

# THE ROLE OF COMPETENCE, ORGANIZATIONAL CULTURE, AND TAUHID IN WORK MOTIVATION WITHIN CONSULTING MSMES IN PEKANBARU CITY

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## Abstract

This study explores the role of competence, organizational culture, and tauhid in shaping work motivation among employees of consulting Micro, Small, and Medium Enterprises (MSMEs) in Pekanbaru City. Using a qualitative literature review approach, this article synthesizes findings from recent empirical and theoretical studies to provide a comprehensive understanding of how these three factors interact to influence employee motivation. The review highlights that competence, encompassing knowledge, skills, and abilities, is a fundamental driver of motivation, enabling employees to perform their tasks effectively and with confidence. Organizational culture, characterized by shared values, norms, and practices, creates an environment that can either foster or hinder motivation depending on its alignment with employee expectations and organizational goals. Tauhid, representing the integration of Islamic monotheistic values, is identified as a unique motivational factor within the context of Indonesian MSMEs, promoting a sense of purpose, ethical conduct, and spiritual fulfillment at work. The synthesis reveals that the interplay between competence, organizational culture, and tauhid not only enhances intrinsic motivation but also contributes to sustained organizational performance and employee well-being. The study concludes that a holistic approach, which integrates professional competence, supportive organizational culture, and spiritual values, is essential for fostering high work motivation in consulting MSMEs. Recommendations for future research include empirical investigations into the practical implementation of tauhid in organizational settings and its measurable impact on motivation and performance.

**Keywords:** *Competence, Organizational Culture, Tauhid, Work Motivation, MSMEs.*

## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in the economic development of many countries, including Indonesia. In particular, consulting MSMEs contribute significantly to the local economy by providing specialized services that support business growth and innovation. However, the sustainability and competitive advantage of these enterprises largely depend on the motivation and performance of their human resources Ahmad, N. (2023). Work motivation is a critical factor that influences employee productivity, job satisfaction, organizational commitment, and overall business success Rahman, F. (2024). Therefore, understanding the factors that drive and sustain motivation within MSMEs is essential for fostering a productive workforce and ensuring organizational resilience in an increasingly competitive market.

Competence, defined as the combination of knowledge, skills, and abilities that employees bring to their roles, has long been recognized as a fundamental determinant of work motivation. Employees who perceive themselves as competent are more likely to feel confident, engaged, and motivated to achieve organizational goals Putra, A. (2023). Alongside competence, organizational culture—comprising shared values, beliefs, and norms—creates the social environment that shapes employee attitudes and behaviors. A positive and supportive organizational culture can enhance motivation by fostering a sense of belonging, purpose, and alignment with organizational objectives.

Despite extensive research on competence and organizational culture, there remains a significant gap in understanding how spiritual values, particularly tauhid, influence work motivation within Indonesian MSMEs. Tauhid, the Islamic principle of monotheism, emphasizes the unity of God and integrates spiritual, ethical, and moral dimensions into daily life. In Indonesia, where Islam is the predominant religion, tauhid has the potential to

serve as a unique motivational construct that aligns employees' spiritual beliefs with their professional roles Kurniawan, T. (2023). However, the role of tauhid as a motivational factor in organizational settings, especially within consulting MSMEs in Pekanbaru City, has not been thoroughly investigated. This gap limits the development of culturally and spiritually informed motivation strategies that could enhance employee engagement and performance.

Previous studies have primarily focused on the isolated effects of competence or organizational culture on motivation, often neglecting the interplay between these factors and spiritual values. While some research has explored spirituality in the workplace, few have contextualized this within the framework of tauhid or examined its practical implications for MSMEs in Indonesia Rahadi, A. (2023). This oversight is critical because integrating tauhid into motivation theories could provide a more holistic understanding of employee behavior, particularly in Muslim-majority contexts.

The urgency of this research stems from the need to address the multidimensional nature of motivation in MSMEs, which are vital to Pekanbaru's economy but frequently face challenges related to employee retention, job satisfaction, and performance consistency. By incorporating competence, organizational culture, and tauhid into a comprehensive framework, this study seeks to fill the existing research gap and offer novel insights that reflect the socio-cultural realities of the region.

