

Transformational Leadership Mediates Competence and Organizational Support Effect on Performance

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ABSTRACT

Aim: This study aims to examine the influence of competence and organizational support on Surveyor performance, the influence of competence and organizational support on transformational leadership style, as well as the mediating role of transformational leadership style at PT Boyd Marine Consultants Indonesia. **Method:** Employing a quantitative approach with an explanatory survey design and saturated sampling technique, data were collected from 60 active Surveyors through questionnaires and analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. **Result:** The findings reveal that competence and organizational support significantly affect transformational leadership style. Competence and organizational support also significantly affect surveyor performance. Furthermore, transformational leadership style significantly affects Surveyor performance and organizational support ($\beta=0.135$; $p=0.049$) on Surveyor performance. The model explains 69.4% of variance in Surveyor performance with strong predictive relevance.

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INTRODUCTION

The maritime industry serves as a critical backbone for global and national economies, with approximately 90% of world trade transported by sea, demanding high levels of reliability, efficiency, and safety in every operational stage (Eleftheria et al., 2016). Marine surveyors are independent professionals responsible for ensuring that ships, cargo, and maritime infrastructure meet technical standards, safety requirements, and international regulations (Belabyad et al., 2025; Branch & Branch, 2007). The performance of a surveyor becomes a benchmark for organizational credibility, particularly for maritime survey and consulting service companies. PT Boyd Marine Consultants (BMC) Indonesia, an international-scale maritime survey and consulting service company, provides services such as risk assessment surveys, hull and machinery damage surveys, cargo damage surveys, bunker condition surveys, and marine investigations. The company faces challenges in the form of varying reporting quality among surveyors, characterized by incomplete reports, non-standard formats, and delays in submission. Internal data from 2022 to 2025 reveals an 8.9% decline in total survey jobs from 537 to 489, while the average jobs per surveyor increased by 5% from 7.16 to 7.52, indicating escalating workload pressures that potentially compromise reporting quality. This phenomenon underscores the urgency of examining the factors that influence surveyor performance, particularly individual

competence, organizational support, and transformational leadership style, within the high-stakes maritime survey service industry (Xi et al., 2025; Frimpong, 2025).

Despite extensive research on employee performance, significant gaps remain in the maritime surveyor context. Theoretically, while competence has been established as a fundamental predictor of performance (McClelland, 1973; Boyatzis, 2008), and organizational support has been linked to positive work outcomes (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017), their combined influence through transformational leadership as a mediating mechanism in the maritime survey industry remains underexplored. Prior studies have separately examined transformational leadership's effect on performance (Wang et al., 2011; Bao et al., 2025) and competency's mediating role in leadership-performance relationships (Harwiki, 2016; Muchtar, 2016), but no integrated model has simultaneously tested how competence and organizational support affect surveyor performance through transformational leadership, particularly in the Indonesian maritime consultancy sector. Practically, PT BMC Indonesia encounters critical operational challenges: the declining number of survey jobs alongside increasing workload per surveyor signals a pressing need to identify performance drivers. With 50% of surveyors having over 10 years of tenure, and 43.3% aged between 36-45 years, the organization possesses a mature workforce whose potential may be optimized through targeted leadership and support interventions. However, the absence of empirical evidence regarding the relative importance of competence, organizational support, and transformational leadership for surveyor performance leaves management without clear strategic direction for human resource development (Frimpong, 2025; Nakra & Kashyap, 2025).

This study aims to examine the influence of competence and organizational support on surveyor performance, both directly and indirectly through transformational leadership style as a mediating variable, at PT Boyd Marine Consultants Indonesia. Specifically, the research objectives are: (1) to analyze the effect of competence on transformational leadership style; (2) to examine the effect of organizational support on transformational leadership style; (3) to assess the influence of competence on surveyor performance; (4) to evaluate the impact of organizational support on surveyor performance; (5) to determine the effect of transformational leadership style on surveyor performance; (6) to test the mediating role of transformational leadership style in the relationship between competence and surveyor performance; and (7) to examine the mediating role of transformational leadership style in the relationship between organizational support and surveyor performance. By addressing these objectives, the study seeks to provide a comprehensive understanding of the mechanisms through which individual and organizational factors translate into performance outcomes in the maritime survey service sector.

