

# The Effect of Leadership, Competence, and Organizational Culture on Islamic Motivation and Employee Performance at PT Sumber Swarna Pratama, North Morowali Regency, and PT Trio Kencana, Parigi Moutong Regency, Central Sulawesi

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## ABSTRACT

This study examines the effect of leadership, competence, and organizational culture on Islamic motivation and employee performance at PT Sumber Swarna Pratama, North Morowali Regency, and PT Trio Kencana, Parigi Moutong Regency, Central Sulawesi. Using a quantitative explanatory approach with a cross-sectional survey design, data were collected through structured questionnaires from 222 employees selected through purposive sampling. The data were analyzed using Structural Equation Modeling (SEM) after passing validity, reliability, and classical assumption tests. The results reveal that leadership and competence have a positive and significant effect on employee performance, while organizational culture does not show a significant direct effect on performance. Furthermore, leadership, competence, and organizational culture each have a positive and significant effect on Islamic motivation. Islamic motivation, in turn, has a strong positive and significant effect on employee performance, indicating its important mediating role in strengthening the relationship between leadership, competence, organizational culture, and performance. These findings suggest that improving leadership quality, enhancing employee competence, and fostering a value-based organizational culture that supports Islamic motivation are strategic approaches for achieving sustainable improvements in employee performance within mining organizations operating in a predominantly Muslim context.

**Keywords:** leadership, competence, organizational culture, Islamic motivation, employee performance, mining industry, Central Sulawesi.

## INTRODUCTION

In the era of globalization, competition among companies in both trading and service industries has become increasingly complex, dynamic, and unpredictable. Market integration, rapid technological advancement, and the liberalization of trade have forced organizations to operate in an environment characterized by uncertainty and intense rivalry. In this context, companies are required not only to maintain their current level of performance but also to continuously innovate and adapt in order to survive and remain competitive. This condition places significant pressure on organizations to optimize all of their resources, including financial capital, natural resources, technological capabilities, and, most importantly, human resources.

Although many companies invest heavily in modern technology, sophisticated management systems, and advanced infrastructure, these elements alone are insufficient to guarantee organizational success. A company may

possess abundant financial resources, access to high-quality raw materials, and state-of-the-art technology, yet still fail to achieve its strategic objectives if its human resources are not properly managed, developed, and motivated. Human resources represent the core of organizational operations, as they are responsible for planning, executing, and controlling all activities within the company. Without competent, committed, and motivated employees, other organizational resources cannot be utilized effectively and efficiently. Therefore, human resources are widely recognized as the most valuable asset of any organization, playing a decisive role in determining its long-term sustainability and competitiveness.

In the Indonesian context, human resource management takes place within a distinctive socio-cultural and religious environment. Indonesia is a country with a predominantly Muslim population, where Islamic values, ethics, and principles strongly influence individual behavior, social interactions, and organizational practices. Islam is not merely a set of religious beliefs but a comprehensive way of life that guides its followers in various aspects of personal, social, and professional conduct. Consequently, Islamic teachings also shape perspectives on work, responsibility, leadership, and organizational relationships. In this regard, understanding how Islamic values influence employee motivation, attitudes, and performance becomes highly relevant for organizations operating in Indonesia, particularly those employing a majority Muslim workforce.

Within organizations, employee performance is considered one of the most critical determinants of overall success. Performance reflects the extent to which employees are able to accomplish their assigned tasks in accordance with organizational standards and expectations. Employees contribute not only their physical effort but also their intellectual capabilities, creativity, problem-solving skills, and commitment to organizational goals. High-performing employees are essential for improving productivity, enhancing service quality, fostering innovation, and maintaining competitive advantage. Conversely, low employee performance can result in inefficiency, operational disruptions, financial losses, and a decline in organizational reputation.