The primary objective of this study is to investigate the combined role of competence, organizational culture, and tauhid in shaping work motivation among employees within consulting MSMEs in Pekanbaru City Siregar, E. (2024). Employing a qualitative literature review methodology, this research synthesizes existing theoretical and empirical findings to develop an integrated understanding of these factors. The novelty of this study lies in its interdisciplinary approach, which bridges organizational behavior, human resource management, and Islamic spirituality to propose a culturally relevant motivation model.

The findings of this research are expected to contribute valuable knowledge for MSME managers, human resource practitioners, and policymakers by highlighting the importance of aligning professional competencies and organizational culture with spiritual values. Such integration can foster a more motivated, ethical, and productive workforce, ultimately enhancing organizational performance and employee well-being. Furthermore, this study provides a foundation for future empirical research to test and refine the proposed framework in practical settings.

## **LITERATURE REVIEW**

### **Competence and Work Motivation**

Competence, encompassing knowledge, skills, and attitudes, is widely recognized as a fundamental factor influencing work motivation and employee performance. Studies have shown that employees with higher levels of competence tend to exhibit greater confidence and engagement in their tasks, which in turn enhances their intrinsic motivation and job satisfaction. Research by Irwan (2018) on government employees in Indonesia found that competence, alongside organizational culture, significantly and positively impacts job satisfaction, which is closely linked to motivation and performance. Similarly, Amalia and Marpaung (2020) demonstrated that competence has a positive and significant influence on employee performance, with the dimensions of knowledge and attitude strongly correlated with work behavior and achievement. These findings suggest that in the context of consulting MSMEs, fostering employee competence is essential for driving motivation and achieving organizational goals.

### **Organizational Culture and Work Motivation**

Organizational culture refers to the shared values, beliefs, and norms that shape behavior within an organization. A strong and supportive organizational culture can create an environment that nurtures employee motivation by promoting innovation, teamwork, and a sense of belonging. Irwan (2018) highlighted that organizational culture significantly contributes to job satisfaction and performance, emphasizing the importance of developing core values that support employees in adapting to dynamic work environments. However, some studies indicate that the influence of work culture on performance may vary, with partial effects observed in certain contexts. Nonetheless, when combined with competence and motivation, organizational culture plays a crucial role in enhancing overall employee outcomes.

### **Tauhid and Work Motivation**

While competence and organizational culture have been extensively studied in relation to motivation, the role of spiritual values—specifically tauhid—remains underexplored, particularly in the context of Indonesian MSMEs. Tauhid, the Islamic concept of monotheism, integrates spiritual, ethical, and moral dimensions into daily

work life. In predominantly Muslim contexts like Pekanbaru City, tauhid can serve as a unique motivational driver by aligning employees' spiritual beliefs with their professional responsibilities. Although direct empirical studies on tauhid in MSME consulting firms are limited, the integration of spiritual values has been shown to foster a sense of purpose, ethical conduct, and intrinsic motivation, which can contribute positively to both individual and organizational outcomes.

### **Synthesis and Research Gap**

The literature consistently demonstrates that competence and organizational culture are key determinants of work motivation and performance across various organizational settings, including government institutions and private enterprises. However, there is a notable research gap regarding the combined influence of competence, organizational culture, and tauhid on work motivation, especially within the unique socio-cultural context of consulting MSMEs in Pekanbaru City. Most existing studies have examined these factors in isolation or within different sectors, with limited attention to their interplay and relevance in MSMEs.

## **METHOD**

### **Type of Research**

This study employs a qualitative research approach using a literature review method. The research is designed as a narrative literature review, focusing on synthesizing and interpreting existing knowledge related to the role of competence, organizational culture, and tauhid in work motivation within consulting MSMEs in Pekanbaru City. The narrative approach allows for a comprehensive exploration of theoretical frameworks, empirical findings, and contextual factors relevant to the research topic.

### **Data Sources**

The primary data sources for this study are secondary data in the form of published literature. These include peer-reviewed journal articles, books, conference proceedings, theses, and reputable online publications that discuss competence, organizational culture, tauhid, and work motivation, particularly within the context of MSMEs and consulting organizations. The literature selected spans both international and Indonesian contexts, with a focus on recent publications from the last ten years to ensure relevance and currency.

### **Data Collection Techniques**

Data were collected systematically through a structured search of academic databases such as Scopus, Web of Science, Google Scholar, and national repositories. The search utilized keywords including "competence," "organizational culture," "tauhid," "work motivation," "MSMEs," and "consulting firms." Inclusion criteria comprised relevance to the research topic, publication in reputable sources, and accessibility of full texts. Exclusion criteria included outdated studies, non-academic sources, and literature lacking direct relevance to the variables under study. The selection process followed a transparent and reproducible protocol to ensure the credibility and reliability of the review.

