

ACADEMIC STUDIES IN SOCIAL, HUMAN AND ADMINISTRATIVE SCIENCES

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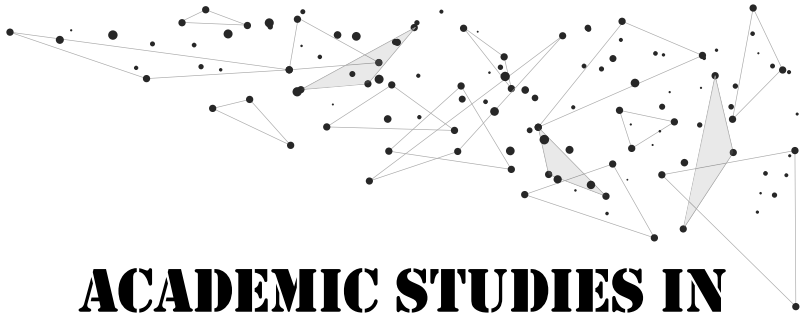

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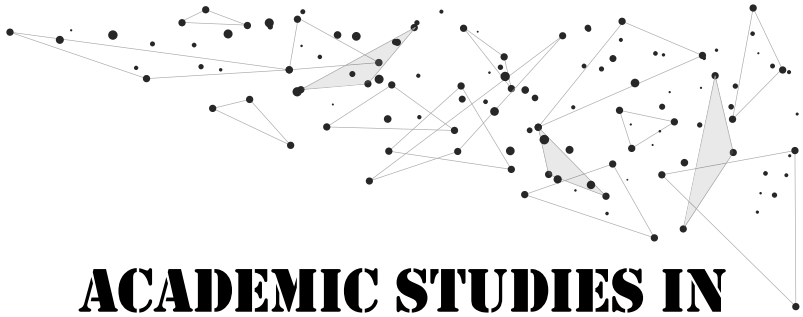

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THE RELATIONS BETWEEN LEADERSHIP BEHAVIORS, JOB SATISFACTION AND PERFORMANCE: A STUDY IN THE MARITIME SECTOR

Murat YORULMAZ

INTRUDUCTION

Leadership is an essential part of the objectives to be realized and in all environments and conditions where people are going to achieve these objectives. Ever non-leader or organization is no different from a machine stack, just like a ship without a master and a route. In addition to the difficulties in managing businesses that want to succeed in increasingly competitive conditions especially with globalization, the nation of leadership has come to the forefront along with the concept of management in order to better manage the financial and intellectual capital. From pasts to today many definitions have been made on the concept of leadership, which is so important for businesses. When we look at the research on leadership the common feature of leadership definitions is the role the leader has in influencing people. On the basis of leadership, in order to achieve success and effectiveness you need to influence individuals and groups they form, to mobilization and motivation. Research has revealed that effective leadership behaviour enhance organizational success and effectiveness. Therefore desired organizational success and efficiency can be achieved together with correct leadership behaviour. Maritime transport enterprises seeking to be successful in the maritime sector where global completion is intense and to increase their organizational activities should also determine the leadership behaviour displayed by the managers and measure their influence on the employees. From this point of view, the aim of this work is to identify the leadership behaviours From this point of view the aim of this work is to identify the leadership behaviours exhibited by ship masters who has a critical role in the ship's administration and management and to reveal the relationship between these leadership behaviours and the job satisfaction and job performance of seafarers. In the study the effect of leadership behaviours of the ship masters's on-the-job satisfaction and individual job performance of the seafarers was measured and the interim variable role of job satisfaction in this interaction was evaluated. For this purpose the data obtained by the survey method from the deck and machine class seafarers working on commercial vessels operating on the ocean going where analyzed with the help of SPSS 22 and AMOS 22 statistical package programs. When the leadership literature is examined it is seen that studies in many sectors have examined the relationship between leadership and organizational or individual activities (Yulk, 2002; Mester *et al.,* 2003; Tengilimoğlu & Yigit, 2005; Gadot, 2006; Chang & Chang, 2007; Emery & Barker, 2007; Magsood *et al.,* 2013; Anwar & Haider, 2015; Kebede & Sayemek, 2017). When the national and international literature is examined the importance of this work is emphasized in maritime in the industry, especially in terms of seafarers to determine the leadership be-

haviours displayed by the masters of the ships and to measure the satisfaction of these leadership behaviours and the impact on job performance, so it is thought that this work will contribute to this field.

