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# Mediating Role of Decision Making Style in Explaining the Relationship Between Locus of Control and Organizational Citizenship Behaviour

Haluk ONGUN<sup>1</sup>, Serife Zihni EYUPOGLU<sup>2</sup>

## Abstract

In order to increase the functionality and efficiency of municipalities, workplace relationships among the employees and employee behaviors towards the organization must be investigated and developed. In this research, the relationship between Locus of Control and Organizational Citizenship Behavior (OCB) and the mediating effect of Decision Making Style (DMS) between them were investigated. Nicosia, the capital and the most populous city of TRNC, was chosen in the case study in order to access robust data. The sample size of the study was 388 employees, the group consisted of employees with different job position such as branch supervisor, civil servant and worker and Structural Equation Modeling is used for data analyses. The theoretical aspects of relationships among the given variables are discussed with the aim of providing a valuable contribution to the literature. The results indicated that Locus of Control affects OCB and DMS acts as a mediator in the relationship between Locus of Control and OCB.

*Keywords:* locus of control, decision making style, organizational citizenship behavior, municipality, service sector.

## Introduction

Municipalities are one of the most complex and difficult subsystems of the service sector in terms of management. In the literature, some studies have been found on the preferences of municipal employees in terms of OCB. Tepper, Duffy, Hoobler and Ensley (2004) researched the relationship between coworkers' OCBs and fellow employees' attitudes. Rioux and Penner (2001) found a strong relationship between prosocial values of municipal employees and OCBs targeting individuals. High job satisfaction can lead to an increase in the volume of organizational citizenship behavior (Bolino, Turnley, Bloodgood & Bolino,

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2002). There are few studies examining the relationship between OCB and Locus of Control in particular and personality traits in general.

Although, there are some fundamental differences between public and private management, business administration encompasses public administration as a more comprehensive concept (Hughes, 2003). Results of this research also cast light into the future internal training and social activity plans in order to orient employee DMS as a mediator of the relationship between Locus of Control and OCB at municipalities.

## **Theoretical Framework and Research Hypothesis**

Rotter introduced the concept of locus of control in 1966. Rotter (1966) defines the locus of control as the belief that one's vital actions are controlled by himself or by other environmental factors. Individuals with an external locus of control believe that the consequences of the events they encounter are not the result of their own behavior, but the result of other forces (Oliver, Jose & Brough, 2006). Contrary, individuals with an internal locus of control believe that they can control the business environment and feel empowered about the work done (Wang, Zhang & Jackson, 2013).

OCB can be summarized as working diligently, being careful and punctual on duties, keeping up with the rules even when not being subjected to close watch, being volunteer to help colleagues, taking additional duties when not obliged and thinking more about organizational affairs. It has a major role in ensuring the efficiency and effective functioning of the organization (Organ, 1988). There is no consensus on the dimensions of OCB. Researchers have developed different approaches to define the dimensions of OCB and they have created different subgroups in terms of names and numbers.

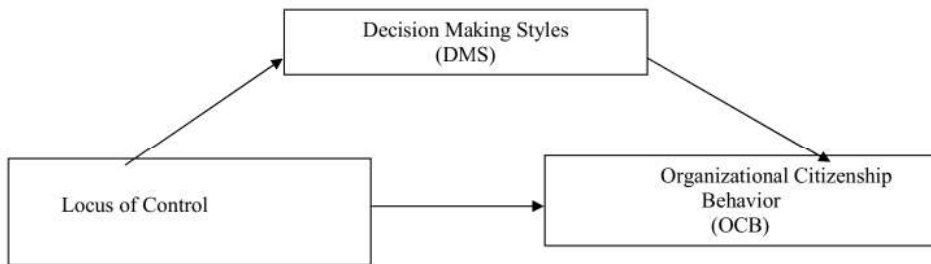
There are few studies examining the relationship between Locus of Control and OCB in particular and personality traits in general. Employees with internal locus of control will exhibit a higher level of OCB than those with external locus of control (Blakely, Andrews & Moorman, 2005). Those, whose locus of control are internal, tend to play a more active role in social events (Anderson, Hattie & Hamilton, 2005) and they tend to show more prosocial behavior than those with external locus of control (Hoffi-Hofstetter & Mannheim, 1999). In our study, the DMS classification Scott and Bruce (1995) comprised of five styles (Rational, Intuitive, Dependent, Avoidant and Spontaneous) is used. The individuals with external locus of control prefer avoidant and dependent DMS. Others, with internal locus of control, usually have rational DMS (Baiocco, Laghi & D'Alessio, 2009).

