1990.

⁶ PODSAKOFF, Philip M., et al. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1990, 1.2: 107-142.

⁷ Scott, S. G., & Bruce, R. A. (1995). Decision-making style: The development and assessment of a new measure. *Educational and Psychological Measurement*, 55(5), 818-831. doi: [10.1177/0013164495055005017](https://doi.org/10.1177/0013164495055005017)

3.1 Universe and Sample

For our study, the universe size of 527 acceptable admissible errors was pre-determined as 95% for our confidence level, and 223 for our sample size. When the error rate arising from the number of samples of the later study is taken into account, it is observed that the sample size is 221 persons, the universe size is 527 persons, and the 95% confidence level error rate is 2.19%. It can be said that the size of the sample is enough to move from these results.

3.2 Suggested Model and Hypotheses

The subject of our research is the impact of Organizational Citizenship and Decision-Making Styles on the Transformational Leadership. In our study, we tried to answer how coordinated (covariance) dimensional relationship between organizational citizenship and decision-making styles influence the transformational leadership behaviors. In establishing relations, the basic road model and theoretical model have been established in the first place. In the theoretical model, the latent variables of the basic variables in the theoretical model were tried to be examined by using the Structural Equation Model to see how and in what way the relation between them. Thus, in our model, after defining "Organizational Citizenship and Decision Making Styles" as an Independent Variable; the concept of "Transformational Leadership" as a dependent variable, we have carried out our analyzes in the Amos structural equation model package program.

Figure 1. The Effects of Organizational Citizenship and Decision Making Styles on Transformational Leadership, Amos Path Diagram (Basic Model)

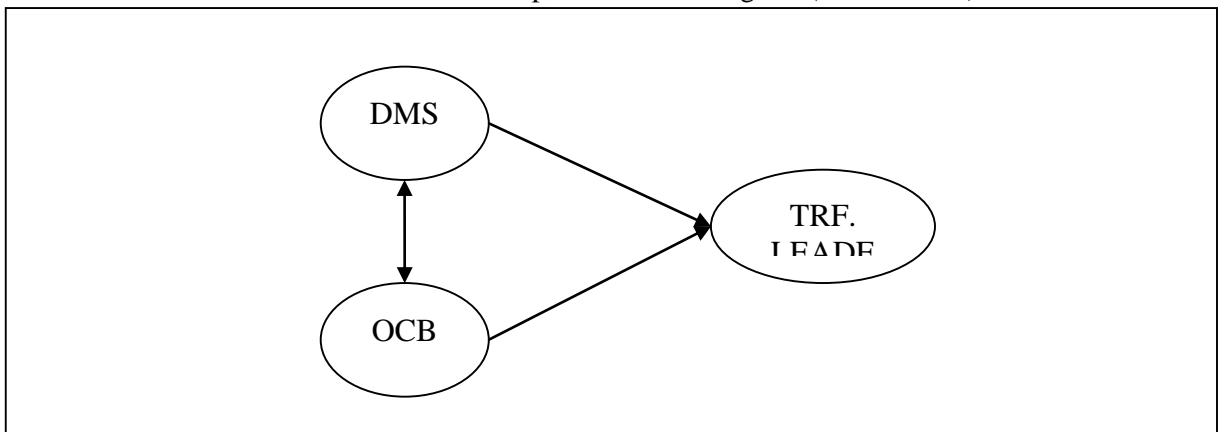
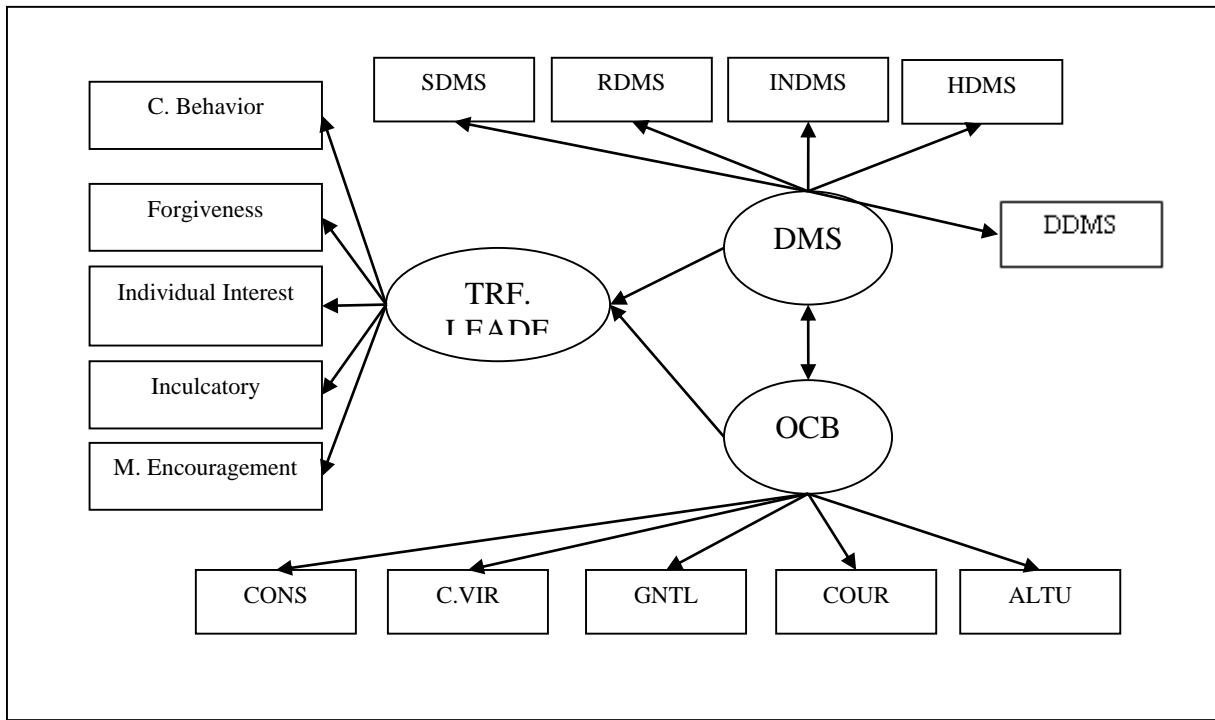