THEORETICAL BACKGROUND AND RESEARCH HYPOTHESIS

Leadership and Leadership Behaviours

Leadership is the purses by which individuals and collaborations can be accomplished in order to reach a set of common goals, as well as what's determines how to make them more effective (Yukl, 2002). On the basis of leadership lies the ability and refer them to the desired direction. Researchers who have studied in the field of leadership have examines the different types of leadership that have emerged in different needs and situations, depending on the personality of the leader, the way they behave, the way they affect, the way they do then on the way they manage relations and then enterprise, the behaviour of leader is very important in management of human resources to achievement of set goals (Eren, 2007). Research conducted at the Ohio State University of Michigan University between 1950 and 1960 forms the basis of the work on the behavioural leadership approach. As a result of studies at the Ohio State University (Schmeranhon, Hunt & Osborn, 1995) the business-minded and individual minded leadership are influencing employees perception and motivation. While different leadership behaviours has been identified in the studies conducted at the University of Michigan that are trying to explain the impact of leadership and organizational process, such as task oriented and relationship focused just (Stoner & Freeman, 1992). As a leadership behaviour in the research conducted at both universities; to leadership behaviours that focus on the fulfilment of duties all the emphasized work and focus on relationships based on interpersonal relationships are given. In this research, the three dimensional behaviour developed by Yukl (2002) was taken as a basis for the purpose of the study these are:

Change oriented leadership behaviour is concerned with adapting to changing and evolving environmental conditions, being able to open to Innovation and pursuing, creating significant differences in product or service, or recreating behavioural patterns for the necessity of change. Implementing and maintaining the change in a way that will benefit the organization requires change oriented leadership qualities (Zehir & Yavuz, 2017). Change involves the behaviour of the leader, setting the vision, shaping the organization culture and setting up Innovation and organizational learning. Change driven leadership behavior includes the ability to foresee opportunities and threats for the organization, to develop innovative strategies and to be willing to change (LaPolice, 2002). Although senior executives allie doesn't radical changes in organizations it can't be found in any member of staff behaviours that will provide change (Yukl, 2002). Leadership's approach is fundamental to the ability of change to be applied to organizational processes and to be used as organizational life source. Enclosed environments isolated from social environment such as ships it is not easy to exhibit change oriented leadership behaviour, but ship masters who know the methods and techniques can be effective leaders because new and different things to be done and implemented in ships which are routing working environments will increase the efficiency of seafarers.

In task oriented leadership behaviour the leader defines the responsibilities roles and duties of the employees (Stodgdill, 1974). Yukl (2002) emphasizes that leadership oriented behaviour takes place in the form of planning explanation and surveillance in task-oriented leadership behaviour. Fleishman & Harris (1962) emphasize that task-oriented leaders all those who explain what they expect from their employees, to plan and distribute tasks and who primarily work to improve the performance of the organization. A task-oriented leader is a person who plans the job requirements who does what and when is needed. So task-oriented the person who makes plans to how things are done, when things are done in whom they are done by, in other words they all the person who determines the job requirements, responsibilities and performance criteria and monitors organizational activities and collects information. The latest focus on the outcome and the results, and clearly shows what they want from their employees. The ships have a business structure that clearly defines duties, authorities and responsibilities with high level of formalization. Therefore it can be said that the ships are quite suitable for exhibiting task-oriented leadership behaviour.

Relationship oriented leadership behaviour include situations such as consideration, respect empathy and mutual trust in employee thoughts Stogdill (1974). Fleishman & Harris (1962) emphasize that leadership based on relationship oriented leadership behaviours include the warm relationship based on mutual respect and trust between the leader and the employees they value their employees and communication they have with them. The relationship oriented leader tries to solve the problems of his employees, behaves friendly, and applies to suggestions, the food stamp. Whoever he does not want unnecessary work does not refuse to compromise in management he does not exhibit close-minded and insistence behaviour (Retiz, 1977). A successful leader knows the importance of employees in achieving their goals and she demonstrates leadership behaviour can I sedate them to achieve their goals. Different leadership behaviours make calls employees to exhibit different attitude and behaviour directly or indirectly. The important thing is that they satisfy the human resources that are one of the effects of factors in achieving the individual and organizational goals, which will increase performance.