According to Blau's Social Exchange Theory (1964) individuals are drawn to participate and invest in rewarding relationship after which they become bound to

either benefit or favour from their partners in exchange. Contracts, which are not written and based on relationships, support the employees for making decisions about exhibiting the behaviors they are not obliged to fulfill (Rousseau & Parks, 1993). Decision making, if implemented effectively creates unspecified obligatory reciprocation in future, in the form of OCB, in their exchange process. In the light of the empirical studies and theoretical background, we expected that DMS will affect the relationship flow between Locus of Control and OCB. Therefore, we propose the following hypothesis.

## Methodology

In *Figure 1*, the model that we have created in order to explain the relationship amongst the variables. Through the model, the influence of the Locus of Control on OCB is proposed. Furthermore, we presented the mediating role of DMS between aforementioned variables.



*Figure 1.* Conceptual Framework

## Sample

The research population consists of 818 employees working in Nicosia Turkish Municipality. While interviewing with 262 employees was sufficient for 95% confidence level and 5% sampling error, we interviewed with 388 employees in order to increase the reliability of the research results and reduce the margin of error. 49.48% of the employees included in the study were female and 50.52% were male. 22.94% were 35 years and younger, 33.25% were 36-40 years, 25.52% were 41-45 years and 18.30% were 46 years and older. It was found that 80.93% of the participants were married, 39.95% had high school and under education, 49.74% had undergraduate degree and 10.31% had postgraduate degree. 93.56% of the employees were permanent, 6.44% were part time, 3.87% were branch supervisors, and 69.07% were civil servants and 27.06% of the status of workers.

## Measures

*Locus of Control.* In this study, Rotter's Locus of Control Scale, designed with two options, is used. The Turkish version of the scale is adopted by Dag (1991). Increased scores indicate an increase in external locus of control. The validity and reliability study conducted by Dag (1991), found that the scale has a one-dimensional structure and the Cronbach alpha value was 0.71. We found Cronbach Alfa coefficient as 0.86.

*DMS.* In our study, we used the Turkish version of the DMS measure of Scott and Bruce (1995), Taşdelen (2002) adapted it. The Cronbach's alpha values of the subscales ranged between 0.76 and 0.79, and the Cronbach's alpha value of the overall scale was 0.74. According to the results of the internal consistency test conducted by the researchers, the Cronbach's alpha value of the overall scale is 0.89. The Cronbach's alpha values of the subscales ranged between 0.86 and 0.92.

*OCB.* In order to measure OCB, the scale developed by Gurel (2012) was used. It was created by the items adopted from the OCB scales developed by Podsakoff, MacKenzie and Hui (1993), Vanderberg, Lance and Taylor (2005) and Organ, Podsakoff and MacKanzie (2006). The Cronbach Alpha values of the subscales ranged from 0.75 to 0.94. In this study, internal consistency values determined by the researchers ranged between 0.76 and 0.91.

## Data Analysis

The data analyzed statistically by IBM SPSS 24.0 and AMOS 24.0 software. For the statistical analysis of research data, we examined the participants' scores for Locus of Control, DMS and OCB with a normal distribution using the Kolmogorov - Smirnov test, QQ plot and skewness-kurtosis values. The data set was found to fit normal distribution and parametric hypothesis tests.

Descriptive statistics regarding the scores of the participants from Locus of Control, DMS and OCB scales were given and Pearson test was used to determine the correlations between the scores obtained from the scale scores.

## Findings

Participant Employee scores on OCB, DMS and Locus of Control are in *Table 1*. The results of the Pearson correlation analysis of the employees' scores on Locus of Control, DMS Scale and OCB Scale are in *Table 2*. There was a statistically significant ( $p < 0.05$ ) and negative correlation between the Locus of Control Scale scores and the scores of all OCB Scale sub-dimensions. As the scores of the Locus of Control Scale increase, the OCB Scale scores for all sub-dimensions decrease.