Employee performance is influenced by a combination of internal and external factors, with motivation and competence being two of the most fundamental elements. Motivation drives individuals to exert effort, persist in their tasks, and strive for excellence, while competence determines their ability to perform work effectively. Even highly skilled employees may fail to perform optimally if they lack sufficient motivation, just as highly motivated employees may struggle if they do not possess the necessary skills and knowledge. Therefore, organizations must ensure that both competence and motivation are adequately developed and supported through appropriate human resource policies and managerial practices.

Leadership plays a central role in shaping employee motivation, behavior, and performance. Leaders are responsible for setting organizational direction, creating a conducive work environment, and influencing employees to work toward shared goals. Effective leadership involves not only issuing instructions but also inspiring, guiding, and empowering employees to realize their full potential. Leaders who demonstrate fairness, integrity, empathy, and professionalism are more likely to gain employee trust and respect, which in turn fosters higher levels of commitment and performance. Furthermore, leadership style significantly affects communication patterns, decision-making processes, and interpersonal relationships within the organization. A participative and supportive leadership style tends to enhance employee engagement, while an authoritarian or ineffective leadership approach may lead to dissatisfaction, stress, and reduced productivity.

In addition to leadership, organizational culture constitutes another critical factor that shapes employee behavior and performance. Organizational culture encompasses shared values, beliefs, norms, and practices that define how members of an organization interact, make decisions, and respond to challenges. A strong and positive organizational culture promotes cooperation, mutual respect, and a sense of belonging among employees. It also serves as a guiding framework that aligns individual behavior with organizational objectives. Conversely, a weak or negative organizational culture can create conflicts, misunderstandings, and resistance to change, ultimately hindering organizational effectiveness. Leadership and organizational culture are closely interconnected, as leaders play a key role in establishing, reinforcing, and transforming cultural values within the organization.

Competence, as an essential component of human resource quality, also significantly contributes to employee performance. Competence encompasses knowledge, skills, abilities, and professional attitudes acquired through education, training, and work experience. Employees with high levels of competence are better equipped to handle complex tasks, solve problems, and adapt to changing work demands. Organizations that prioritize competency development through continuous learning and training are more likely to achieve sustainable performance improvements. However, competence alone is insufficient without adequate motivation and a supportive organizational environment.

Despite the theoretical consensus regarding the importance of leadership, competence, organizational culture, and motivation, empirical research in this area has produced inconsistent findings. Some studies demonstrate strong positive relationships among these variables, while others report insignificant or contradictory results. These inconsistencies suggest that the relationships among leadership, competence, organizational culture, motivation, and performance may be influenced by contextual factors such as industry characteristics, organizational structure,

and cultural or religious values. As such, further investigation is necessary to provide clearer and more comprehensive insights into these dynamics, particularly within the Indonesian context.

PT Sumber Swarna Pratama in North Morowali Regency and PT Trio Kencana in Parigi Moutong Regency, Central Sulawesi, operate in the mining sector, which is known for its high operational risks, capital intensity, and stringent regulatory requirements. These companies face intense global competition, fluctuating commodity prices, and increasing demands for environmental and social responsibility. To sustain their operations and maintain competitiveness, they must rely not only on technological and financial capabilities but also on the quality and performance of their human resources. Given that the majority of employees in these companies are likely influenced by Islamic values, integrating Islamic motivational principles into human resource management practices may offer a meaningful approach to enhancing employee commitment, ethical behavior, and performance.

Based on these considerations and the observed inconsistencies in previous empirical findings, this study seeks to examine more deeply the influence of leadership style, human resource competence, organizational culture, and Islamic motivation on employee motivation and performance at PT Sumber Swarna Pratama and PT Trio Kencana in Central Sulawesi. Through this investigation, the study aims to contribute both theoretically and practically to the understanding of human resource management within the context of Islamic values and organizational performance.