RELATIONSHIP BETWEEN LEADERSHIP BEHAVIOURS, JOB SATISFACTION AND JOB PERFORMANCE

Relationship Between Leadership Behaviours and Job Satisfaction.

Although there are many factors related to job satisfaction, the most relationship with employees job satisfaction is the leadership behaviour that manages show (Wexley & Yukl, 1984). For this reason, the personality of the leader not only affect a number of studies have been conducted that's examine the relationship between leadership and job satisfaction. Some of these are given below. Judge, Piccolo & Llies (2004) found that the relationship oriented leadership behaviours with positivity related to job satisfaction and job performance in meta-analysis, but task-oriented behaviour was not positively associated with these organizational concepts. Similarly, Magner & Hollenbeck (2005) stated that task oriented leadership behaviours does not have a clear effects on employees attitude, behaviour and production but relationship-oriented leadership affects

employee attitudes and behaviour positively. Tsai (2011) in a study of 200 nurses working in two different hospitals in Taiwan, he found that there is a strong positive relationship between leadership behaviour and job satisfaction. Saleem (2015) in a study of 217 teachers in public school in Lahora, Pakistan found that there is a positive relationship between, interactive leadership and job satisfaction, negative relationship between task oriented leadership and job satisfaction. Yucel & Akgul (2016) examined the intermediate variable effect of job satisfaction, leadership behaviours and organisational commitment in their work in the sample of 308 teaching staff. In the study, it was found that only the employee centred leadership style which is defined by task oriented and change oriented dimensions influenced job satisfaction instructors positively and significantly, also that there was a partial interim variable between job satisfaction, leadership behaviour and organizational commitment. Kurt & Yigit (2017) in their study of 333 managers working in Akdeniz University Hospital in Turkey investigated what are the leadership behaviours exhibited by the administrator the impact of leadership behaviour on job satisfaction of employees and satisfying or dissatisfying factors for employees. Taş (2017) the studies he has done on 121 technical teachers working in technical schools in Turkey he measured the impact of leadership behaviour of managers has on teacher job satisfaction. According to the findings of the research, it was found that leadership behaviour composed of task, individual and change oriented dimensions were significantly related to teachers job satisfaction and that individual focused leadership behaviour was more effective then change oriented leadership behaviour on teachers and it has been reported that task oriented behaviour has no impact on job satisfaction. LaPolice (2002) suggests that , task oriented leadership behaviour determines employees job satisfaction, change oriented leadership behaviour determines organizational learning capacity of employees and relationship focused leadership behaviour determines employees organizational and job satisfaction and intentions of resignation while increasing production and productivity is driven by task oriented leadership job satisfaction can be achieved through relationship oriented behaviour (Robbins, Judge & Breward, 2003) change oriented leadership behaviour is a leadership behaviours related to organizational concept such as job satisfaction, motivation (Zehir & Yavuz, 2017). Employees with their job satisfaction change-oriented leadership behaviour they increase their commitment to their work (Ekvall, 1991). In many studies examining the relationship between leadership and job satisfaction even those results differ from the sectors study was conducted, it has been found that leadership behaviours exhibited by managers in a general sense have a significant effect on the job satisfaction of employees. The following hypotheses are suggested in the research.

Hypothesis 1: Change oriented leadership behaviour of ship masters affects the job satisfaction of seafarers positively.

Hypthesis 2: Task oriented leadership behaviour of the ship masters affect the job satisfaction of seafarer negatively.

Hypothesis 3: Relationship oriented leadership behaviour of the ship masters affect the job satisfaction of seafarers and positively.

Leadership Behaviours and Its Relation with Job Performance

Job performance is defined as values and behaviours a worker shows during a certain period of time for the aim of the organisation and their contributions to the organisation (Suliman, 2001). Borman & Motowidlo (1993) define job performance as activities that workers perform in their jobs. Staff performance, which is important in reaching organisational goals and providing organisational activity, has significant relations with leadership behaviours (Cummings & Schwab, 1973; Judge, Picollo & Ilıes, 2004; Gadot, 2006; Iqbal, Anwar & Haider, 2015). Therefore several studies have been carried out examining the relation between leadership and job performance. Some of these studies are given below.