### **Data Analysis Methods**

The collected literature was analyzed using qualitative content analysis techniques. Thematic analysis was employed to identify, categorize, and interpret key themes and patterns related to competence, organizational culture, tauhid, and their influence on work motivation. The process involved coding the data, grouping similar concepts, and synthesizing findings to draw comprehensive conclusions. The analysis also considered the contextual nuances of MSMEs in Pekanbaru City and the integration of spiritual values in organizational settings. The findings were then organized to highlight research gaps, theoretical contributions, and practical implications.

## **RESULTS AND DISCUSSION**

The analysis of the literature reveals a consistent and significant relationship between competence, organizational culture, and work motivation within organizational settings, including consulting MSMEs in Pekanbaru City. Competence emerges as a foundational driver of work motivation, as employees who possess the necessary knowledge, skills, and abilities are more likely to demonstrate confidence and engagement in their professional roles. This is in line with findings from several empirical studies, which show that competence not only directly enhances motivation but also contributes to higher levels of job satisfaction and performance. In the

context of consulting MSMEs, where expertise and adaptability are critical, fostering employee competence is essential for sustaining motivation and achieving organizational objectives.

Organizational culture plays an equally vital role in shaping the motivational climate of an organization. A strong and supportive culture, characterized by shared values, norms, and practices, creates an environment where employees feel valued and aligned with the organization's mission. The literature indicates that organizational culture has a positive and significant effect on work motivation, as it fosters a sense of belonging, trust, and purpose among employees. This, in turn, can lead to increased job satisfaction and improved performance outcomes. However, some studies suggest that while organizational culture positively influences motivation and performance, its direct effect on performance may not always be significant, highlighting the mediating role of motivation in this relationship.

The integration of tauhid, or the Islamic principle of monotheism, introduces a unique dimension to the discussion of work motivation, particularly within the socio-cultural context of Indonesia. While direct empirical research on tauhid in consulting MSMEs remains limited, the literature on spirituality in the workplace suggests that spiritual values can serve as powerful intrinsic motivators. Tauhid encourages ethical conduct, a strong sense of purpose, and spiritual fulfillment, which can enhance both individual and collective motivation. In Muslim-majority settings such as Pekanbaru City, the incorporation of tauhid into organizational practices may provide employees with a deeper sense of meaning in their work, aligning personal beliefs with professional responsibilities and fostering a holistic approach to motivation.

Furthermore, the interplay between competence, organizational culture, and tauhid appears to create a synergistic effect on work motivation. Competence equips employees with the tools they need to succeed, organizational culture provides the supportive environment necessary for motivation to flourish, and tauhid offers a spiritual and ethical foundation that reinforces positive behaviors and attitudes. This integrated approach not only enhances intrinsic motivation but also contributes to sustained organizational performance and employee well-being.

In summary, the analysis underscores the importance of addressing competence, organizational culture, and tauhid as interconnected factors that collectively shape work motivation within consulting MSMEs in Pekanbaru City. By recognizing and leveraging these elements, organizational leaders can develop more effective strategies to cultivate a motivated, ethical, and high-performing workforce, ultimately supporting the long-term success and sustainability of their enterprises.

## **1. The Influence of Competence on Work Motivation**

Competence is widely recognized as a fundamental factor that shapes employee motivation, particularly in knowledge-intensive sectors such as consulting MSMEs. In the context of Pekanbaru City, where consulting MSMEs face dynamic market demands and require adaptive expertise, the role of competence becomes even more pronounced. Employees who possess a high level of knowledge, technical skills, and relevant experience are generally more confident in executing their tasks, which translates into higher intrinsic motivation. This is supported by empirical findings showing that competence has a positive and significant effect on work motivation, as employees who feel capable are more likely to be proactive, engaged, and committed to organizational goals.

The relationship between competence and motivation is not merely linear but also reciprocal. As employees develop their competencies through training, mentoring, and experiential learning, their sense of self-efficacy increases, leading to a virtuous cycle of motivation and performance improvement. In consulting MSMEs, where client satisfaction and project outcomes are highly dependent on employee expertise, fostering competence is essential for sustaining both individual and organizational motivation. Furthermore, competence enables employees to adapt to changing client needs, technological advancements, and regulatory requirements, all of which are critical for maintaining competitiveness in the consulting sector.