Table 1. Employee scores on OCB, DMS and Locus of Control

Scale	Sub-Scales	n	$\bar{x}$	s	Min	Max
OCB	Civic Virtue	388	4.17	0.94	1.00	5.00
	Courtesy	388	4.03	0.92	1.00	5.00
	Altruism	388	3.88	0.83	1.00	5.00
	Self-development	388	3.70	0.91	1.00	5.00
	Sportsmanship	388	3.81	0.85	1.00	5.00
DMS	Rational	388	4.06	0.66	2.00	5.00
	Intuitive	388	3.62	0.91	1.00	5.00
	Dependant	388	3.06	0.88	1.00	5.00
	Avoidant	388	2.33	0.73	1.00	5.00
	Spontaneous	388	2.72	0.78	1.00	5.00
Locus of Control		388	0.48	0.15	0.09	0.87

There was a statistically significant ( $p < 0.05$ ) and negative correlation between the Locus of Control Scale scores and scores of the Rational and Spontaneous sub-dimensions of the DMS Scale. On the other hand, there was a statistically significant ( $p < 0.05$ ) and positive correlation between the Locus of Control Scale scores and scores of the Dependent and Avoidant sub-dimensions of the DMS Scale. There was a statistically significant ( $p < 0.05$ ) and positive correlation between the scores obtained from Civic Virtue and Courtesy sub-dimensions of the OCB Scale and the Rational and Intuitive sub-dimensions of DMS. On the other hand, there was a statistically significant ( $p < 0.05$ ) and negative correlation between the scores obtained from the Civic Virtue and Courtesy sub-dimensions of OCB Scale and the Dependent and Avoidant sub-dimensions of DMS.

There was a statistically significant ( $p < 0.05$ ) and positive correlation between the scores obtained from the Altruism, Self-development and Sportmanship sub-dimensions of the OCB Scale and the Rational, Intuitive and Spontaneous sub-dimensions of DMS. On the other hand, there was a statistically significant ( $p < 0.05$ ) and negative correlation between the scores obtained from the Altruism, Self-development and Sportmanship sub-dimensions of the OCB Scale and the Dependent and Avoidant sub-dimensions of DMS.

Table 2. Correlations between scores on OCB, DMS and Locus of Control Scale

	CivicVirtue	Courtesy	Altruism	Self-development	Sportsmanship	Rational	Intuitive	Dependent	Avoidant	Spontaneous	Locus of Control
CivicVirtue	1										
Courtesy	0.762	1									
	0.000*										
Altruism	0.705	0.746	1								
	0.000*	0.000*									
Self-development	0.653	0.582	0.509	1							
	0.000*	0.000*	0.000*								
Sportsmanship	0.790	0.806	0.721	0.679	1						
	0.000*	0.000*	0.000*	0.000*							
Rational	0.586	0.618	0.567	0.494	0.612	1					
	0.000*	0.000*	0.000*	0.000*	0.000*						
Intuitive	0.371	0.352	0.318	0.405	0.481	0.372	1				
	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*					
Dependant	-0.102	-0.140	-0.114	-0.220	-0.092	-0.203	0.127	1			
	0.044*	0.006*	0.025*	0.000*	0.070	0.000*	0.012*				
Avoidant	-0.270	-0.346	-0.250	-0.206	-0.292	-0.331	0.092	0.348	1		
	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.069	0.000*			
Spontaneous	0.063	0.090	0.161	0.188	0.107	0.110	0.342	-0.050	0.130	1	
	0.219	0.078	0.002*	0.000*	0.036*	0.031*	0.000*	0.323	0.010*		
Locus of Control	-0.325	-0.433	-0.377	-0.392	-0.386	-0.436	-0.043	0.486	0.423	-0.161	1
	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.356	0.000*	0.000*	0.001*	

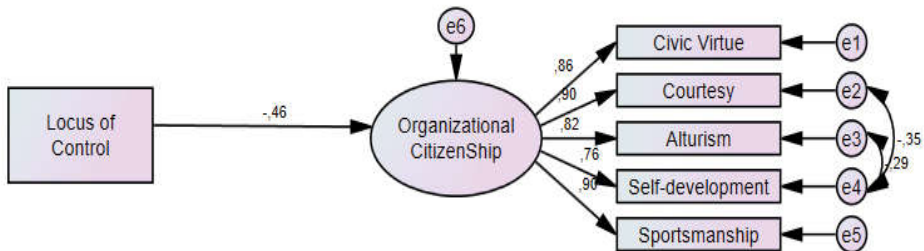
According to the Sobel test for the importance of mediation, the mediator role of DMS between Locus of Control and OCB was significant. Goodness of fit indices of the each three model is in *Table 3*. When *Table 3* is examined, all the goodness of fit index values for the Model 1 and Model 2 are within acceptable limits ( $\chi^2/sd < 5$ , RMSEA  $< 0.08$ , NFI  $> 0.90$ , CFI  $> 0.90$ , GFI  $> 0.90$ ). For the model showing the mediating role of DMS between Locus of Control OCB (Model 3), it was determined that NFI, CFI and GFI values were within acceptable limits and  $\chi^2/sd$  and RMSEA values were not.