Thorlindson (1987) suggests that the changes in performance of different fishing boats, under the same conditions, can be explained by leadership behaviour. In a period of three years, the leadership approach of ship masters has been proven to affect the change in performance of ship staff by 35-49%. Özdevecioğlu & Kanıgür (2009), in their study to determine workers' perception of leadership behaviour and the relation of leadership behaviour with their job performance in 5 and 4 star hotels, found out that relationship focused leadership perception of 267 staff that took part in the study was higher than their task-based perception of leadership behaviour and that both of the leadership behaviours had a analysing the data collected from 238 MBA students and from the researchers' friends. In the study, leadership behaviour and organisational commitment have been stated to have an effect on job performance. Erdoğan (2011) in his study carried out with 491 workers who work in both government and private institutions that operate in Turkey, examined the relation between change, task and relationship based leadership behaviours and quietness, organisational performance and staff performance. He found out that three aspects of leadership behaviour has positive meaningful relations with staff performance and only task based leadership affects staff performance significantly. Çekmecelioğlu (2014) in the research he carried out, examined the effect of task and human based leadership behaviours on organisational commitment, job performance and the intention of quitting. In the research conducted on the employees of four different companies in Kocaeli, it was found that while human based leadership increases job performance, task based leadership behaviour has not got any effect on job performance. Shahab & Nisa (2014) in the research they conducted on 79 employees of a private hospital, examined the relation between leadership, work attitude and job satisfaction and job performance. According to what they found, whereas leadership has a positive effect on job satisfaction, it doesn't have a meaningful effect on job performance at all. Sunarsah & Helmiatin (2016) researched the effect of leadership manner and job satisfaction on job performance in their study carried out on 90 university workers. In the study the effect of leadership manner together with job satisfaction on job performance was examined and it was found that while leadership manner has a significant effect on job performance, job satisfaction doesn't have any effect on job performance. Compared to job satisfaction, leadership manner has been reported to have a more dominant effect on job performance. Mikkelsen & Olsen (2018), in their research they carried out on 100 hospital workers, they examined the role of the intermediate variable of work participation and learning demands in the relation between changes based leadership manners and job satisfaction

and job performance. In this research, when doctors, nurses and managers are examined independently, it was found that in all groups while change based leadership manner affected their job satisfaction significantly, it doesn't have any effect on their job performance. According to these, the following hypotheses are suggested.

Hypothesis 4: The change based leadership manner of ship masters affect the job performance of ship staff positively.

Hypothesis 5: The task based leadership manner of ship masters affect the job performance of ship staff positively.

Hypothesis 6: The relationship based leadership manner of ship masters affect the job performance of ship staff positively.

Hypothesis 7: Seafarers' job satisfaction affects job performance positively.

METHODOLOGY

Measuring Instruments

The survey form used in the research consists of two parts. In the first part, there are questions about the age, gender, educational status and department of seafarers involved in the survey.

In the second part there are from the perspective of the seafarers there are leadership behaviour scale for determining the leadership behaviour exhibited by ship master and job satisfaction scale for revealing the job satisfaction levels of the seafarer and job performance scale for measuring the individual performance announces developments celebrates Leadership behaviour used in Yukl (2002) study, consists of 3 dimensions and in each dimension 10 expresses and total of 30 articles. Leadership behaviour scale consists of; change oriented, task oriented and relationship oriented leadership behaviour. In this scale there are expressions such as ship master support changes announces new developments and felicitates ''Ship master explains the duties of the employees and what he expects from them'' ''Ship master established relation with his employees non related job issues''. As a job satisfaction scale, a one dimensional and five point scale used in Brown & Peterson (1994) study was used ''I feel I am generally satisfied with my work'' can be given as an example to this scale. As a job performance scale, one dimensional and four point scale which was used by Krikman & Rosen (1991) in their work was used. There are expressions that measure the individual performance of an employee such as I complete my t on time on the scale. All the expressions in the scale were evaluated according to the Likert scale of 5 (from 1: strictly disagree to 5: strictly agree).

