

Spirit at Work:
The Telkom Experience of
Great Spirit Grand Strategy
Amelia Naim Indrajaya

Despite the growing numbers of research in the area of Management and Spirituality the research on workplace spirituality and Spirit at Work are not commonly approached as one of the possible organizational resources and strategy. Nevertheless PT Telkom Indonesia had established a Spiritual Capital Management division under its' Human Resources Department in an endeavor to implement the "Great Spirit Grand Strategy" approach. This book is focusing on the research of Spirit at Work based on the phenomenon found in PT Telkom. It has demonstrated that Strategic Management concept applies in the Spirit at Work (SW) Context. SW is found to be one of the capabilities toward competitive advantages in the Resource Based View framework. It furthermore analyzes how Organizational Resources represented by the Spiritual Leadership variables and Human Resources represented by the individual Spirituality are dynamically influencing Spirit at Work and resulting in Organizational Commitment and Job Satisfaction, as important organizational indicators toward providing service excellence.

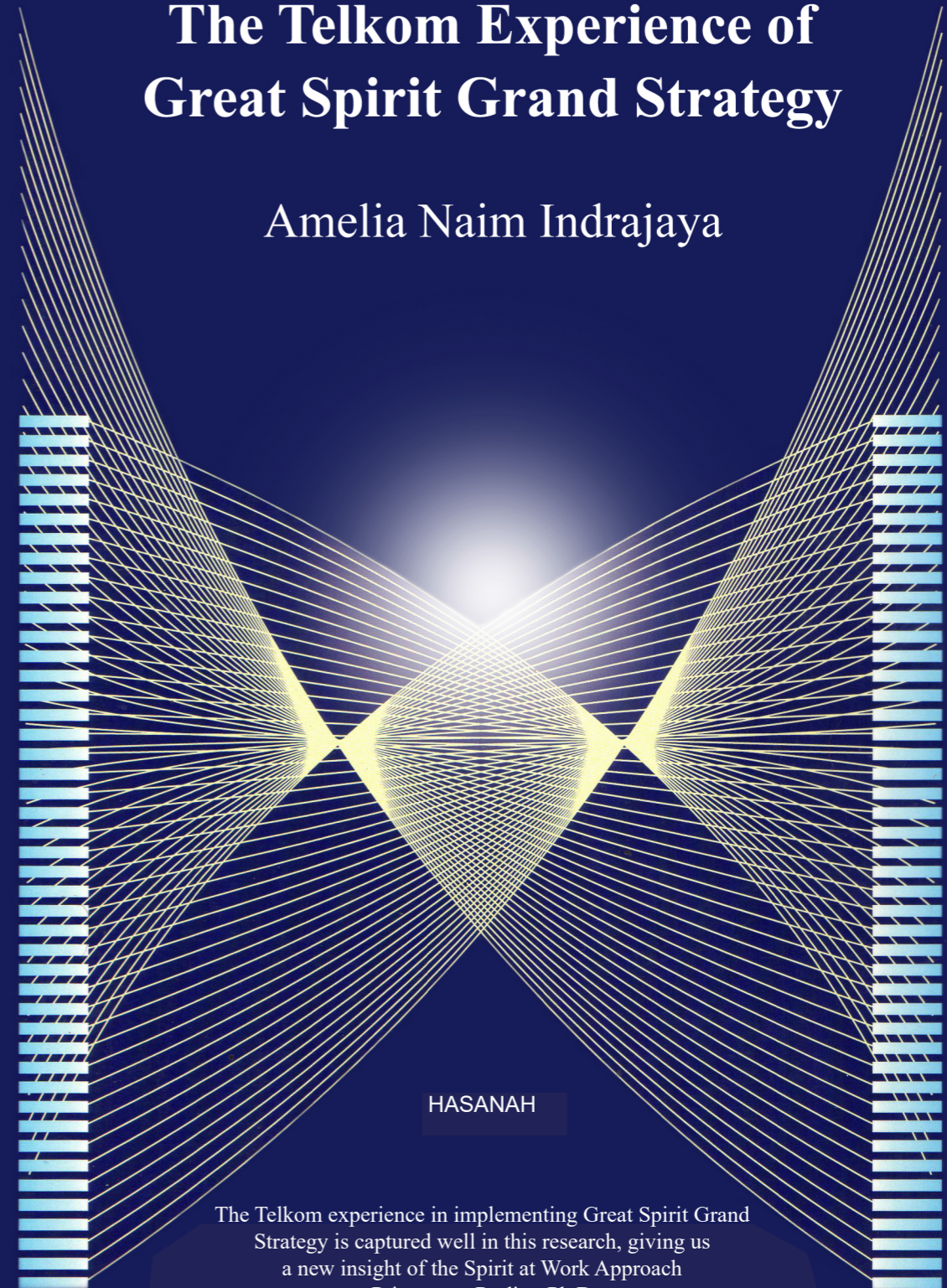
This empirical research identifies the possible resources as antecedents of Spirit at Work (SW) in a Resource Based View framework. The research empirically examines 530 data taken from PT Telkom on the possible dynamic interaction between organizational resources in the form of spiritual leadership (SL) variables: Vision, hope/faith, altruistic love (AL) meaning/calling and membership towards SW, and human resource in the form of Individual Spirituality (IS) toward SW. Further, SW is tested toward Job Satisfaction (JS) and Organizational Commitment (OC) as a proxy towards competitive advantages in the Service Industry.