This study offers novelty through the integration of four key constructs competence, organizational support, transformational leadership style, and surveyor performance into a single comprehensive research model, with transformational leadership positioned as a mediating variable. This integrated approach has not been previously examined in the Indonesian maritime survey service industry. The theoretical contribution lies in extending the application of Social Exchange Theory (Blau, 1964), Self-Determination Theory (Ryan & Deci, 2017), and Transformational Leadership Theory (Bass & Riggio, 2006) to the under-researched context of maritime professional services. Practically, the findings are expected to provide evidence-based recommendations for PT BMC Indonesia management in designing competence development programs, strengthening organizational support systems, and cultivating transformational leadership capabilities to enhance surveyor performance, thereby reinforcing organizational credibility and competitive advantage in the global maritime survey industry (Helalat et al., 2025; Yousefi et al., 2025).

LITERATURE REVIEW

The maritime industry plays a crucial role in supporting global and national trade and logistics dynamics. Approximately 90% of world trade activities occur through sea routes, demanding high

levels of reliability, efficiency, and safety in every operational stage (Eleftheria et al., 2016). Marine surveyors are independent professionals responsible for ensuring that ships, cargo, and maritime infrastructure meet technical standards, safety requirements, and international regulations. The performance of a surveyor becomes a benchmark for organizational credibility, particularly for maritime survey and consulting service companies.

PT Boyd Marine Consultants (BMC) Indonesia is an international-scale maritime survey and consulting service company providing services such as risk assessment surveys, hull and machinery damage surveys, cargo damage surveys, bunker condition surveys, and marine investigations. The company faces challenges in the form of varying reporting quality among surveyors, characterized by incomplete reports, non-standard formats, and delays in submission.

Surveyor performance is influenced by three main factors: competence, defined as basic individual characteristics including knowledge, skills, motives, and attitudes that directly affect work performance (McClelland, 1973; Wilkinson et al., 2010); organizational support, which is employees' perception that the organization values their contributions and cares about their well-being (Caesens & Stinglhamber, 2024; Rhoades & Eisenberger, 2002); and transformational leadership style, which is the leader's ability to inspire, motivate, provide intellectual stimulation, and give individual attention to subordinates to exceed ordinary work targets (Bass & Riggio, 2006).

Several previous studies have shown that individual competence and leadership style are two key factors influencing work behavior and performance (Boyatzis, 2008; Xi et al., 2025). However, research on the mediating role of transformational leadership style in the relationship between competence and organizational support on surveyor performance in the Indonesian maritime survey service industry remains limited. This study aims to fill this research gap by examining the direct and indirect effects of competence and organizational support on surveyor performance through transformational leadership style as a mediating variable.

LITERATURE REVIEW

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), explains that individual behavior is determined by behavioral intention, which is influenced by three interconnected factors: attitude toward the behavior, subjective norms, and perceived behavioral control. Attitude reflects the individual's positive or negative evaluation of performing a behavior, subjective norms represent perceived social pressure to perform or not perform the behavior, and perceived behavioral control refers to the individual's perception of the ease or difficulty of performing the behavior. In the context of this study, TPB provides a valuable framework for understanding surveyors' reporting behavior, as surveyors' intentions to submit accurate and timely reports are shaped by their attitudes toward reporting quality, normative expectations from supervisors and colleagues, and their confidence in having adequate competence and organizational support to meet reporting standards. This theory has been extensively validated across various organizational contexts and has demonstrated strong predictive validity in explaining complex behavioral intentions in professional settings (Hagger & Hamilton, 2025).

Social Cognitive Theory

Social Cognitive Theory (SCT), developed by Bandura (1986), emphasizes the reciprocal interaction among personal factors, behavioral factors, and environmental factors, creating a dynamic and bidirectional relationship where each influences and is influenced by the others. Key concepts in SCT include human agency, which represents the capacity to influence one's own actions through choice and self-regulation; self-efficacy, which denotes the belief in one's capability to organize and execute required actions; observational learning, which describes acquiring knowledge through observing others; and self-regulation, which encompasses the ability to control behavior through goal setting and self-evaluation. In this research, SCT explains how surveyors develop competence through observational learning from experienced colleagues and supervisors, and how organizational support fosters self-efficacy by providing resources and encouragement that build confidence in handling complex surveying challenges. Bandura (1986) emphasized that individuals actively shape their

environments through their behavior, creating a virtuous cycle where competent surveyors contribute to positive organizational culture while receiving support that further enhances their capabilities.