*Table 3.* Goodness of fit indices of the models related to the mediating role of DMS Scale scores between Locus of Control Scale and OCB Scale scores

Goodness of Fit Indices	Model 1 (Fig 1)	Model 2 (Fig 2)	Model 3 (Fig 3)
Chi Square Degrees of Freedom ( $\chi^2/sd$ )	2,956	3,048	6,254
Root Mean Square Error of Approximation (RMSEA)	0,071	0,073	0,117
Normative Fitness of Good Index (NFI)	0,987	0,960	0,906
Comparative Fit Index (CFI)	0,991	0,973	0,919
Goodness of Fit Index(GFI)	0,982	0,960	0,912
Adjusted Goodness of Fit Index (AGFI)	0,946	0,918	0,834

*Hypotheses Testing*

In our study, we used Structural Equation Modeling (SEM) in order to analyze the mediating role of the DMS between Locus of Control and OCB.



*Figure 2.* Pathdiagram of the effect of Locus of Control Scale scores on OCB Scale scores.



The results of the regression analysis on the effect of Locus of Control Scale scores on OCB Scale scores are in *Figure 2*. Locus of Control alone had a significant effect on OCB. When the results were analyzed, it was determined that Locus of Control Scale scores of employees predicted OCB Scale scores negatively ( $\beta=-0.46$ ;  $p<0.001$ ).

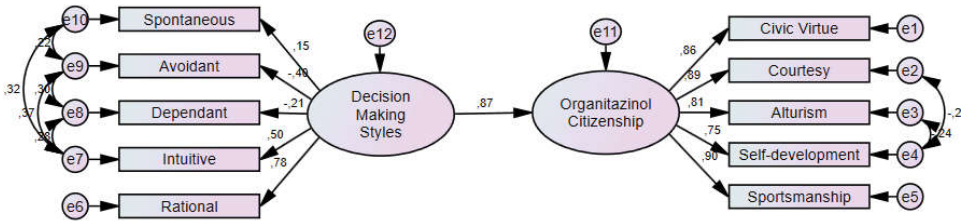


Figure 3. Pathdiagram of the effect of DMS Scale scores on OCB Scale scores

When *Figure 3*. analyzed, it was determined that Locus of Control of the individuals who were included in the study had a significant effect on OCB on its own. The DMS Scale scores of the employees included in the study positively predicted the OCB Scale scores ( $\beta=0.87$ ;  $p <0.001$ ).

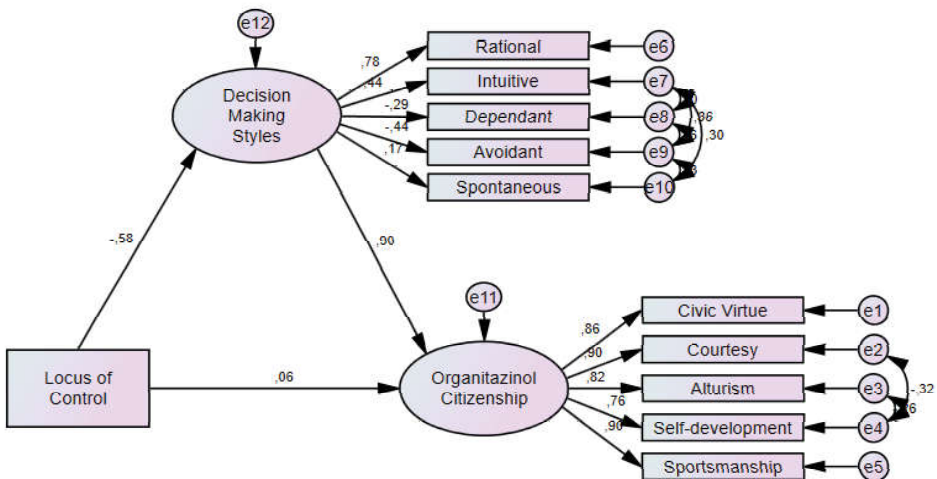


Figure 4. Pathdiagram of the mediating role of DMS Scale scores between Locus of Control Scale and OCB Scale scores

When the findings in the *Figure 4* were analyzed, it was determined that Locus of Control Scale scores of the employees predicting the DMS Scale scores ( $\beta=-0.58$ ;  $p<0.001$ ) were statistically significant. It was also determined that DMS

Scale scores of the employees predicting the OCB Scale scores ( $\beta=0.90$ ;  $p<0.001$ ) were statistically significant. On the other hand, Locus of Control Scale scores of the employees predicting the OCB Scale scores ( $\beta=-0.006$ ;  $p=0.350>0.001$ ) were not statistically significant. While the Locus of Control Scale scores significantly predicted the OCB Scale scores alone, when the DMS Scale was included in the model, it was found that the Locus of Control Scale scores did not predict the OCB Scale scores. Accordingly, DMS has a mediating role between Locus of Control and OCB.