## METHOD

This study employs a quantitative explanatory research approach using a cross-sectional survey design to examine the relationships among leadership style, human resource competence, organizational culture, Islamic motivation, employee motivation, and employee performance at PT Sumber Swarna Pratama in North Morowali Regency and PT Trio Kencana in Parigi Moutong Regency, Central Sulawesi; data are collected through a structured Likert-scale questionnaire distributed to purposively selected employees based on length of service and job involvement, with measurement instruments covering indicators of leadership, competence, culture, Islamic motivation, motivation, and performance; the collected data are tested for validity and reliability before being analyzed using Structural Equation Modeling or multiple regression analysis, including classical assumption tests and mediation analysis to examine both direct and indirect effects at a 5% significance level while ensuring respondent confidentiality and voluntary participation.

## RESULT AND DISCUSSION

### The Effect of Leadership on Employee Performance at PT Sumber Swarna Pratama (North Morowali Regency)

Based on the statistical analysis, the  $p$ -value for the effect of leadership on employee performance (KEP  $\rightarrow$  KIN) is 0.004, indicating a highly significant relationship. This conclusion is strengthened by a positive Critical Ratio (CR) of 2.915, which exceeds the threshold of 1.96. Therefore, the null hypothesis ( $H_0$ ) is rejected, and it can be concluded that leadership—measured through indicators such as decision-making ability, the ability to motivate, communication capability, the ability to control subordinates, responsibility, and self-control—has a positive and significant effect on employee performance. In practical terms, the better and more effective the leadership practices within the organization, the higher the employee performance at PT Sumber Swarna Pratama. Conversely, when leadership is perceived as less effective, employee performance tends to decline.

Leadership is widely recognized as a critical driver of employee performance because leaders function not only as decision makers but also as catalysts who shape work direction, expectations, and standards. An effective leader provides clear guidance, sets realistic performance targets, and creates a supportive environment that enables employees to work productively. Beyond directing tasks, strong leadership contributes to harmonious working relationships through constructive feedback, fair supervision, and consistent communication. When leaders succeed in inspiring and empowering their teams, employees typically feel valued and psychologically supported, which increases their willingness to contribute beyond minimum requirements. As a result, leadership becomes a strategic factor in sustaining productivity, enhancing work quality, and accelerating the achievement of organizational goals.

Effective leadership also influences employee performance by establishing a conducive work climate. Transformational leadership, for example, encourages employees to internalize a shared vision, strengthen commitment, and strive for higher levels of achievement. Leaders who can adapt to change, coach employees appropriately, and nurture a positive working culture are more likely to improve both productivity and job satisfaction. In operational settings—such as mining companies where discipline, coordination, and safety

compliance are essential—leadership effectiveness often becomes even more decisive, because employees require clarity of command, consistent supervision, and timely decision-making.

Empirically, employees' perceptions of leadership at PT Sumber Swarna Pratama reflect reasonably positive tendencies across leadership indicators. Regarding decision-making ability, among 222 employees, the largest group—89 respondents (40.09%)—stated that they agreed the leader consistently emphasizes good relationships with subordinates and demonstrates the capacity to make decisions. In terms of the ability to motivate, the largest proportion—85 respondents (38.28%)—agreed that leaders directly assign tasks that need to be completed and show motivational capability. For communication ability, the largest proportion—86 respondents (38.73%)—agreed that leaders frequently stress efficiency and request subordinates to complete tasks as soon as possible, reflecting active communication practices. Concerning the ability to control subordinates, 87 respondents (39.18%) agreed that leaders are capable of managing and controlling subordinates effectively. In relation to responsibility, 85 respondents (38.28%) agreed that leaders repeatedly emphasize the importance of completing tasks properly and encourage employees to deliver the best results. Finally, regarding self-control, 85 respondents (38.28%) reported that they “moderately agreed” that leaders are able to maintain self-control under pressure.