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HASANAH

The Telkom experience in implementing Great Spirit Grand Strategy is captured well in this research, giving us a new insight of the Spirit at Work Approach
Priyantono Rudito, Ph.D
(Digital Culture Expert and Writer)

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Dr. Ir. Amelia Naim Indrajaya, MBA



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**Dedicated to my late mother
Asma Hasan
and my father
Mochtar Naim**

***Without your love and support, this work
would never be possible***

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Jakarta, 30th September 2019

Amelia Naim Indrajaya

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CHAPTER ONE

WHY SPIRIT AT WORK

Introduction

Scholars of strategic management for some time have a competing explanation concerning the most appropriate way on analyzing sources of superior performance. Some scholars argue that the sources are through the primacy of activities or routines. They implemented value chain techniques to understand how firm's activities can affect its competitive positioning, but on the other hand scholars of Resource Based View (RBV) emphasize on heterogeneous view based on the intangible capabilities and resources as stated by Ray et al. (2004). These intangible resources are valuable, rare, difficult to imitate and organized (VRIO) to influence the business process and create a sustainable competitive advantage (Barney et al., 2011; Mintzberg, 2003; Ray et al., 2004). In a simple explanation, Barney et al. (2004) posited that RBV suggests that firms excel because of what they are, whilst the competing view suggests that firms excel because of what they do (Ray et al., 2004).

The case of Southwest Airlines had shown how resource based model had produced a distinguished outstanding customer service excellence (Barney & Wright, 1998; Milliman et al., 1999). The case also revealed that competitors such as Continental Airlines and United Airlines had attempted to compete with Southwest by also providing low cost service flights, but did not succeed. The VRIO framework could have

accurately predicted that Southwest's superior performance is through the resource based view approach and is value based, rare and therefore cannot be imitated (Barney & Wright, 1998).

The intangible resource and capabilities through the Resource Based View approach has therefore opened up new perspectives of intangible individual and organizational capabilities as the result of unique resources. RBV is giving the opportunity to link micro organizational process to the success or failure of the organization (Barney et al., 2011; Barney et al., 2001). Value and rareness of resources in the RBV framework contributes to a firm's competitive advantage which in turn contributes to its performance (Newbert, 2008). RBV approach assumes that each organization is a collection of unique resources and capabilities that provides the basis for its strategy. Makhija (2003) also stated that RBV is more appropriate in analyzing the source of a superior performance in industry facing volatile market and extreme unpredictable change. In Indonesia, PT Telkom used to be the undefeatable telecommunication company holding a monopoly in the fixed line telecommunication system. But now, destructive innovation and competition from smaller private telecommunication company with high agility had jeopardized Telkom's position as the strongest and biggest telecommunication company in Indonesia. Hence it is a good example of a service industry facing volatile and turbulent market, which is the reason of choosing PT Telkom as the context of this research.