Research also highlights that competence is multi-dimensional, encompassing not only technical abilities but also interpersonal skills, problem-solving capacity, and ethical judgment. In the context of consulting MSMEs, these dimensions are particularly relevant as employees often work in teams and must navigate complex client relationships. The development of holistic competence ensures that employees are not only technically proficient but also capable of collaborating effectively and upholding professional standards, thereby enhancing their motivation to contribute positively to the organization.

The literature indicates that competence-driven motivation is further reinforced when organizations recognize and reward employee expertise. Recognition, whether through formal mechanisms such as promotions or informal feedback, serves as a powerful motivator that validates employees' efforts and encourages continuous



learning. In consulting MSMEs, where career advancement opportunities may be limited compared to larger firms, non-monetary recognition becomes even more significant in sustaining motivation.

Moreover, the alignment between individual competencies and organizational objectives is crucial for maximizing motivational outcomes. When employees perceive that their skills are valued and utilized effectively within the organization, they are more likely to experience a sense of purpose and belonging. This alignment fosters organizational commitment and reduces turnover intentions, which is particularly important for MSMEs that may struggle to attract and retain top talent.

Despite the clear benefits of competence for motivation, challenges remain in ensuring equitable access to development opportunities. Consulting MSMEs in Pekanbaru City may face resource constraints that limit their ability to provide comprehensive training and development programs. Addressing these challenges requires innovative approaches, such as leveraging technology for remote learning or forming partnerships with educational institutions to enhance employee competencies.

In summary, competence is a critical driver of work motivation within consulting MSMEs in Pekanbaru City. By investing in employee development, recognizing expertise, and aligning competencies with organizational goals, MSMEs can create a motivated workforce capable of delivering high-quality consulting services and sustaining long-term organizational success.

## **2. The Role of Organizational Culture in Shaping Motivation**

Organizational culture serves as the social fabric that binds employees together and shapes their attitudes, behaviors, and motivation. In consulting MSMEs, where teamwork, innovation, and adaptability are essential, a strong organizational culture can be a powerful catalyst for motivation. The literature consistently demonstrates that organizational culture has a positive and significant effect on work motivation, as it creates an environment where employees feel valued, supported, and aligned with the organization's mission and values.

A supportive organizational culture is characterized by open communication, trust, mutual respect, and shared norms. These cultural attributes foster a sense of psychological safety, enabling employees to express their ideas, take risks, and collaborate effectively. In consulting MSMEs, where project success often depends on collective problem-solving and knowledge sharing, such a culture is indispensable for motivating employees to contribute their best efforts.

The influence of organizational culture on motivation is also mediated by leadership practices. Leaders who embody and reinforce the organization's values play a crucial role in shaping the motivational climate. Through their actions and decisions, leaders signal what behaviors are rewarded and what standards are expected, thereby influencing employee motivation both directly and indirectly. In the context of Pekanbaru City, where consulting MSMEs may be led by founders or senior consultants, leadership alignment with organizational culture is particularly important for sustaining motivation.

Research further suggests that organizational culture can enhance motivation by providing employees with a sense of identity and belonging. When employees identify with the organization's values and feel part of a larger purpose, their intrinsic motivation is strengthened. This is especially relevant in consulting MSMEs, where employees may work on diverse projects and interact with multiple clients; a cohesive culture helps maintain a consistent sense of direction and commitment.

However, the impact of organizational culture on motivation is not uniform across all contexts. Some studies indicate that while culture positively influences motivation, its direct effect on performance may be less significant, highlighting the mediating role of motivation itself. This suggests that culture sets the stage for motivation, which in turn drives performance outcomes. For consulting MSMEs, this underscores the importance of cultivating a culture that not only inspires motivation but also channels it towards achieving organizational objectives.

Challenges in building and sustaining a strong organizational culture are particularly pronounced in MSMEs, which may experience rapid growth, high employee turnover, or resource constraints. Maintaining cultural consistency in the face of such challenges requires deliberate efforts, including regular communication of values, onboarding programs, and mechanisms for employee feedback. In Pekanbaru City, where consulting MSMEs may operate in a competitive and evolving market, adaptive and resilient cultures are especially valuable for sustaining motivation.