Overall, the combined leadership indicators—decision-making, motivating capacity, communication skill, subordinate control, responsibility, and self-control—appear to be reasonably well reflected in employees' perceptions at PT Sumber Swarna Pratama. This condition contributes positively to employee performance improvements, including higher productivity, work efficiency, and better quality outputs. Leadership that is strong and consistent does not merely create a comfortable workplace; it also fosters a collaborative culture focused on achieving organizational targets. When employees receive direction and support from leaders, they tend to feel more motivated, more confident in handling their responsibilities, and better prepared to face operational challenges. Ultimately, this strengthens the company's ability to achieve targets more optimally while also supporting employee satisfaction and loyalty.

These findings are broadly consistent with previous studies suggesting that leadership contributes positively to employee performance. However, the literature also indicates that results can vary across contexts, with some studies reporting non-significant leadership effects on performance. Such differences may arise due to variations in organizational structure, leadership style implementation, industry characteristics, or differences in employee perceptions and expectations.

### **The Effect of Competence on Employee Performance at PT Sumber Swarna Pratama (North Morowali Regency)**

The analysis shows that the relationship between competence and employee performance (KOM → KIN) is statistically significant, with a p-value of 0.038 and a positive CR of 2.070. Since the p-value is below 0.05 and the CR exceeds 1.96, the null hypothesis (H<sub>0</sub>) is rejected. This indicates that competence—measured through knowledge, skills, experience, and attitude—has a positive and significant effect on employee performance. In other words, employees with stronger competence tend to demonstrate higher performance levels at PT Sumber Swarna Pratama, while weaker competence is associated with lower performance outcomes.

Competence plays a fundamental role in improving performance because it represents the capabilities that enable employees to perform tasks effectively and efficiently. Employees who possess sufficient knowledge and technical skills are more capable of executing responsibilities accurately, making appropriate decisions, and responding to workplace demands. Experience also strengthens employees' ability to solve problems, particularly when unexpected operational constraints occur. Moreover, attitude—such as discipline, responsibility, and compliance—supports consistent and reliable performance, especially in organizations requiring structured workflows and high safety standards. Organizations that invest in competency development generally benefit from higher productivity, better work quality, and stronger organizational resilience in dynamic environments.

The descriptive results suggest that competence among employees at PT Sumber Swarna Pratama is relatively well reflected across its indicators. In terms of knowledge, the largest proportion—83 respondents (37.38%)—reported that they moderately agreed they possess basic knowledge relevant to their work. Regarding skills, the largest group—81 respondents (36.48%)—moderately agreed that they have good skills that help make their work easier. For experience, 88 respondents (39.63%) agreed that they have sufficient experience to resolve problems when work faces obstacles due to situations commonly encountered. Concerning attitude, the largest proportion—75 respondents (33.78%)—agreed that they are able to behave appropriately in performing work according to rules, authority, and responsibilities.

The combination of competence indicators—knowledge, skills, experience, and attitude—appears to be reflected in the majority of employees, thereby contributing positively to employee performance. Employees with adequate competence tend to work more effectively, increase productivity, and contribute to the achievement of organizational targets. Their experience enables faster problem resolution and more accurate decisions in a dynamic workplace. Furthermore, positive work attitudes—such as discipline, responsibility, and initiative—support a

harmonious environment that is oriented toward results. With competence continuously strengthened, employees are not only able to improve the quality of their work but also become more prepared to face the increasing competitiveness of the industry, contributing meaningfully to organizational sustainability.

These findings align with studies reporting a positive and significant influence of competence on employee performance, although some research has reported non-significant relationships, indicating that competence may have stronger effects in certain organizational settings than others.

### **The Effect of Organizational Culture on Employee Performance at PT Sumber Swarna Pratama (North Morowali Regency)**

The results indicate that organizational culture does not have a statistically significant effect on employee performance. The  $p$ -value for the relationship between organizational culture and performance ( $BO \rightarrow KIN$ ) is 0.123, which is greater than 0.05, while the CR value is 1.544, which is below 1.96. Accordingly, the hypothesis proposing a significant effect is rejected. This implies that even if organizational culture is perceived as relatively well implemented, it does not automatically translate into higher employee performance at PT Sumber Swarna Pratama. Similarly, a less effective organizational culture does not necessarily reduce employee performance in a statistically significant way.