In the seminal work of Micro-foundations for Strategy, Foss and Lindenberg (2013) posited the importance to overarching normative goal, which expresses the desire to act in the service of a collective entity. This normative goal must have a strong impact on motivation by inhibiting

other goals such as the gain or hedonic goal frame which is lacking the long-term vision. The current growing interest on spirit at work in the workplace spirituality area of research (Kinjerski, 2013) is in line with the need to focus on a framework toward a joint production motivation for a greater good where members can recognize a joint endeavor and see themselves as part of the noble long term vision each with their own role and responsibilities. The sense of belonging brings them to exert intelligent and adaptive efforts in productivity gains and innovativeness (Foss & Lindenberg, 2013). Spirit at work becomes relevant as the approach to support the normative goal which enables the employees to exert intelligent effort to cooperate and assist each other actively. The strategic approach are producing helping behavior as the intangible capabilities toward competitive advantage (Barney, 2014; Stead & Stead, 2014).

Research in workplace spirituality offers a framework of organizational values where the culture of the organization promotes the experience of transcendence through the work process, and it also facilitates the employees the sense of being connected to others in a way that provide the feeling of completeness and joy (Arménio & Miguel Pina e, 2008; Jurkiewicz & Giacalone, 2004). Research had shown that the emphasis toward value, meaning and spirit at work increased organizational performance (Garcia-Zamor, 2003). Harvard Business School examined ten companies with strong spirited workplace and ten with weak corporate cultures from a list of 207 leading corporation. In an eleven years longitudinal research, they found a dramatic correlation between the companies with the spiritual corporate culture to its profitability. In some cases, companies with high spiritual culture have outperformed the others in terms of net earnings, return on investment

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There are eighteen statements which are used to measure Job Satisfaction based on the short version of Minnesota Satisfaction Questionnaire or also known as MSQ (Weiss et al.1967). It is a popular tool with a high number of usages.

In this research the author is using the measurement as prepared by Manu, Gupta, 2012.

Research Population

PT Telkom is a big company with more than 24400 employees (Telkom Annual report: 2013). The organization structure of Telkom is unique, with a horizontal cut off for the service providers in the form of Kandatel (Kantor Daerah Telekomunikasi) and Witel (Wilayah Telekomunikasi). This Kandatel/Witel service provider becomes the means to reach customers directly through Witel and Kandatel. The cut off function for Kandatel / Witel is solely as a service provider without any other function such as Research, Planning and Forecasting or any other functions regularly found in other branch offices.

Another unique form is both Witel and Kandatel are doing the exact same function of serving the customer. The difference of the names Witel and Kandatel is just to differentiate the size of the office. The large scale service provider is known as Witel (Wilayah Telekomunikasi). Another problem is the diverse market background and characteristic of each Kandatel/Witel, which spans from Irian to Aceh covering the whole provinces of Indonesia and now with the International Expansion, is also serving ten additional countries.

In order to get a thorough picture, Witel is chosen from all level.

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CHAPTER SEVEN

CONCLUSION, THEORETICAL AND MANAGERIAL CONTRIBUTIONS

Conclusion

This research was set up to analyze the determining resource factors of Spirit at Work in a Resource Based View framework. It has answered the main research question that organizational resource in this research represented by Spiritual Leadership and human resource represented by Individual Spirituality are influencing spirit at work as a capability and giving positive impacts toward Job Satisfaction and Organizational Commitment as competitive advantages which influences service excellence (Malhotra, Mukherjee, 2004). Hence it has demonstrated that Strategic Management concept applies in the Spirit at Work context. The organizational resources in the form of Vision, Hope/Faith, Meaning/Calling and Membership are all influencing Spirit at Work positively. Altruistic Love, which is the only non-work related variable, is not showing adequate support toward Spirit at Work. This could well be explained, since resources should be directly related to work and influence the product value and/or value of service (Barney, 2004), but interestingly the research also shows that Altruistic Love matters once individual resource is moderating the relationship.

The research was conducted in PT Telkom, a service industry facing volatile and unpredictable business forecast. In facing this turbulent business PT Telkom has to establish VRIO (Valuable, Rare, Inimitable and

Organized) resources and capabilities strategy to face the fierce competition. This research is an attempt to determine whether Spirit at Work, as the main issue discussed in the Spiritual Capital Management Division of PT Telkom, is a capability which conforms to VRIO in a Resource Based View framework.

The empirical research answers the research questions on analyzing the determinant resource factors to produce Spirit at Work and how it is impacting competitive advantages in the setting of a volatile Telco Service Industry. This research also answers the dynamic role of human resource, in this research represented by Individual Spirituality on the influence of Spiritual Leadership variables in this research through Vision, Hope/Faith, Altruistic Love, Meaning/Calling and Membership toward Spirit at Work.