Figure 2. The Effects of Organizational Citizenship and Decision Making Styles on Transformational Leadership; Theoretical Model



Upper models are given in Fig.1 and Fig.2. While Figure 1 shows what the model basically examines among the variables, in Figure 2, dimensions of the effects of " Organizational Citizenship and Decision Making Styles " on " the Transformational Leadership " will be tried to be examined under the concepts of decision making styles, organizational citizenship behavior, and transformational leadership.

3.3 Hypotheses

Since our scales were used with their original shapes and sizes, we tried to make sub-hypotheses from the literature review in addition to our basic hypotheses in order to be able to compare with the studies abroad. The basic hypotheses and sub-hypotheses of work are as follows:

H1: There is a meaningful significant effect between Organizational Citizenship Behavior and Transformational Leadership.

H2: There is a meaningful significant effect between conscience and Charismatic Behavior.

H3: There is a meaningful significant effect between conscience and Forgiveness

H4: There is a meaningful significant effect between conscience and Individual Interest

H5: There is a meaningful significant effect between conscience and Inculcatory

H6: There is a meaningful significant effect between conscience and M. Encouragement

H7: There is a meaningful significant effect between Civic Virtue and Charismatic Behavior.

H8: There is a meaningful significant effect between Civic Virtue and Forgiveness

H9: There is a meaningful significant effect between Civic Virtue and Individual Interest

H10: There is a meaningful significant effect between Civic Virtue and Inculcatory

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-
- H11:** There is a meaningful significant effect between Civic Virtue and M. Encouragement
- H12:** There is a meaningful significant effect between Gentlemanship and Charismatic Behavior.
- H13:** There is a meaningful significant effect between Gentlemanship and Forgiveness
- H14:** There is a meaningful significant effect between Gentlemanship and Interest
- H15:** There is a meaningful significant effect between Gentlemanship and Inculcatory
- H16:** There is a meaningful significant effect between Gentlemanship and M. Encouragement
- H17:** There is a meaningful significant effect between Courtesy and Charismatic Behavior.
- H18:** There is a meaningful significant effect between Courtesy and Forgiveness
- H19:** There is a meaningful significant effect between Courtesy and Interest
- H20:** There is a meaningful significant effect between Courtesy and Inculcatory
- H21:** There is a meaningful significant effect between Courtesy and M. Encouragement
- H22:** There is a meaningful significant effect between Altruism and Charismatic Behavior.
- H23:** There is a meaningful significant effect between Altruism and Forgiveness
- H24:** There is a meaningful significant effect between Altruism and Interest
- H25:** There is a meaningful significant effect between Altruism and Inculcatory
- H26:** There is a meaningful significant effect between Altruism and M. Encouragement
- H27:** *There is a meaningful significant effect between Decision Making Styles and Transformational Leadership.*
- H28:** There is a meaningful significant effect between Sudden Decision-Making and Charismatic Behavior.
- H29:** There is a meaningful significant effect between Sudden Decision-Making and Forgiveness
- H30:** There is a meaningful significant effect between Sudden Decision-Making and Interest
- H31:** There is a meaningful significant effect between Sudden Decision-Making and Inculcatory
- H32:** There is a meaningful significant effect between Sudden Decision-Making and M. Encouragement
- H33:** : There is a meaningful significant effect between Rational Decision-Making and Charismatic Behavior.
- H34:** There is a meaningful significant effect between Rational Decision-Making and Forgiveness
- H35:** There is a meaningful significant effect between Rational Decision-Making and Interest
- H36:** There is a meaningful significant effect between Rational Decision-Making and Inculcatory