Ultimately, the literature affirms that organizational culture is a cornerstone of employee motivation within consulting MSMEs. By fostering a supportive, inclusive, and purpose-driven culture, MSMEs can enhance employee engagement, satisfaction, and commitment, thereby driving both individual and organizational success.

### **3. The Mediating Role of Work Motivation in Performance**

Work motivation occupies a central position in the relationship between competence, organizational culture, and employee performance. Numerous studies have established that both competence and organizational culture exert their influence on performance primarily through their impact on motivation. In consulting MSMEs, where performance is closely tied to client satisfaction, project delivery, and innovation, understanding this mediating role is crucial for effective human resource management.

The literature demonstrates that motivated employees are more likely to set challenging goals, persist in the face of obstacles, and exhibit higher levels of creativity and problem-solving. This is particularly relevant in consulting MSMEs, where employees must frequently adapt to new client requirements and deliver tailored solutions. Motivation acts as the driving force that translates competence and cultural alignment into tangible performance outcomes.

Empirical findings consistently show that competence has a positive and significant effect on work motivation, which in turn enhances employee performance. Similarly, organizational culture fosters motivation by creating an environment conducive to high performance. However, some studies note that the direct effect of organizational culture on performance may be less pronounced, with motivation serving as a critical intervening variable. This underscores the importance of designing organizational interventions that target motivation as a pathway to improved performance.

In consulting MSMEs, the interplay between competence, culture, and motivation is further complicated by the nature of project-based work. Employees often work in multidisciplinary teams and must quickly adapt to shifting project scopes and client expectations. In this context, motivation is essential for sustaining high performance over time and across diverse assignments. Organizations that invest in building competence and nurturing a positive culture are better positioned to maintain motivated and high-performing teams.

The mediating role of motivation also has implications for talent management and retention. Motivated employees are more likely to remain committed to the organization, reducing turnover rates and associated costs. This is particularly important for MSMEs, which may face challenges in attracting and retaining skilled professionals due to resource limitations. By understanding and leveraging the mediating role of motivation, consulting MSMEs in Pekanbaru City can develop targeted strategies to enhance both individual and organizational performance.

Furthermore, the literature suggests that motivation is not a static attribute but can be influenced by organizational practices, leadership behaviors, and external factors. Regular feedback, opportunities for professional development, and recognition of achievements are all effective mechanisms for sustaining motivation. In consulting MSMEs, where employees may face high workloads and demanding clients, proactive efforts to maintain motivation are essential for preventing burnout and ensuring sustained performance.

In conclusion, work motivation serves as a vital link between competence, organizational culture, and performance within consulting MSMEs. By focusing on strategies that enhance motivation, organizations can maximize the benefits of employee competence and a strong organizational culture, ultimately driving superior performance and long-term success.

### **4. Integrating Tauhid as a Unique Motivational Driver**

While competence and organizational culture have been extensively studied in relation to work motivation, the integration of tauhid introduces a novel dimension, especially within the Indonesian context. Tauhid, as the Islamic principle of monotheism, emphasizes the unity of God and the integration of spiritual, ethical, and moral values into daily life. In Pekanbaru City, where the majority of the population adheres to Islamic teachings, tauhid has the potential to serve as a unique and powerful motivator within consulting MSMEs.

The literature on workplace spirituality suggests that spiritual values can enhance intrinsic motivation by providing employees with a sense of purpose, ethical direction, and fulfillment. Tauhid, in particular, encourages employees to view their work as a form of worship and service, aligning personal beliefs with professional responsibilities. This alignment can foster a deeper sense of commitment, integrity, and motivation, as employees perceive their efforts as contributing not only to organizational success but also to spiritual growth and societal well-being.

In consulting MSMEs, the integration of tauhid can manifest in various organizational practices, such as ethical leadership, transparent decision-making, and the promotion of social responsibility. These practices reinforce the spiritual and ethical dimensions of work, creating an environment where employees are motivated to uphold high standards of conduct and contribute positively to the organization and community. The incorporation of tauhid also supports the development of trust and mutual respect among employees, further enhancing motivation and collaboration.

Empirical studies on the direct impact of tauhid on work motivation in MSMEs remain limited, highlighting an important area for future research. However, anecdotal evidence and related research on workplace spirituality indicate that organizations that embrace spiritual values often experience higher levels of employee engagement, satisfaction, and loyalty. In the context of consulting MSMEs in Pekanbaru City, where cultural and religious values are deeply embedded in daily life, the integration of tauhid can provide a competitive advantage by differentiating the organization and attracting like-minded talent.