Competence

Competence is defined as the fundamental characteristics of individuals that have a causal relationship with effective or superior performance, encompassing five categories: motives, traits, self-concept, knowledge, and skills (Spencer & Spencer, 1993; Armstrong, 2009). McClelland (1973) introduced competence as an alternative to traditional intelligence tests for predicting work performance, arguing that competence more accurately predicts occupational success. Competence can be classified into threshold competencies, which represent minimum attributes required for adequate job performance, and differentiating competencies, which distinguish superior performers from average performers (Palan, 2007). In the surveyor profession, technical competencies such as understanding maritime regulations and inspection procedures serve as threshold competencies, while risk analysis capability and decision-making in critical situations represent differentiating competencies. Factors influencing competence development include beliefs and values, skills, experience, personality characteristics, motivation, intellectual ability, and organizational culture (Sudaryo et al., 2018). Based on Susilo's (2001) framework, competence can be categorized into three dimensions: intellectual competence encompassing knowledge and professional understanding, emotional competence representing self-monitoring and emotional stability, and social competence reflecting the ability to build collaborative relationships.

Organizational Support

Perceived Organizational Support (POS) is defined as employees' perception of the extent to which the organization values their contributions and cares about their well-being, based on the principle of social reciprocity where individuals feel obligated to reciprocate positive treatment they receive (Eisenberger et al., 1986). Rhoades and Eisenberger (2002) identified three primary antecedents of POS: fairness encompassing procedural, distributive, and interactional justice; supervisor support representing support provided by direct supervisors; and organizational rewards including recognition and appreciation for employee contributions. Kurtessis et al. (2017) found that POS has strong positive relationships with affective commitment, job satisfaction, and task performance, as well as negative relationships with turnover intention. Organizational support influences employee behavior through multiple mechanisms: social exchange where employees respond by increasing contributions, fulfillment of socio-emotional needs that increases organizational identification, and increased trust that establishes confidence in reciprocal obligations. Indicators of organizational support include fairness in organizational policies and treatment, supervisor support in daily work experiences, and organizational rewards and recognition for contributions and achievements (Numeiri, 2020; Kusumandaru, 2017; Rosyiana, 2019).

Transformational Leadership Style

Transformational leadership is defined as the process through which leaders build strong emotional relationships with followers, inspire them to transcend personal interests for collective goals, and drive positive organizational change (Bass & Riggio, 2006). According to Bass and Avolio (1994), transformational leadership differs fundamentally from transactional leadership, which focuses on exchanges where compliance is rewarded with incentives or sanctions. Transformational leadership consists of four essential dimensions: idealized influence (charisma) where leaders act as role models inspiring trust and respect; inspirational motivation where leaders provide meaning and communicate attractive visions; intellectual stimulation where leaders encourage innovation, creativity, and critical thinking; and individualized consideration where leaders provide personalized attention to each follower's development. Wang et al. (2011) demonstrated that transformational leadership has significant positive relationships with individual, team, and organizational performance, with stronger effects on tasks requiring creativity and innovation. Robbins (2001) classified the functions of transformational leadership into three components: leaders who possess vision and influence capability, followers who collaborate to achieve organizational goals, and situations and conditions that support collaboration and achievement.

Surveyor Performance

Performance is defined as the qualitative and quantitative work results achieved by an individual in carrying out tasks according to assigned responsibilities, emerging from the interaction between individual capabilities, effort expended, and support received from the work environment (Kasmir, 2016). In the context of the surveyor profession, performance encompasses the ability to conduct inspections of ships, cargo, and maritime infrastructure in accordance with technical standards and international regulations, as well as to compile accurate, complete, and timely reports that meet professional requirements (Belabyad et al., 2025; Branch & Branch, 2007). Steven et al. (2019) explain that reporting performance is influenced by anticipation of recipient response, incentives and sanctions, and understanding of recipient information needs. Kasmir (2016) identifies several factors influencing performance including ability and expertise, knowledge, work design, personality, motivation, leadership, job satisfaction, work environment, loyalty, commitment, and work discipline. Based on Levine et al. (1990) in Dwiyanto (2008), three primary indicators of performance are responsiveness, which measures the provider's ability to respond quickly and accurately to customer expectations; responsibility, which indicates the extent to which processes are carried out without violating established regulations; and accountability, which measures the extent to which service delivery conforms to external standards and stakeholder expectations.

H1: Competence has a significant positive effect on transformational leadership style at PT BMC Indonesia

Human resources possessing good competence are expected to provide positive contributions that significantly influence transformational leadership within organizations (Anjani, 2019). Leaders who demonstrate positive behavior due to their strong competence influence those around them, creating a ripple effect of positive attitudes and professional standards. In organizations operating in the shipping sector, where technical complexity and safety requirements demand high professional standards, subordinates consistently depend on their leaders for guidance, support, and direction. Competence possessed by leaders, encompassing both technical and non-technical competencies, enables leaders to provide idealized influence through exemplary behavior, inspirational motivation by setting high expectations, and intellectual stimulation by encouraging innovation and creativity (Firmansyah et al., 2022)

H2: Organizational support has a significant positive effect on transformational leadership style at PT BMC Indonesia.