H37: There is a meaningful significant effect between Rational Decision-Making and M. Encouragement

H38: There is a meaningful significant effect between Intuitive Decision-Making and Charismatic Behavior.

H39: There is a meaningful significant effect between Intuitive Decision-Making and Forgiveness

H40: There is a meaningful significant effect between Intuitive Decision-Making and Interest

H41: There is a meaningful significant effect between Intuitive Decision-Making and Inculcatory

H42: There is a meaningful significant effect between Intuitive Decision-Making and M. Encouragement.

H43: There is a meaningful significant effect between Dependent Decision-Making and Charismatic Behavior.

H44: There is a meaningful significant effect between Dependent Decision-Making and Forgiveness

H45: There is a meaningful significant effect between Dependent Decision-Making and Inculcatory

H46: There is a meaningful significant effect between Dependent Decision-Making and Interest

H47: There is a meaningful significant effect between Dependent Decision-Making and M. Encouragement.

H48: There is a meaningful significant effect between Hesitant Decision-Making and Charismatic Behavior.

H49: There is a meaningful significant effect between Hesitant Decision-Making and Forgiveness

H50: There is a meaningful significant effect between Hesitant Decision-Making and Inculcatory.

H51: There is a meaningful significant effect between Hesitant Decision-Making and Interest

H52: There is a meaningful significant effect between Hesitant Decision-Making and M. Encouragement.

H53: *There is a meaningful significant effect between Organizational Citizenship Behavior and Decision-Making Styles.*

4. Findings and Testing The Model

52,6% of the respondents (111) were female, 47,4% (100) were male. The majority of the educational status was composed of the undergraduate students with 77.3% (163), and vocational high school students with 22.7% (48). Age group was between 22 and 24 years old with% 37,4, and it was observed that the minimum age range was 17-19 with 10.0% among the age groups. Majority's income level was between TL 200-400 per month with the rate 55.9%, and the minimum income

status scale (TL 801-1000) was 1.9%. When we look at academic major of the participating students, the business administration was 44.5%; (94) and economics 42,2%; (89), and public administration students were in the minority with 13.3% (28).

4.1. Factor Analysis Findings

Factor analysis; many variables related to each other are few in number, more meaningful, is one of the multivariate statistical techniques that are widely used and make them easy to understand and independent of each other.

Factor analysis, especially when encountering very complex and multi-dimensional relationship analysis canonical correlation analysis, clustering analysis, and multidimensional scaling analysis (Albayrak, 2005: 86).

The validity and reliability of each of the measurement instruments used in the research were determined using explanatory and confirmatory factor analyzes and reliability analyzes, respectively. During explanatory factor analysis for the scales, the factor load value, 40 and higher were analyzed and the factor load, items below 40 were excluded from the analysis (Balci, 1995: 142-143).

Factor analysis was performed after the application of the scale draft of 68 items Factor analysis showed that the main dimension factor 15 was 68.435% in size and 3 items (4-13-21) in which the factor load value was below 0.40 in the post-rotation results were eliminated. Although the factor load of the 3 items sought was over 0.40, the lower cut-off point was accepted as 0.40 in the survey and these items were removed from the scale (Scherer, Robert, 1988:763-770). As a result, 65 items with a factor load greater than 0.40 were included to scale arranging according to sorting and dimensions.