## Discussion

The results indicate that Locus of Control affects OCB and DMS acts as a mediator in the relationship between Locus of Control and OCB. Barrick and Mount (1991), Eisenberger, Fasolo, and LaMastro (1990), George (1991), Judge and Ilies (2002), LePine and Van Dyne (2001), Nikolaou and Robertson (2001), Organ and Konovsky (1989), Settoon, Bennet and Liden (1996) and Smith, Organ and Near (1983) have shown in their studies that personality variables, determine the performance of OCB. In the studies of Borman *et al.* (2001) Locus of Control, a kind of personality variable is reported as being related to OCB. Motowidlo and Van Scotter (1994), Funderberg and Levy (1997) and Pavalache-Ilie (2014) found relationship between internal locus of control and OCB. Tong and Wang (2012) found internal locus of control predicts altruistic behavior. We also found a significant correlation between the Locus of Control Scale scores and the scores of all sub-dimensions of the OCB Scale, which is corresponding to literature regarding Locus of Control and OCB relationship. We observed a negative relationship between external locus of control and rational and spontaneous DMS. Additionally, the correlation between locus of control and intuitive DMS was statistically insignificant. Individuals with internal locus of control, usually have rational DMS (Baiocco *et al.*, 2009). The study of Dumitriu *et al.* (2014) indicates the relationship between DMS and locus of control. The results of Baiocco *et al.* and Dumitriu *et al.* coincide with our findings. The foremost significant result of our study, as we hypothesized, is the mediating role of DMS in the relationship between Locus of Control and OCB. Previous studies have demonstrated the relationship between Locus of Control and OCB. Furthermore, DMS, which is another personality trait, is revealed as a mediator between the relationship of Locus of Control and OCB. The effect of the Locus of Control on OCB flows through DMS.

Crossley and Highhouse (2005) found that individuals scoring high on the rational and intuitive styles reported higher job satisfaction. In parallel, the studies of Bateman and Organ (1983), Smith *et al.* (1983), Williams & Anderson (1991), Gregory, James, & Neville (2002), Blakely *et al.* (2005), Miao (2011), Mehboob and Bhutto (2012) indicated that individuals with high job satisfaction

exhibit similarly high OCB. The relation is more intense in the public sector than in the private one (Pavalache, 2014). DMS can be observed both cognitively and behaviorally. Cognitive styles are important predictor of organizational psychology and cognitive processes have an effect on OCB. Like rational DMS, intuition is also a cognitive conclusion based on a decision maker's previous experiences and emotional inputs (Burke & Miller, 1999). Our results support this conceptual framework. Rational and intuitive DMS mediates the relationship between Locus of Control and OCB, by increasing the OCB. In order to generalize the results regarding the mediating role of DMS between Locus of Control and OCB, we suggest searching this relationship in different sectors. In this context, the same study maybe repeated with the employees in private sector organizations in order to investigate the factors affecting the OCB.

### *Limitations and Future Research Directions*

The first limitation of our study is that it covers only the Nicosia Turkish Municipality and a limited number of employees. Interactions among the variables may be different in other public institutions and in the private sector. Since the research of this study was conducted among municipal employees, it is thought that the repetition of the research with different sample groups will be important in terms of supporting the findings and generalizing the results.

Another limitation is the use of cross-sectional data. If the research is developed by using longitudinal data, it will be possible to reach more strength results. In the future, further researches, which are investigating other variables that may be related to OCB, will allow taking the OCB concept from different perspectives.

## **Conclusion**

Personality traits shape emotions and thoughts and do not change easily (Costa & McCrae, 1989). OCB occurs as a result of them in a voluntary form of behavior that employees prefer by their own decisions. Employees with internal locus of control who think they have the power to influence their environment and activities in this environment tend to exhibit more OCB than others (Schaubroeck & Fink, 1998). Although there is no study directly investigating the relationship between DMS and OCB, there is evidence that DMS leads to general and organizational behaviors in terms of its cognitive aspect.

Within the scope of this study, municipalities, which are one of the leading institutions of the service sector was taken as sample source for data collection. It was found that OCB of employees and managers were related to locus of controls and it has been demonstrated that this relationship is realized through DMS. Furthermore, the emerged outcomes of this empirical study are going to contribute

to sustainable efficiency of municipal institutions and shed light to future studies in service sector.

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