Organizational support explains the interaction between individuals and organizations that must be specifically studied to understand how organizations treat employees in ways that influence transformational leadership (Eisenberger et al., 1986). When organizations provide tangible support through fairness, appreciation, and supervisor support, leaders respond through the norm of reciprocity, encouraging them to contribute their best efforts, including implementing a more inspirational and development-oriented leadership style (Rhoades & Eisenberger, 2002). The mechanism through which organizational support influences transformational leadership can be understood through the concept of psychological safety, which creates an environment where leaders feel secure in taking interpersonal risks without fear of negative consequences (Edmondson, 1999). Leaders who experience strong organizational support have higher psychological safety, enabling them to attempt more innovative and transformative leadership approaches

H3: Competence has a significant positive effect on surveyor performance at PT BMC Indonesia.

Competence influences performance because with high capability, employee performance will be achieved, demonstrating the fundamental importance of individual capabilities in determining work outcomes (Anjani, 2019). Research by Firmansyah et al. (2022) demonstrates that competence has a significant positive effect on employee performance. Surveyors who possess both technical and non-technical competence will be able to produce accurate, complete, and timely reports, meeting the quality standards required in the maritime surveying profession (Boyatzis, 2008). Technical competence enables surveyors to apply appropriate inspection methods and analytical techniques, while non-technical competence supports effective communication, teamwork, and professional conduct. When these competency elements are present at high levels, surveyors can perform their duties effectively, producing work that meets or exceeds organizational standards and client expectations

H4: Organizational support has a significant positive effect on surveyor performance at PT BMC Indonesia.

Organizational support is capable of encouraging employee performance because employees who receive strong organizational support become more loyal to their work and workplace, developing commitment that translates into enhanced contribution and effort (Rhoades & Eisenberger, 2002). When employees believe that the organization cares about their well-being, they will respond by making greater efforts to fulfill their obligations to the organization (Putri, 2024). In the context of surveyors, organizational support through the provision of adequate equipment, appreciation for achievement, and opportunities for career development is crucial for supporting optimal performance. The Conservation of Resources (COR) theory (Hobfoll, 1989) provides additional insight, suggesting that when organizations provide adequate resources, individuals can direct all capacity toward core task execution without being distracted by resource deficiencies. In the context of maritime surveying, which is highly dependent on equipment and infrastructure, organizational support is particularly essential for enabling surveyors to perform effectively in field conditions.

H5: Transformational leadership style has a significant positive effect on surveyor performance at PT BMC Indonesia.

The role of leadership style is important and necessary in aligning various needs and creating as well as improving the sustainability of conducive work situations (Robbins & Judge, 2020). Transformational leadership is expected to encourage employees to behave according to established company goals, creating alignment between individual behavior and organizational objectives. Through various approaches employed by transformational leaders in mobilizing subordinates to achieve company goals, leadership ultimately must also generate increased performance from subordinates (Bass & Riggio, 2006). Transformational leadership improves performance through multiple mechanisms: idealized influence inspires followers to emulate leaders' behavior and values; inspirational motivation articulates compelling visions that energize followers; intellectual stimulation encourages creativity and innovation; and individualized consideration provides personalized support and development (Bass & Avolio, 1994). In the context of maritime surveying, where work conditions are often challenging and demanding, transformational leadership provides the inspiration and support needed to maintain high performance standards and continuous improvement.

H6: Transformational leadership style mediates the influence of competence on surveyor performance at PT BMC Indonesia.

According to transformational leadership theory (Bass, 1985), individual competence alone is insufficient to produce optimal surveyor performance, as competence represents potential that requires activation and development through appropriate leadership. Competence, encompassing knowledge, skills, motives, and attitudes, only becomes "potential" that needs to be activated and developed by leaders who provide vision, support, and challenge (Boyatzis, 2008). Transformational leadership serves as a mediator because leaders who possess charisma, inspirational motivation, and intellectual stimulation can transform surveyors' technical competence into more accurate, complete, and timely reporting behavior. The mediating role is supported by the Resource-Based View (RBV) framework (Barney, 1991), which suggests that individual competence is a valuable resource that needs to be integrated through effective leadership processes to produce optimal performance. Without effective transformational leadership, surveyor competence remains isolated at the individual level and does not optimally contribute to team and organizational performance.

H7: transformational leadership style mediates the influence of organizational support on surveyor performance at PT BMC Indonesia.