In the first stage, explanatory factor analysis was applied in order to demonstrate the construct validity of the Decision Making Scale scale. The suitability of the data for factor analysis was examined by the Kaiser-Mayer-Olkin (KMO) test and the Bartlett sphericity test. The KMO value is 87. The Bartlett sphericity test result is also significant ($p < .01$). These results show that the research sample is adequate and that the scale-related data are appropriate for factor analysis. As a result of the reliability analysis conducted to determine the reliability of the scale of decision making, The Cronbach's alpha coefficient for all the scales was found to be 0.931.

It is seen that the t-values for standardized charges of all items are greater than 1.96. This shows that the loads of all items are statistically significant. When the fit criteria of the model were examined, the theoretical structure of the model was found statistically verified. Moreover, the calculated Cronbach's Alpha value (0.931) for the general reliability of the scale indicates that the scale is reliable at a very good level. When the reliability of the individual factors is evaluated, it is seen that the reliability varies between 0,753 and 0,946. This indicates a good fit. (Öner, 1994; 10-39). Before doing the factor analysis, we also examined whether the items of the original scales carry global content and we have observed that items are highly consistent with the KMO value (0.904) (Bartlett, 1950:77-85).

The exploratory factor analysis was followed by confirmatory factor analysis. The values of compliance goodness after the analysis performed are shown in Table.4.1.1 below and tried to be explained.

4.1. Testing The Theoretical Model

In Table 4.1 below, the general fit criteria for the model and the fit criteria for the model are given together.

Table.4.1.1. Value Ranges on Compliance Indices

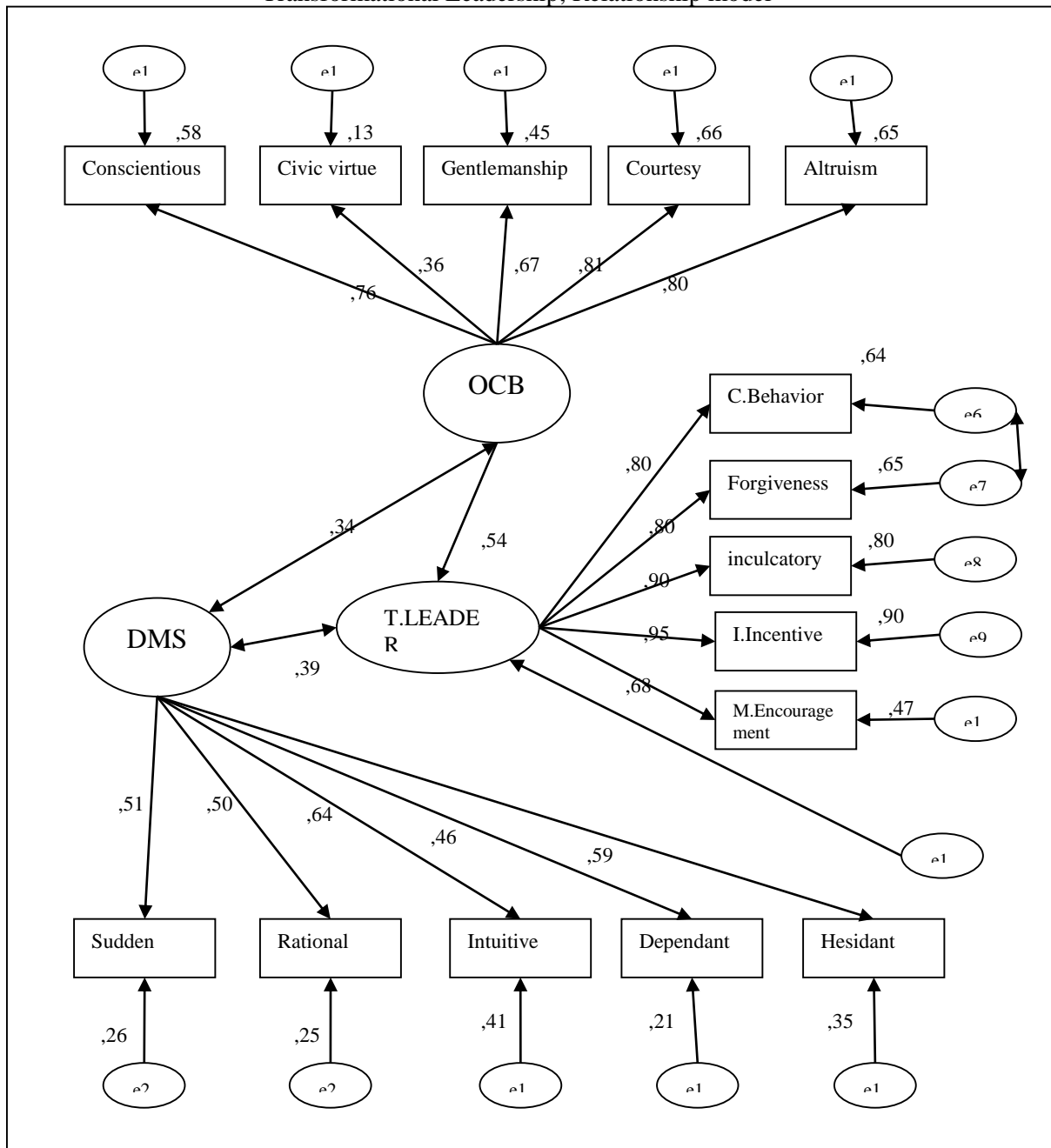
Fit Criterion	Model	Good Fit Values	Acceptable Adaptability	Result
χ^2 / sd	2,047	$0 \leq \chi^2 / sd \leq 2$	$2 < \chi^2 / sd \leq 5$	Acceptable Adaptability
RMSEA	0,071	$0 < RMSEA < 0.05$	$,06 \leq RMSEA \leq ,08$	Acceptable Adaptability
NFI	0,96	$0,95 \leq NFI \leq 1,00$	$0.90 \leq NFI < 0.95$	Good Fit
IFI	0,95	$0.95 \leq IFI \leq 1.00$	$0.90 \leq IFI \leq 0.94$	Good Fit
CFI	0,95	$0.97 \leq CFI \leq 1.00$	$0.95 \leq GFI \leq 0.96$	Acceptable Adaptability
GFI	0,97	$0.90 \leq GFI \leq 1.00$	$0,85 \leq GFI \leq 0,89$	Good Fit
S-RMR	0.045	$0.00 < SRMR < 0.05$	$0,06 \leq SRMR \leq ,08$	Good Fit