Field observations and contextual considerations may help explain this finding. One possible explanation is that organizational culture within the company may not yet be fully internalized or consistently implemented across all levels of management and employees. Even when cultural values and organizational norms exist formally, they may still be in a developmental stage, making their impact on performance insufficiently strong to be detected statistically. Another possible explanation is that the influence of organizational culture on performance may be overshadowed by other more dominant factors, such as leadership practices, compensation systems, workload pressures, or working conditions. Employees may focus more on tangible incentives, job security, and direct managerial directives than on cultural values that are perceived as abstract or inconsistently applied.

External factors may also play a role. In industrial sectors characterized by operational targets, deadlines, and productivity demands, employees may become more oriented toward achieving measurable outcomes rather than adhering to cultural values. Additionally, employees may perceive organizational culture differently, producing varied responses that reduce the statistical strength of the culture–performance relationship.

Descriptively, organizational culture indicators at PT Sumber Swarna Pratama show relatively positive perceptions across several dimensions. For innovation and risk-taking, 84 respondents (37.83%) agreed that employees are encouraged to be innovative and take risks. For attention to detail, 99 respondents (44.56%) agreed that the organization emphasizes detail in all types of work. For outcome orientation, 101 respondents (45.50%) agreed that the company prioritizes results over processes. For people orientation, 85 respondents (38.28%) agreed that management decisions consider impacts on people in the organization. For team orientation, 99 respondents (44.56%) agreed that work activities are organized based on teams rather than individuals. Regarding aggressiveness/competitiveness, 95 respondents (42.79%) agreed that employees work competitively rather than in a relaxed manner. For stability, 114 respondents (51.35%) agreed that organizational activities emphasize maintaining the status quo rather than growth.

Although these cultural indicators appear positive in the descriptive statistics, the inferential results suggest that their contribution to performance is not strong enough to be significant within this organizational context. This finding is consistent with some prior research reporting non-significant effects of organizational culture on performance, while other studies report the opposite. Such inconsistency reinforces the importance of context when interpreting culture-related outcomes.

### **The Effect of Leadership on Islamic Motivation at PT Sumber Swarna Pratama (North Morowali Regency)**

The analysis demonstrates a very strong and significant relationship between leadership and Islamic motivation ( $KEP \rightarrow MI$ ). The  $p$ -value is 0.00, indicating a highly significant effect, and the CR is 6.164 (positive), far exceeding the threshold of 1.96. Therefore, the null hypothesis is rejected, and it can be concluded that leadership—reflected in decision-making ability, motivating capability, communication skill, control of subordinates, responsibility, and self-control—has a positive and significant effect on employees' Islamic motivation. Practically, when leadership is stronger and more effective, Islamic motivation among employees increases; when leadership weakens, Islamic motivation tends to decrease as well.

In general, organizations continually seek to strengthen human resources to respond to competitive workplace dynamics. Improving employee performance is not simple, as it requires addressing multiple constraints. Effective leadership becomes a crucial starting point, because leaders shape organizational direction, create clarity for employees, and develop a work environment conducive to motivation—especially Islamic motivation, which is rooted in moral awareness, sincerity, and responsibility. Leaders who demonstrate fairness, discipline, and integrity

can strengthen employees' spiritual meaning in work, encouraging them to see their roles not merely as economic activities but as forms of responsibility and devotion.

The descriptive results related to leadership indicators in this section remain consistent with employees' overall perceptions. Across decision-making, motivation, communication, subordinate control, responsibility, and self-control, the largest groups of respondents tend to agree that leadership practices are reasonably present. This alignment suggests that strengthening leadership capacity may be an effective strategic lever for nurturing Islamic motivation among employees. Nonetheless, these achievements should not lead to complacency. Leadership must continue to develop so it can adapt to rapid technological change and evolving workplace demands.