Organizational support creates a positive psychological climate that establishes the foundation for employee well-being and commitment (Eisenberger et al., 1986). However, this support does not directly translate into high surveyor performance without the role of leaders who translate organizational support into individual motivation and commitment. Transformational leadership serves as a mediator because transformational leaders are able to translate organizational support (fairness, appreciation, facilities) into intrinsic motivation and subordinate commitment, converting organizational resources into individual motivation and engagement (Helalat et al., 2025). Through inspiration and intellectual stimulation, leaders transform perceptions of organizational support into

more responsible and accountable reporting behavior. The mediating role can be understood through the concept of psychological contract fulfillment, where employees' perceptions of organizational support create expectations that leaders help fulfill through their leadership behaviors (Yousefi et al., 2025). In the context of maritime surveying, where challenges and demands are significant, transformational leadership serves as the mechanism that converts organizational support into surveyor motivation and performance.

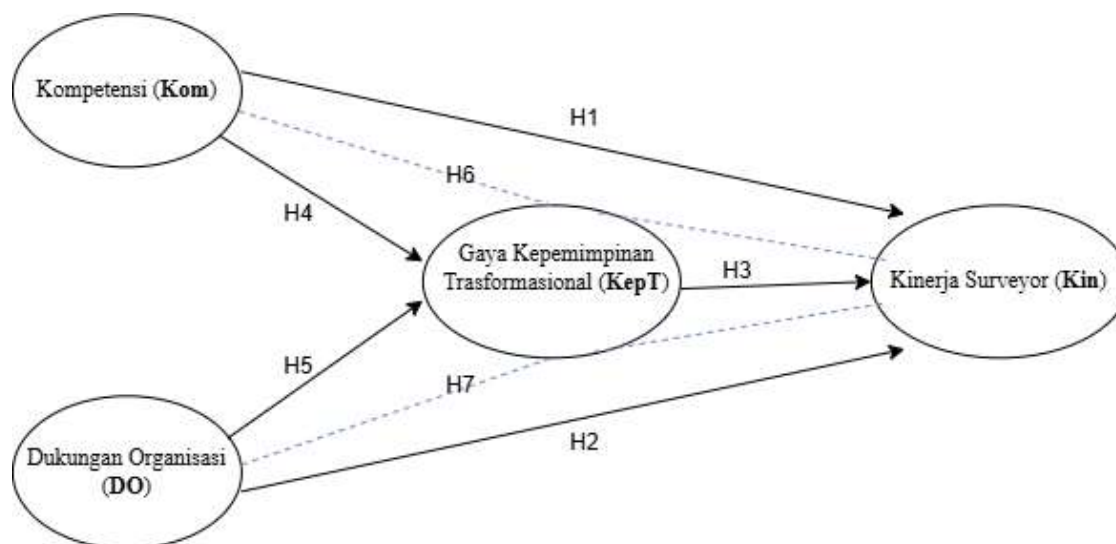


Figure 1. Research Framework

METHOD

This study uses a quantitative approach with an explanatory research design, aiming to explain the causal relationships between variables (Sari et al., 2022). The research was conducted at PT BMC Indonesia, with a population of 60 active surveyors. Using saturated sampling technique, all 60 surveyors were included as respondents. Primary data were collected through closed-ended questionnaires using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire consisted of items measuring competence (5 items), organizational support (5 items), transformational leadership style (6 items), and surveyor performance (6 items). Secondary data were obtained from company documents and literature review. **Competence (X1)**: Measured through intellectual competence (technical knowledge, equipment mastery), emotional competence (procedure compliance, continuous development), and social competence (adaptation to industry developments). **Organizational Support (X2)**: Measured through supervisor support, appreciation, fairness, and career development opportunities. **Transformational Leadership Style (Z)**: Measured through charisma, inspirational motivation, and intellectual stimulation. **Surveyor Performance (Y)**: Measured through responsiveness, responsibility, and accountability. Data were analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.0 software. The analysis includes descriptive statistics, outer model evaluation (convergent validity, discriminant validity, and reliability), inner model evaluation (R-square and predictive relevance), and hypothesis testing.

RESULT

Model Measurement

The respondent profile provides essential demographic information about the surveyor members of PT. Boyd Marine Consultants Indonesia. Understanding these characteristics is crucial for contextual interpretation of the research findings.