Kaynak: Meydan ve Şeşen, 2011: 37

To analyze the interactions between research variables in a collective way, the path analysis was performed with the help of structural equation modeling. As a result of the analysis, the goodness of fit values are as follows: CMIN / DF = 2,047, RMSEA = 0,071, NFI = 0,96, IFI = 0,95, CFI = .95, GFI = .97, and SRMR = 0,045

In order to accept a model in structural equation modeling, RMSEA value should be below 0.08 (Şimşek, 2007). However, RMSEA is also very sensitive to the number of samples as it is in other comparative compliance indices. In models that are defined as small samples (less than 250 samples), RMSEA seems to reject a model that should actually be accepted. In such a case, the SRMR index, which is more sensitive and therefore gives better results, has been shown to be more effective in determining the goodness of fit (Iacobucci, 2010, 96). When we consider that our model is made with 221 people, we can see that the S-RMR value demonstrates "Perfect Fit".

Figure 3: Effect of Organizational Citizenship and Decision Making Styles on the Transformational Leadership; Relationship model



As seen in Figure 3 above, as the basic concepts, DMS represents Decision Making Styles, OCB, indicates Organizational Citizenship Behavior, T.LEADER specifies Transformational Leadership concepts. We also aimed to make the model more understandable by calculating the average of the sub-dimensions in the Spss.20.0 program. So the sub-dimensions respectively are as follows:

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SUDDEN (averages of sudden decision-making styles), RATIONAL (averages of rational decision making styles), INTUTIVE (averages of intuitive decision-making styles), DEPENDANT (averages of dependant decision-making styles), HESIDANT (averages of hesitant decision-making styles).

C.Behavior, (averages of charismatic behavior), Forgiveness (averages of forgiveness behavior), inculcatory behavior (averages of inculcatory behavior), I.Incentive (averages of interest at individual Level, M.Encouragement, (averages of mental encouragement behavior).

Conscientious, (averages of conscientious behavior), Civic virtue, (averages of civic virtue behavior), Gentlemanship, (averages of gentlemanship behavior), Courtesy, (averages of courtesy behavior), Altruism, (averages of altruism behavior).

First of all, when we look at the relationship model we have established in Figure 3, we can see a positive and meaningful significant relationship between DMS and OCB (0.34). When we look at the relationship between OCB and TRF.LEADER, we can see that there is also a positive and significant relationship (0.54). Finally, when we look at the relationship between DMS and TRF.LEADER, we can see that their relationship is again positive and significant (0.39). It is possible to say; H1, H27, H53 hypotheses have been confirmed in the model, and when examined, we have also found that all the t-values obtained for the structural coefficients are greater than the critical value of 1.96. which can be seen in table 4.1.2.