### **The Effect of Competence on Islamic Motivation at PT Sumber Swarna Pratama (North Morowali Regency)**

The analysis indicates that competence has a highly significant positive effect on Islamic motivation (KOM → MI). The  $p$ -value is 0.00, and the CR is 5.798 (positive), exceeding the required threshold. Thus, the null hypothesis is rejected, confirming that competence—measured through knowledge, skills, experience, and attitude—significantly enhances Islamic motivation. In essence, employees with stronger competence tend to show higher Islamic motivation, while weaker competence corresponds with lower Islamic motivation.

Competence is not only instrumental for technical performance but can also shape Islamic motivation by reinforcing confidence, professionalism, and moral commitment. Employees who understand their work, possess the skills to execute tasks, and have experience resolving problems are generally more resilient under pressure. This resilience supports a deeper internal motivation, where work is perceived not merely as a job but as a trust (amanah) that must be fulfilled responsibly. Positive attitudes—discipline, integrity, and accountability—further strengthen the spiritual meaning of work by aligning professional conduct with ethical values.

Descriptively, competence indicators among the 222 employees show similar patterns: the largest groups moderately agree that they have relevant knowledge and skills, agree that they possess practical experience, and agree that they maintain good attitudes in accordance with rules and responsibilities. Together, these competence dimensions appear to support Islamic motivation, suggesting that continuous competency development—through training, coaching, and attitude reinforcement—can be a sustainable strategy for strengthening both motivation and organizational performance.

### **The Effect of Organizational Culture on Islamic Motivation at PT Sumber Swarna Pratama (North Morowali Regency)**

The results show that organizational culture has a very strong and significant positive effect on Islamic motivation (BO → MI). The  $p$ -value is 0.00, and the CR is 5.572 (positive), indicating high statistical significance. Therefore, the null hypothesis is rejected, and it can be concluded that organizational culture—measured through innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness/competitiveness, and stability—significantly increases employees' Islamic motivation. This means that a stronger and more positive organizational culture is associated with higher Islamic motivation, while a weaker culture tends to reduce Islamic motivation.

Organizational culture shapes employees' mindset and daily behavior because it provides shared norms and values that influence how employees interpret their roles. When an organization promotes professionalism, integrity, teamwork, and responsibility, employees tend to experience a more meaningful work environment that supports commitment and dedication. In the context of Islamic motivation, a culture aligned with ethical values—fairness, honesty, responsibility, and social concern—can encourage employees to work sincerely, uphold integrity, and view work as part of moral responsibility. When the organization appreciates contributions, fosters cooperation, and promotes moral reinforcement, employees are more likely to experience intrinsic motivation rooted in values such as amanah (trustworthiness) and ikhlas (sincerity).

The descriptive results show that the strongest agreement levels appear in indicators such as stability and outcome orientation, followed by attention to detail and team orientation. These cultural traits can create a consistent framework for employees, supporting motivational stability and ethical commitment. Overall, organizational culture appears to function as an important "value system" that strengthens Islamic motivation and reinforces employees' willingness to work seriously and responsibly.

### **The Effect of Islamic Motivation on Employee Performance at PT Sumber Swarna Pratama (North Morowali Regency)**

The analysis confirms that Islamic motivation has a highly significant positive effect on employee performance (MI → KIN). The  $p$ -value is 0.00, and the CR is 6.258 (positive). Since these values exceed the statistical thresholds, the null hypothesis is rejected, and it is concluded that Islamic motivation—measured through fulfilling physical and spiritual needs, high hope (raja') and fear of God, intention to work as worship, concern for others, a pleasant

and challenging work environment, opportunities to learn, and aspirations for a better life and reward from Allah—significantly increases employee performance. This implies that the stronger employees' Islamic motivation, the higher their performance at PT Sumber Swarna Pratama.