Table 1. Respondent Characteristics (n=60)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	56	93.3
	Female	4	6.7



Age	<26 years	2	3.3
	26-35 years	15	25.0
	36-45 years	17	28.3
	>45 years	26	43.3
Origin	Jawa	40	66.7
	Kalimantan	4	6.7
	NTT	3	5.0
	Sulawesi	4	6.7
	Sumatera	9	15.0
Length of service	< 1 years	4	6.7
	> 10 years	30	50.0
	1 - 2 years	2	3.3
	3 - 5 years	7	11.7
	6 - 10 years	17	28.3

The majority of respondents were male (93.3%), aged 36-45 years (43.3%), from Java (66.7%), and had more than 10 years of work experience (50%). This profile indicates that the surveyor profession is dominated by experienced male workers, reflecting the characteristics of the maritime industry which is traditionally male-dominated.

Table 2. Descriptive Statistic of Variables

Variable	Mean	Category
Competence	4.18	High Category
Organizational Support	4.59	Very High Category
Transformational Leadership Style	4.55	Very High Category
Surveyor Performance	4.15	High Category

Outer model evaluation

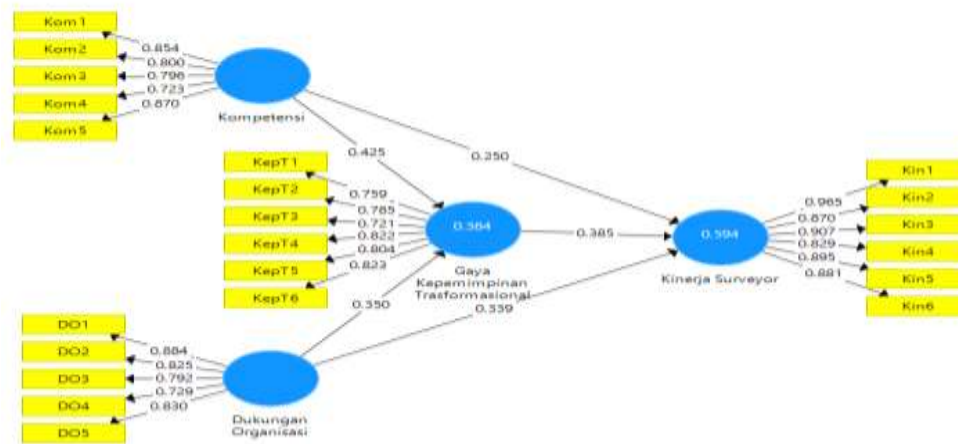


Figure 2. Outer Model

According to Figure 2, the purpose of this external model test is to assess the validity and reliability of the employed constructs or indicators. Validity and reliability tests are employed to assess the indicated measurement model. The results of factor loadings, Cronbach's alpha, composite factors, and Average Variance Extracted (AVE) from this study are displayed in Figure 2.

Table 3. Test Outer Model

VARIABLE	Item	Outer loadings	Cronbach's Alpha	Composite Reliability	AVE
Competence	Kom1	0,854	0.871	0.905	0.656
	Kom2	0.800			
	Kom3	0.796			
	Kom4	0.723			
	Kom5	0.870			
Organizational Support	DO1	0.884	0.873	0.907	0.662
	DO2	0.825			
	DO3	0.792			
	DO4	0.729			
	DO5	0.830			
Transformational Leadership Style	KepT1	0.759	0.877	0.907	0.619
	KepT2	0.785			
	KepT3	0.721			
	KepT4	0.822			
	KepT5	0.804			
	KepT6	0.823			
Surveyor Performance	Kin1	0.965	0.948	0.959	0.796
	Kin2	0.870			
	Kin3	0.907			
	Kin4	0.829			
	Kin5	0.895			
	Kin6	0.881			

Table 2 shows that all indicators were above the suggested cutoff (outer loading >0.70, AVE >0.50), indicating convergent validity. Discriminant validity was validated by the Fornell-Larcker criterion and



HTMT ratios (<0.90). Reliability was confirmed by Cronbach's Alpha and Composite Reliability values exceeding 0.70.

Table 4. Fornell-Lacker Validity Test

Variable	<i>Organizational Support</i>	<i>Transformational Leadership Style</i>	<i>Surveyor Performance</i>	<i>Competence</i>
<i>Organizational Support</i>	0.814			
<i>Transformational Leadership Style</i>	0.466	0.787		
<i>Surveyor Performance</i>	0.587	0.673	0.892	
<i>Competence</i>	0.273	0.520	0.543	0.810

Table 3 as show the discriminant validity was evaluated using the Fornell-Larcker criterion. This criterion states that the inter-construct correlations, represented as off-diagonal values, should be less than the square root of the Average Variance Extracted (AVE) for each construct, indicated on the diagonal. The empirical findings satisfy the discriminant validity criteria by confirming that the four constructs *Competence*, *Organizational Support*, *Transformational Leadership Style*, and *Competence* are statistically unique and do not show significant overlap.