In addition, this research is also testing the impact of spirit at work toward organizational commitment and job satisfaction. These two variables are representing important aspects toward delivering service excellence (Malhotra & Mukherjee, 2004).

In summary the findings are listed in the following table of research questions and research results

Table 7.1 Summary of Research Result

Research Question	Research Result
1. What are the determining factors of Spirit at Work in a Resource Based View framework?	This study has identified and investigated two determining factors of spirit at work; First spiritual leadership (SL) variables as the organizational resource aspect and individual spirituality (IS) as the human resource aspect
2. What are the determinants of organizational resources in this research represented by spiritual leadership variables toward spirit at work?	This study found that the most related factor of Spiritual Leadership are Membership, Hope/Faith, Meaning Calling and Vision. Altruistic Love becomes a significant resource only under a specific context of lower IS
3. How does human resource represented by Individual Spirituality possibly have a dynamic role on the influence of spiritual leadership toward producing spirit at work?	This study found that Individual Spirituality are moderating Hope/Faith and Meaning/Calling positively toward Spirit at Work, whilst Vision, Altruistic Love and Membership are more influencing in the group of Lower Individual Spirituality
4. What is the impact of spirit at work toward job satisfaction?	This study found that Spirit at Work influences Job Satisfaction strongly
5. What is the impact of spirit at work toward organizational commitment?	This study found that Spirit at Work influences Organizational Commitment strongly

This research had found that individual spirituality plays a dynamic role in moderating Spiritual Leadership toward Spirit at Work. The dynamic pattern reveals the dual supporting role of Spiritual Leadership toward an individual. The primary role is through Vision, Altruistic Love and Membership, which show hard approach and active role of the organization to share vision, care and respect. The secondary role which shows soft approach and more passive role is seen through Hope/Faith and Meaning/Calling. These latter variables show greater dependence upon the employees' Individual Spirituality, where employees play more active roles.

The dynamic patterns of organizational support rise through this primary and secondary role of Spiritual Leadership. The first pattern is shown through the primary role of Vision, Altruistic Love and Membership. These variables are representing vision; care and respect given by the company toward its employees. In this research Vision, Altruistic Love and Membership variables are showing higher influence toward Spirit at Work in the group of relatively lower Individual Spirituality. The variables of Vision, Altruistic Love and Membership are focusing on the active role of organizational support. Here organization is playing an active role through hard approach to influence Spirit at Work. In the other hand, the second pattern of Hope/Faith and Meaning/Calling are showing secondary role in the form of soft support of organization where Individual Spirituality plays a more significant role. Hope/Faith and Meaning/Calling hence depend more on the initiative of the employees and organization should implement a persuasive approach to encourage active role of employees. This second pattern will be discussed further on a specific section.

In PT Telkom, therefore organizational support should be customized based on the characteristics of the employees, which will be discussed further in the Managerial Contribution section. Currently the program of encouraging Spiritual Leadership in the title of “From Character to Commerce” is conducted by the Spiritual Capital Management Division of PT Telkom for all levels of employees without considering the different characteristics of employees.

Spirit at work represents heterogeneity, imperfect mobility and limits to the competition and it is valuable, rare, causally ambiguous and socially complex (Stead & Stead, 2004). The spirit at work, hence conform to VRIO (Barney, 2007), which would support the competitive advantage of the firm. It is also shown empirically in this research as influencing Organizational Commitment and Job Satisfaction, which serve as the competitive advantage and important traits toward service excellence (Malhotra & Mukherjee, 2004).

This research has shed some lights on the strategic management field by demonstrating that Spirit at Work can be seen in the Resource Based View framework as a Valuable, Rare and Inimitable intangible capabilities produced by the interaction of Individual Spirituality (Rojas, 2002) as the human resource and Spiritual Leadership (Fry, 2008) as the organizational resource, which influence Organizational Commitment and Job Satisfaction as important traits in the service industry model and serve as competitive advantages. The findings of this research support the conceptual theory that spirituality in the workplace matters in Strategic Management, even though it does not apply one hundred percent since one non-work related resource namely Altruistic Love is positive but does not show significant influence toward Spirit at Work. In essence, Spirit at

work applies in the Strategic Management concept, and influence the competitive advantage that firms so urgently pursue within the present day of turbulence business environment (Arnold, 2010, Rego, Cunha, 2008; Duchon, Plowman, 2005), and individual characteristics (individual spirituality) plays a dynamic role in the process.