The challenges in integrating tauhid into organizational practices include ensuring inclusivity and respecting diverse beliefs within the workforce. Consulting MSMEs must navigate these challenges by promoting universal values such as honesty, respect, and social responsibility, which are consistent with both Islamic teachings and broader ethical standards. By doing so, organizations can create an inclusive environment that leverages the motivational benefits of tauhid while respecting individual differences.

Moreover, the integration of tauhid can contribute to organizational resilience and adaptability. Employees who are motivated by spiritual values are often more resilient in the face of adversity, as they draw strength from their faith and sense of purpose. This resilience is particularly valuable in the consulting sector, where employees may encounter high-pressure situations and complex client demands.

In summary, tauhid represents a unique and culturally relevant driver of work motivation within consulting MSMEs in Pekanbaru City. By integrating spiritual values into organizational practices, MSMEs can enhance employee motivation, foster ethical behavior, and build a resilient and committed workforce capable of achieving both organizational and societal goals.

## **5. Synthesis: Interplay and Implications for Consulting MSMEs**

The interplay between competence, organizational culture, and tauhid creates a holistic framework for understanding and enhancing work motivation within consulting MSMEs in Pekanbaru City. Each factor contributes uniquely to the motivational landscape, and their combined influence is greater than the sum of their individual effects. Competence provides the foundation for effective performance, organizational culture shapes the environment in which motivation flourishes, and tauhid offers a spiritual and ethical compass that aligns personal and organizational goals.

The literature highlights that the synergy between these factors is essential for sustaining motivation in the face of challenges and uncertainties. Consulting MSMEs operate in a dynamic and competitive environment, where the ability to adapt, innovate, and deliver value to clients is paramount. By investing in employee competence, nurturing a positive organizational culture, and integrating spiritual values, MSMEs can create a motivated workforce that is both capable and committed to achieving organizational objectives.

Practical implications for consulting MSMEs include the need to design comprehensive human resource strategies that address all three dimensions of motivation. This may involve implementing targeted training and development programs, fostering open and inclusive cultures, and promoting ethical leadership that reflects the values of tauhid. Regular assessment of employee motivation and engagement can help organizations identify areas for improvement and tailor interventions to meet the evolving needs of the workforce.

The integration of competence, culture, and tauhid also has implications for leadership development within consulting MSMEs. Leaders who embody these values serve as role models and set the tone for the organization, influencing employee motivation through their actions and decisions. Leadership development programs that emphasize both professional and ethical competencies can help cultivate a new generation of leaders capable of driving motivation and performance.

Furthermore, the holistic approach to motivation supports organizational sustainability and social responsibility. Consulting MSMEs that prioritize employee development, cultural alignment, and spiritual values are better positioned to attract and retain top talent, build strong client relationships, and contribute positively to the community. This approach aligns with the broader goals of sustainable development and corporate social responsibility, reinforcing the role of MSMEs as agents of positive change in society.

Challenges in implementing this integrated framework include resource constraints, cultural diversity, and resistance to change. Consulting MSMEs must be proactive in addressing these challenges by fostering a culture of continuous improvement, encouraging employee participation, and leveraging external partnerships to access resources and expertise.

In conclusion, the interplay between competence, organizational culture, and tauhid provides a comprehensive and contextually relevant framework for enhancing work motivation within consulting MSMEs in Pekanbaru City. By embracing this holistic approach, MSMEs can build a motivated, ethical, and high-performing workforce capable of driving organizational success and contributing to broader societal goals.

## CONCLUSION

The role of competence, organizational culture, and tauhid is pivotal in shaping work motivation within consulting MSMEs in Pekanbaru City. Competence provides employees with the necessary skills and confidence to perform effectively, while a strong organizational culture fosters a supportive environment that encourages engagement and alignment with organizational goals. Both factors have been empirically shown to positively and significantly influence employee motivation and performance in SMEs. The integration of tauhid, reflecting spiritual and ethical values, adds a unique dimension by enhancing intrinsic motivation and reinforcing ethical conduct, which is particularly relevant in the local context. Together, these elements create a synergistic effect that not only boosts individual motivation but also contributes to sustained organizational performance, highlighting the importance for MSMEs to holistically develop competence, nurture a positive culture, and integrate spiritual values in order to achieve long-term success.

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