Table 5. HTMT Validity Test

Variable	<i>Organizational Support</i>	<i>Transformational Leadership Style</i>	<i>Surveyor Performance</i>	<i>Competence</i>
<i>Organizational Support</i>				
<i>Transformational Leadership Style</i>	0.507			
<i>Surveyor Performance</i>	0.629	0.726		
<i>Competence</i>	0.305	0.569	0.574	

The ratio of the average correlations between indicators across several constructs to the average correlations among indicators within the same construct is known as the Heterotrait-Monotrait Ratio (HTMT), according to Table 4. For HTMT, a threshold of less than 0.90 is advised, with an optimal value of less than 0.85.

Inner Model

The coefficient of determination Q-square, F-square, and significance tests are used to assess the structural model (inner model). To ascertain the degree to which exogenous variables impact endogenous variables, SEM analysis employs the influence of determination analysis. The coefficient of determination (R²) determines R-squared. The Q-square test and coefficient of determination (R-squared) results for this study are as follows:

Table 6. R-Square (R²) and Q-square (Q²)

Endogenous Variable	R ²	R ² Adjusted	Q ² Adjusted
<i>Transformational Leadership Style</i>	0.484	0.462	0.842
<i>Surveyor Performance</i>	0.694	0.672	

Table 5 as show the R² values of 0.484 for Transformational Leadership Style and 0.694 for Surveyor Performance indicate that competence and organizational support jointly explain 48.4% of the variance in transformational leadership, while competence, organizational support, and transformational leadership together explain 69.4% of the variance in surveyor performance, with a Q² value of 0.842 confirming the model's strong predictive relevance.

Table 7. Fit Model test

Fit Index	value	Status
SRMR	0.072	Good Fit
d_ ULS	1.709	Acceptable
d_ G	0.960	Acceptable
Chi-Square	279.123	Interpret cautiously
NFI	0.751	Below threshold

Table 6 as show, based on the primary fit index (SRMR = 0.072, below the 0.08 threshold), the model demonstrates acceptable fit to the empirical data. While the NFI (0.751) falls below the conventional 0.90 threshold, this is common in PLS-SEM with smaller sample sizes and should not overshadow the satisfactory SRMR value (Hair et al., 2014). The d_ ULS and d_ G values further support the model's adequacy.

The fit indices collectively indicate that the structural model adequately represents the relationships among competence, organizational support, transformational leadership, and surveyor performance at PT BMC Indonesia. This provides statistical support for the hypothesized relationships and confirms that the model is suitable for hypothesis testing and interpretation of path coefficient.

Hypothesis Test

To test the hypothesis, the coefficient value for each line will be ascertained. In this analysis, a significance level of 0.05 is accepted. The direct effect hypothesis and indirect effect hypothesis tests presented the following results:

Table 8. Direct effect hypothesis

Hypothesis	Relationship	Original Sample	T Statistics	P Values	Result
H1	Competence → Surveyor Performance	0,250	2,375	0,018	Significant
H2	Organizational Support → Transformational Leadership Style	0,350	2,712	0,007	Significant
H3	Transformational Leadership Style → Surveyor Performance	0,339	4,138	0,000	Significant
H4	Transformational Leadership Style → Surveyor Performance	0,385	3,626	0,000	Significant
H5	Competence → Transformational Leadership Style	0,425	3,768	0,000	Significant

Based on Table 7, the results of direct hypothesis testing is all five direct effect hypotheses are supported, with Competence having the strongest effect on Transformational Leadership Style ($\beta = 0.425$, $p = 0.000$), Transformational Leadership Style being the strongest direct predictor of Surveyor Performance ($\beta = 0.385$, $p = 0.000$), Organizational Support showing the most statistically reliable effect on Surveyor Performance (T-statistic = 4.138), and Competence having a significant but weakest direct effect on Surveyor Performance ($\beta = 0.250$, $p = 0.018$).

Table 9. indirect effect hypothesis

Hypothesis	Relationship	Original Sample	T Statistics	P Values	Result
H6	Organizational Support → Transformational Leadership Style → Surveyor Performance	0,135	1,970	0,049	Significant
H7	Competence → Transformational Leadership Style → Surveyor Performance	0,164	2,943	0,003	Significant

Based on Table 7, the results of direct hypothesis testing is both mediation hypotheses are supported, with Transformational Leadership Style partially mediating the effect of Competence on Surveyor Performance (indirect effect = 0.164, $p = 0.003$) more strongly than it mediates the effect of Organizational Support on Surveyor Performance (indirect effect = 0.135, $p = 0.049$), indicating that competence works more effectively through leadership mechanisms while organizational support also has a strong direct effect on performance.