Sampling and Data Collection

Sampling and data collection surveys were conducted to the seafarers of the study sample on board through deck trainees engaged in offshore internship in between June and September 2017. Deck trainees who have been trained as deck officers as part of their training have to do offshore internship have been informed about the research in the school environment pre training. It constituted

as a sample of 360 surveyed samples obtained by face to face survey with deck and machine class seafarers who wanted to participate in the survey.

SURVEY RESULTS AND FINDINGS

Descriptive Statistical Analysis Results

97.5% of the seafarers who participated in the survey were men (351) 2,5% were women (9) and the age distribution of the seafarers were 35.5% (114) between 25-34 years of age, 4.7% (17) 55 and over. When the educational status is considered 44.2% (159) are high school graduated and 3.6% (13) are primary school graduates. In terms of job experience, 35% (126) of them were 4-7 years 12% (63) were 12 years and over, and 52.8% (190) deck class, 47.22% (170) machine class seafarers appear to have taken part in the research it is understood that most of the participants in the maritime industry which is a male dominated business line are 34, high school graduates between 4-7 years of marine experience deck class seafarers male aged between 25-34 high school graduates with 4-7 years of experience.

Validity and Reliability Analysis

First in order to determine the structural validity of the scales used for data collection in the survey, descriptive factor analysis was performed. The balret spyhomanity test and Laiiser Mayer Olkins (KMO) values were examined to see if the data were consistent with the explanatory factor analysis and the results are given in table.

In the table 1 it is understood that, the values of the leadership behaviour scale were KMO;0,933 Barlett tests values 4015,158 ($p<0,01$), job performance KMO:0,749, Barlet test value 389,057 ($p<0,01$) job satisfaction scale of KMO:0,735, Barlett test score (BT): 719,552 ($p<0,01$). According to these findings, it can be said that the samples is sufficient enough to make explanatory factor analysis. In the analysis using the principal components and the Varimax axuis rotation method, variables with an eigen value of 1 and factor loads greater than 0,5 were included. In the analysis it was observed that in the explanatory factor analysis which was conductive separately for leadership behaviour, job performance and job satisfaction, the factor structure obtained or multiple factors from the analysis, in turn is composed of three factors for leadership behaviour (LB) as expected and one factor for job performance (JP) and job satisfaction (JS). As can be seen from table 1, at the end of exploratory factor analysis, the three factor leadership behaviour scale variable account for 61,778% of the total variance. Respectively these factors are change oriented leadership behaviours which explain dimensions of leadership behaviour and 24,303% of total variance task orientated leadership behaviour explaining 20,506% of total variance and relationship orientated leadership behaviours explaining 16,969% of total variance. It has been revealed that; in the analysis of explanatory factor regarding job performance under 4 questions 1 factor 60,105% of the total variance and due to 11 question left idle in explanatory factor analysis related to job satisfaction it was removed, remaining four questions under on factor add to 67,601% of total to confirm factor structure obtained by explanatory factor analysis.

Table 1: Explanatory factor analysis scale table.

Scale	Factor	Variance %	KMO	BT
LB	1. COL (8 clause)	24,303	0,933	4015,15; p<0,01
	2.TOL (6 clause)	20,506		
	3.ROL (5 clause)	16,969		
	Total (19 clause)	61,778		
JP	JP (4 clause)	60,105	0,749	389,05; p<0,01
JS	JS (4 clause)	67,601	0,735	719,55; p<0,01

Relation to confirmatory factor analysis compliance indexes three dimensional leader ship behaviour with single factor job performance and job satisfaction scales are shown in Table 2. As can be seen from table 2 it is understood that there are acceptable values of adaptation index on three dimensions (Joreskog & Sorban, 1993) In confirmatory factor analysis the factor bad respectively ranges from, change oriented leadership behaviour scale 0,53-0,78 in task oriented leadership behaviour scale 0,55-0,76 relationship leadership oriented behaviours scale 0,59,-0,70. Job performance scale 0,54-0,79 and job satisfaction scale 0,52-0,92.

Table 2: CFA compliance index.