We also used the " modification " method which is frequently used in structural equation modeling. The modification process is called the process of linking dimensions or items together by combining the error shares of the nearest perceived question items instead of making a question from a model with a high level of underlying sub-structure and factor analysis reliability (Byrne,2016).

Table 4.1.2. Research Hypotheses, t Values, R^2

Hypothesis	Interaction	Path Coefficient	t -Value	Result
H1	OCB→TL	0.54	7.87	Verified
H27	DMS→TL	0.39	5.79	Verified
H53	OCB→DMS	0.34	4.40	Verified

As seen in Table.4.1.2 above, the positive effect on Hypothesis, H (1); the positive effect on (OCB→TL) statistically verified ($\gamma=0.54;t=7.87$). H (27); the positive effect on (DMS→TL) was statistically verified ($\gamma= 0.39;t=5.79$). Finally, H (53); the positive effect on (OCB→DMS) was statistically verified ($\beta = 0.34, t = 4.40$). Thus, (H1, H27, H53) hypotheses have been verified within the model, and it was also observed that all t-values obtained for the structural coefficients were greater than the critical value of 1.96. In the scope of the model, there is a positive and moderate relationship between (DMS) and (OCB), a positive and strong relationship between (OCB) and (TRF.LEADER) Organizational Citizenship, and a positive and strong relationship between (DMS) and (TRF.LEADER) has been observed.

5. Results and Suggestions

Similar to the basic models we have built in this study, there have been some studies on decision-making styles and leadership relationships in the past.

Carnevale, Inbar, Lerner (2011) investigated individual differences in decision-making competence and cognitive need among leaders. A questionnaire was conducted among 178 leaders /

administrators working at US institutions and attending a senior management training program at Harvard, and 169 participants received valid responses. Decision-making competence in research is assessed in framing resistance, confidence level, consistency in risk perceptions and resistance to sunk costs. It has been observed that the decision-making competence of high-ranking cognition requires better frame resistance and resistance to sunk costs. Leaders were found to perform better than the control group. It has come to the conclusion that individual differences in cognitive needs and leadership experiences balance the tendency to fall into the wrong hands.

Cursesu and Schruijer (2012) examined the relationship between rationality and indecision in decision-making through the five decision-making styles in the General Decision-Making Competence Survey. The study was attended by 102 mid-level managers working in the Business Administration graduate program in the Netherlands. In the study, it was concluded that the rational style was positive for rationality and the negative predictive value for uncertainty, and the avoidance of decision making and subordinate decision making provided positive predictions about indecision.

Similarly, we have observed in our study that moderate and meaningful impacts between decision-making styles and transformative leadership behaviors (0.39), as seen in Figure 3.

Similarly, when we look at the relationship between Organizational Citizenship Behavior and Transformational Leadership behaviors in our model:

According to Anton and Amos (2006), transformational leaders lead employees to have goals that are consistent with organizational goals, to have organizational commitment, and to demonstrate organizational citizenship behavior.

Wagn (2005) argues that transformational leaders can be in advanced duty consciousness by enabling them to adopt more institutional and social goals than individual items of employees. They also determined that the transformationist leadership has an indirect influence through leader-member change over the relationship between leader-member change and organizational citizenship behavior.

Piccolo and Colquitt (2006) concluded that there was a significant relationship between transformational leadership and organizational citizenship behavior in their work. As a minimum, (2008), they found that the leader of the transformational leader has a decisive and direct influence on the exhibitions of organizational citizenship behavior.

Bolat (2008) also concludes that there is a meaningful and positive relationship between the transformationist leadership and organizational citizenship behavior.

As a result, we observed in the study that we have a moderate and meaningful effect between Organizational Citizenship Behavior and Transformational Leadership Behavior (0.54), as shown in Figure 3.

Finally, when we looked at the relations between Decision-Making Styles and Organizational Citizenship Behaviors in our model, no studies were found. This is the first time we have tried to examine this relationship in this study and observed that there is a moderate and significant impact between Decision Making Styles and Organizational Citizenship Behavior (0.34), as seen in Figure 3.

Decision-making styles and transformational leadership issues that we build in our basic model can also be investigated via moderator or mediator effects for future research.

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