DISCUSSION

The finding that competence significantly affects transformational leadership style ($\beta=0.425$; $p<0.001$) indicates that surveyors with high competence possess the capacity to exhibit transformational leadership behaviors. Competent leaders can build trust and admiration from team members through idealized influence and individualized consideration (Bass & Avolio, 1994). This finding is consistent with research by Mangkunegara and Octorend (2015) and reinforces the argument that differentiating competencies distinguish superior performers from average performers (Spencer & Spencer, 1993).

Organizational support significantly affects transformational leadership style ($\beta=0.350$; $p=0.007$). Through Social Exchange Theory (Blau, 1964), leaders who receive strong organizational support reciprocate with transformational leadership behaviors. This is supported by the high mean score of organizational support (4.59), indicating that PT BMC Indonesia has established a systematic and equitable support system that enables leaders to focus on aspirational aspects of leadership rather than administrative issues (Purwanto et al., 2021).

Competence significantly affects surveyor performance ($\beta=0.250$; $p=0.018$). However, this is the smallest direct effect in the model, suggesting that competence works more effectively through transformational leadership mediation. This is consistent with the Resource-Based View (Barney, 1991), which states that individual competence is a valuable resource that needs to be integrated through effective leadership mechanisms to produce optimal team performance.

Organizational support significantly affects surveyor performance ($\beta=0.339$; $p<0.001$) with the highest T-statistic (4.138), indicating it is the most reliable direct predictor. This can be explained by the unique characteristics of survey work, which is highly equipment-dependent and infrastructure-dependent. According to Conservation of Resources Theory (Hobfoll, 1989), when organizations provide adequate resources, individuals can direct all their cognitive and emotional energy toward core tasks, resulting in optimal performance.

Transformational leadership style has the strongest direct effect on surveyor performance ($\beta=0.385$; $p<0.001$). Through the Full Range Leadership Model (Bass & Avolio, 1994), transformational leaders build intrinsic motivation that drives team members to exceed minimum expectations. Additionally, through Social Learning Theory (Bandura, 1977), leaders serve as role models, and their transformational behaviors are imitated by team members, creating a positive and productive work culture.

Transformational leadership style partially mediates both relationships: competence-performance ($\beta=0.164$; $p=0.003$) and organizational support-performance ($\beta=0.135$; $p=0.049$). The stronger mediation effect for competence indicates that technical competence creates greater capacity for transformational influence, making it a more effective builder of leadership capacity than a direct performance determinant. This is consistent with organizational learning theory, where individual competence transforms into collective team competence through leadership facilitation (Nonaka & Takeuchi, 1995).

CONCLUSIONS

This study concludes that, competence significantly affects transformational leadership style at PT BMC Indonesia. Higher competence enables surveyors to build effective communication and provide influence, stimulation, inspiration, and motivation to team members. Organizational support significantly affects transformational leadership style. Organizations that actively provide fairness, appreciation, and supervisor support create a conducive climate for transformational leadership practices. Competence significantly affects surveyor performance. Technical knowledge mastery, field skills, and adaptability directly contribute to improved work quality and quantity. Organizational support significantly affects surveyor performance. Adequate equipment provision, fair appreciation, and career development opportunities encourage surveyors to work optimally. Transformational leadership style significantly affects surveyor performance. Leaders who inspire, encourage creative thinking, and provide individual attention to surveyor development significantly improve team performance. Transformational leadership style partially mediates the effect of competence on surveyor performance. Competence is maximized through transformational leadership, where leaders optimize individual potential to contribute more meaningfully to the organization. Transformational leadership style partially mediates the effect of organizational support on surveyor performance. Organizational support is more effective in improving performance when accompanied by transformational leadership, as leaders bridge support into motivation and commitment.

RECOMMENDATIONS

For PT BMC Indonesia, this study recommends:

Maintain and continuously improve organizational support and transformational leadership style. Prioritize competence development programs, especially on indicators with lower mean scores. Conduct in-depth studies on the lowest-performing indicator and design specific interventions. Implement regular transformational leadership training for supervisors to optimize the contribution of individual competence to team performance.

RESEARCH LIMITATION

This study has limitations including: small sample size (60 respondents), limited research scope (one company), and cross-sectional design

FUTURE RESEARCH

Future research is recommended to include multiple maritime survey companies, use longitudinal or mixed-method designs, and incorporate additional variables such as organizational culture, work motivation, or work environment.

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