	$\chi 2/sd$	GFI	CFI	IFI	RMSEA
LB	2,703	0,902	0,938	0,939	0,054
JP	0,915	0,996	0,998	0,998	0,026
JS	0,712	0,994	0,997	0,997	0,033

Explanatory and confirmatory factor analysis along with, Cronbach's alpha co effients to determine the reliability of measurement instruments validity, were used as shown in Table 3 Cronbach's alpha (CA) coefficients are 0,910 for change oriented leadership behaviours 0,815 for relationship oriented leadership behaviour, 0,778 for job performance and 0,840 for job satisfaction. According to these all measurement tools are very reliable and acceptable scale. As can be seen from table 2 it is understood that there are acceptable values of adaptation index on three dimensions (Joreskog & Sorban, 1993). In confirmatory factor analysis the factor load respectively range form, change oriented leadership behaviour scale 0,52-0,78 in task oriented leadership behaviours scale 0,55-0,76, relationship oriented leadership behaviour scale 0,59-0,70, job performance scale 0,54-0,79 and job satisfaction scale 0,52-0,92. After validity and reliability analysis, the skewness and kurtosis coefficient were; looked at in order to see if the measurements had a normal variable distribution and the coefficients of all the variables were in the range of -2 and +2, and there for the data were accepted as normal distribution.

Hypothesis Testing

A correlation co efficient of the variables when Pearson correlation coefficients of the variable in Table 3 examined, it's seen that there is a moderate and positive relation between job performance (JP) relation is with relationship focus leadership behaviours (ROL). Furthermore, it was found that there is a moderate and positive relation between job satisfaction (JS) and leadership behaviours and the strongest relation is with relationship oriented leadership behaviour (ROL), on the other hand compared to leadership, between job satisfaction and job performance relation which is moderate and positive has a lower relationship.

Table 3: Correlation table.

Variables	Avr.	S D	C A	1	2	3	4	5
1. COL	4,137	,693	0,870	1				
2. TOL	4,216	,671	0,885	,712**	1			
3. ROL	4,151	,680	0,815	,666**	,620**	1		
4. JP	4,366	,565	0,778	,429**	,371**	,443**	1	
5. JS	4,118	790	0,840	,641**	,546**	,659**	,384**	1

** p<0,01

Furthermore, since the Pearson correlation coefficients between all the variables are less than 0,90 and the VIF values are less than 10, it is observed that there is no multiple connection problems between the variables. After the relations between the correlation analysis and variables are determined the structural equation modelling with path analysis shown in figure 1 is carried out to determine the relation between direct, indirect and total effects of the research. It can be seen from the figure 1 that the adaptation indices of the structural equation model of the research show adequate values. These values show that the research is validated according to the data structure of the structural equation model. The standardized values of regression coefficients which are among research variable level β, significance levels p, and the estimated values of the specificity levels R^2, are given in Table 4. In Table 4, it is understood that change oriented (β =0,349; p<0.01) and relation-oriented (β =0,292; p<0.01) leadership behaviour has a negative and significant effect on job satisfaction. In addition, it can be seen from the leadership behaviours that only relation-oriented leadership behaviours have a significant effect on job performance (β =0.538; p<0.05), change (β =0,207; p<0.05) and task (β =0,062; p<0.05) oriented leadership behaviours seen to have no significant effect on job performance.

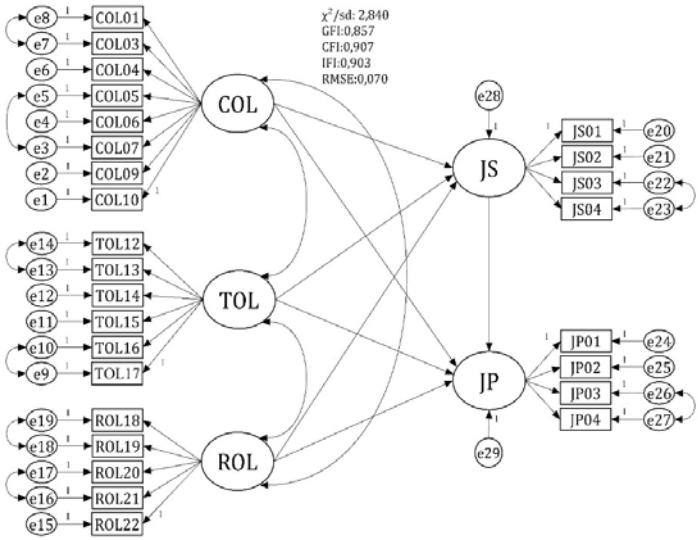

Figure 1: Structural equation modeling of research.