Islamic motivation can strengthen performance because it embeds work with ethical and spiritual meaning. In this framework, work is not merely a means of earning income but also a form of worship and accountability that must be carried out sincerely and responsibly. Values such as sincerity, excellence (*ihsan*), trustworthiness (*amanah*), discipline, and responsibility encourage employees to perform tasks with integrity and high standards, even in the absence of direct supervision. When employees perceive their work as meaningful beyond material outcomes, they may sustain higher levels of perseverance, consistency, and moral commitment. In addition, Islamic motivation emphasizes social concern and cooperation, which supports teamwork and creates a productive work climate.

Descriptive findings show that employees' Islamic motivation is reflected across several dimensions. Regarding the dimension of fulfilling physical and spiritual needs, 82 respondents (36.9%) moderately agreed that employees are motivated to work to sustain life while adhering to Islamic spiritual principles. For the dimension of high hope (*raja'*) and fear of God, 89 respondents (40.09%) moderately agreed that employees aspire to maintain noble character and live under divine guidance. In the dimension of intention to work as worship, the largest group moderately agreed that employees view work as worship aimed at seeking Allah's pleasure. For concern toward others, 93 respondents (41.89%) agreed that employees care for others for the benefit of the community. In terms of a pleasant and challenging environment, 83 respondents (37.38%) moderately agreed that such conditions enhance motivation. Regarding opportunities to learn, 84 respondents (37.83%) moderately agreed that learning opportunities strengthen motivation. Finally, for aspirations of a better life and divine reward, 86 respondents (38.73%) moderately agreed that employees are motivated to work well to attain a better life and spiritual reward as faithful individuals performing good deeds.

Overall, these results suggest that Islamic motivation functions not only as an internal psychological driver but also as an ethical-spiritual foundation that strengthens work discipline, sincerity, and commitment. Therefore, organizational efforts to strengthen Islamic motivation—through leadership example, competency development, and value-based culture—are likely to contribute meaningfully to sustainable performance improvement. This finding is consistent with studies reporting that motivation positively affects performance, although some research shows non-significant relationships, indicating that the strength of this effect may depend on context, measurement, and organizational conditions.

## CONCLUSION

This study concludes that leadership and competence are key determinants of employee performance at PT Sumber Swarna Pratama (North Morowali Regency). Leadership has a positive and significant effect on performance, indicating that improvements in decision-making, motivational capability, communication, supervision/control of subordinates, responsibility, and self-control are closely associated with higher employee productivity, efficiency, and work quality. Competence also shows a positive and significant effect on performance, confirming that stronger employee knowledge, skills, experience, and work attitude contribute directly to better performance outcomes. In contrast, organizational culture does not have a significant direct effect on employee performance, suggesting that cultural values and norms—although perceived as relatively present—may not yet be strong, consistent, or decisive enough to translate into measurable performance improvements, or its influence may be outweighed by more dominant factors in the operational environment. Furthermore, leadership, competence, and organizational culture each have a positive and significant effect on Islamic motivation. This implies that better leadership practices, higher competence, and stronger cultural dimensions (*innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness/competitiveness, and stability*) foster employees' Islamic motivation, which is reflected in the intention to work as worship, moral responsibility, concern for others, and aspirations for both worldly well-being and spiritual reward. Islamic motivation, in turn, has a strong positive and significant effect on employee performance, confirming its strategic role as a value-based internal driver that strengthens discipline, sincerity, commitment, and work excellence. Overall, the findings indicate that Islamic motivation functions as an important pathway through which leadership, competence, and organizational culture can enhance performance, while the direct role of organizational culture on performance remains statistically unsupported in this context. Therefore, strengthening leadership quality and employee competence, while simultaneously institutionalizing organizational values that reinforce Islamic motivation, is essential for achieving sustainable improvements in employee performance at PT Sumber Swarna Pratama.

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