When the model is taken as a whole, it is understood that job satisfaction does not have an effect on job performance (β =0,134; p>0.05). According to this finding Hypothesis 7 was rejected.

Table 4: Estimated values of the research model.

Variables			Standardized Regression Coefficients (β)	R^2	p
JS	<---	COL	,349	,616	**,005**
	<---	TOL	-,296		**,008**
	<---	ROL	,704		***
JP	<---	COL	,207	,325	,674
	<---	TOL	-,062		,178
	<---	ROL	,538		**,011**
JP	<---	JS	,134		,277

*** p<0,001

After extracting meaningless paths according from structural equilbilirim model, the estimated results obtained from analysis are shown in Table 5. From Table 5 it is understood that change oriented leadership behaviour (β=0,352; p<0.01) task oriented leadership behaviour (β=-0,280; p<0.01) and relationship oriented leadership behaviour (β= 0,677; p<0.001) has a significant effect on job satisfaction and it explains that R^2 59.9% of variation on job satisfaction is affected by leadership behaviours. According to these findings Hypothesis 1,2 and 3 were accepted.

Table 5: Estimated values of the model after removing pointless routes.

Variables			Standardized Regression Coefficients (β)	R^2	p
JS	<---	COL	,352	,599	**,005**
	<---	TOL	-,280		**,010**
	<---	ROL	,677		***
JP	<---	ROL	,564	,318	***

*** p<0,001

Table 5 shows that only relation-oriented leadership behaviour has a significant effect on job performance (β=0,514; p<0.001) and therefore (R^2) 31.8% of change in the job performance is due to relation-oriented leadership behaviours. According to these findings Hypothesis 6 was accepted, 4 and 5 were rejected. When research model was analyzed as a whole it shows that leadership behaviour has significant effect on job satisfaction while job satisfaction has no effect on job performance and that in this relation job satisfaction is not an intermediate variable (Baron & Kenny, 1986).

DISCUSSION AND CONCLUSION

In this research, the leadership behaviours of ship masters, the effect of these behaviours on job performance and job satisfaction of employees and the intermediate variable of this interaction has been researched. Intended for the aim of this research, the data that was collected from 360 seafarer on Turkish ships by questionnaire method were analyzed using SPSS and AMOS 22 statistics pro-

grams. According to the discoveries of the study, 4 of the suggested Hypotheses were accepted and 3 were rejected. After the validity and reliability of the measurement tools and the data that was collected from the sampling which consists of seafarers, most of whom were men, was determined, for the research hypothesis path analyxes were made by structural equation. According to the discoveries that were found; it has been proven that the change (β = 0,352; p <0,01) and relation (β = 0,677; p <0,001) oriented leadership behaviour of leaders affects the job satisfaction of seafarers positively and the task oriented leadership behaviour of ship masters (β =-0,280; p <0,01) affects job performance of employees negatively and (R^2) 59,9% of leadership behaviour in job performance was found. According to these discoveries the hypotheses 1, 2 and 3 were accepted. Change and relation oriented leadership behaviours affecting job satisfaction positively (Emery & Barker, 2007; Maqsood *et al.,* 2013; Zehir & Yavuz, 2017; Kebede & Demeke, 2017; Mikkelsen & Olsen, 2018) and task oriented leadership behaviours affecting it negatively (Saleem, 2015) showed similarity with what was found in different sectors.

The main reason why relation oriented leadership behaviour has the biggest effect on job performance is that relation oriented leaders pay attention to workers' emotions thoughts and needs. Relation oriented leaders center humans and for this reason they try to do personal favors to their workers, they listen to their workers and before they start these leaders take their workers' opinions and contribute to their career improvement. Acoording to the result of the research those leaders who adopt this relation oriented leadership behaviours will ensure that the job performance of employees increase. Furhermore, in ships where there is a routine working environment, ship masters getting out of this routine and acting in more innovative activities, in other words adopting relation oriented leadership behaviour will increase employees' job satisfaction as well. Together with these, task oriented leadership's affecting job satisfaction of ship employees negatively, determining job standards, rules and procedures in ships and the formalization level that occurs with their harsh application can be related to organisation structure. At this point, ship masters, who focuses on the structure and job's being done, adopting task oriented leadership behaviour and to expect ship employees to follow this organisation, whose formalization level is high, affects the job satisfaction of employees negatively.

The second discovery of the research is that when ship masters adopt only relation oriented behaviour the job performance of employees increase (β = 0,564; p <0,001; R^2= 0,318) and when only relation oriented behaviour is adopted, it explains 31,8% of the change in job performance and it was found that task and relation oriented behaviours doesn't have any effect on job performance. According to these discoveries the Hypothesis 6 was accepted and the Hypotheses 4 and 5 were rejected. Relation oriented leadership behaviours affecting job performance (Wagner & Hollenbeck, 2005; Özdevecioğlu & Kanıgür, 2009; Yiing & Ahmad, 2009; Yılmaz & Karahan, 2010), change and task oriented leadership behaviours not havin a significant effect on job performance showed similarity with findings in different studies (Wagner & Hollenbeck, 2005; Çekmecelioğlu, 2014; Shahab & Nisa, 2014; Mikkelsen & Olsen, 2018). Only relation oriented

leadership behaviours (which is one of the leadership behaviours) having a significant effect on job performance of ship employees can be explained by organisation structure. Because ships have a structure in which the centrality level and the hierarchical organisation restructring is high. For this reason, ship masters', who lead in such environments, adopting relation oriented leadership behaviour in a respcetful frame towards each other will help the job performance of employees increase.

Another discovery of the research has proved that relation oriented leadership behaviour affects both job performance and job satisfaction of ship employees. This finding emphasizes the importance of relation oriented leadership behaviour that ship masters adopt in the manners and attitudes of ship employees. Furthermore when the effect of leadership behaviour and job satisfaction on job performance are examined together, only relation oriented leadership behaviours affecting job performance and job satisfaction's not having any significant effect on job performance points out that job satisfaction isn't the intermediate variable in this relation. Also this discovery shows that when the effect of relation oriented leadership behaviour and job satisfaction are compared, relation oriented leadership behaviour is more dominant. This discovery shows how important the effect of ship masters' relation oriented leadership behaviour is on ship employees one more time. When the research model is considered as a whole, it has emerged that job satisfaction does not affect job performance. According to this finding Hypothesis 7 was rejected.

When all findings are evaluated together; ship masters' adopting relation oriented leadership behaviour increases the level of job satisfaction and job performance of ship employees directly. Also while ship masters' change oriented leadership behavior has a positive effect on employees' job satisfaction task oriented leadership has a negative effect on it. As a result, ship masters, who want to be succesfull, while trying to achieve determined organisational goals should also adopt relation oriented leadership behaviours which increase the job satisfaction and performance of employees. Upon the findings of this research, it can be said that ship masters who form good relations with their employees and improve them who help their employees and create an environment of team job and solidartiy have a very high chance of increasing the job satisfaction and performance of their employees. The positive effects of ship masters' leadership behaviours on ship employees show that there is a clear and true relation between the ship master and the workers. This situation leads the the job performance and job satisfaction of employees increase.

When the difference between the leadership behaviour that employees want and leaders adopt this leads a decline in job performance and satisfaction of workers. To make sure if there is such a dfference or to determine it is one of the main prior tasks of leaders. This situation, especially, becomes very important in ships where all vital activities should be done in the same environment. The main factor that effects the level of job performance and satisfaction of employees on ships is the authority approach that captins adopt. This managing approach which shows the ship masters' leadership method has a significant effect on ship employees. With this research, it has been proven that ship masters adopting

relation oriented leadership behavious have a great effect on increasing the satisfaction and effeciency of ship employees. In other words, the specific leadership behaviour that ship employees desire in order for their job satisfaction and performance level to increase is masters' relation oriented leadership behaviour. According to this point, it can be said to ship masters and the managers of marine transportation operations that if they expect positive results from the manners and attitudes of ship employees who play a huge role in operating of marine transportation, they should adopt relation oriented leadership behaviours which would be a better managing method.

This research having been done on the sampling of ship employees in ship environments shows its originality. Also because there are limited researchesworking on the relation between leadership behaviour and job performance satisfaction together in different sectors, it shows the importance of this study. Because of these properties of this research, it is thought to contribute to the literature.

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