One of the variables of Spiritual Leadership, Altruistic Love, is the only non-work related variable. In this study, Altruistic Love is not directly influencing spirit at work. All the other work-related variables of Spiritual Leadership (Vision, Hope/Faith, Meaning / Calling and Membership) are positively influencing toward Spirit at Work. Barney (2007) posited that strategic approach should be more organized in the way that the resource would produce added values in work in the form of more efficient product/service or added value of product/service. In this research, vision, hope/faith, meaning/calling and membership are all work related variables, and are proven positively influencing spirit at work. Altruistic love is important in building relationship between leaders and followers (Fry, 2008), even though it has no direct connection in creating more efficient product/service nor adding more value in product/service, but in a certain research context, it is proven to be a valuable resource to influence Spirit at Work.

The indirect test has proven that Altruistic Love is positively influencing the group of respondent with relative lower Individual Spirituality. Therefore, even though Altruistic Love as a resource has no direct work value, but in a very specific condition, Altruistic Love is still proven to be a valuable resource which contributes toward the competitive advantage. Hence this contributes that altruistic love as one of the non-work related resources in the organization can have a significant influence

toward capability in a work setting if we consider the unique characteristic of human resource which creates the dynamic impact toward the relationship of Spiritual Leadership toward Spirit at Work.

The highest loading factors of Individual Spirituality in this research all comes from the Intrapersonal dimension which shows self-determination, commitment, enrichment and discovery of self. This is also supporting previous finding using this measurement conducted in Punjab (Malik et al., 2010; Malik & Naeem, 2011; Mohammed Ehsan et al., 2010). This suggests that Intrapersonal factors focusing primarily on the inner thoughts, feelings, and values of the individuals are important aspect in the spirit at work strategy.

Theoretical Contributions

The novelty of this research is by demonstrating that Strategic Management concept can be applied in the Spirit at Work context. In general the organizational intangible resources in the form of Spiritual Leadership variables are influencing Spirit at Work as capabilities and resulting into Organizational Commitment and Job Satisfaction as competitive advantage in the turbulence service industry. Individual resource is seen through Individual Spirituality which dynamically interacts with the organizational resource to produce the experience of Spirit at Work. Together these heterogenic spiritual capabilities are impacting competitive advantage in the form of Organizational Commitment and Job Satisfaction. Spirit at Work (SW) is capabilities which are valuable, rare and inimitable (Stead and Stead, 2014). These SW are positively influencing Organizational Commitment and Job Satisfaction which are competitive advantages in the service industry. Therefore empirically, spirit

at work as a spiritual capability conforms to the RBV framework influencing toward Organizational Commitment and Job Satisfaction as the two important traits in delivering service excellence (Malhotra & Mukherjee, 2004).

Vision, hope/faith, meaning/calling and membership are all work related variables and show positive and significant influence toward Spirit at Work. The contribution of this research is to further convey the importance of work-related, value enhancing qualities of a resource. In addition to possessing the valuable, rare, inimitable condition, the resources of the firm seeking competitive advantage need also to demonstrate the capability to increase product/service's value. Nevertheless in this research it is proven that Altruistic Love which has no direct relation toward work, in a specific context of respondent with a lower Individual Spirituality, becomes a valuable resource toward Spirit at Work as a capability and consecutively toward Competitive Advantage. Therefore Altruistic Love becomes a valuable resource despite of its non-work related form. This shows that non-work related resources in the organization can have a significant influence toward capability in a work setting once the unique characteristic of human resource is taken into account. This would be the second contribution.

The third contribution is demonstrating the importance of organizational strategy focusing on the interaction of Individual Spirituality as the individual resource and Spiritual Leadership as the organizational resource in producing spirit at work in the service industry model. In the finding of this research, individual spirituality moderates organizational intangible resource in the form of Spiritual Leadership variables toward spirit at work in a dynamic approach. The novelty of this research is

differentiating the two forms of Spiritual Leadership variables. The primary hard support is seen through the active role of the organization to share vision, care and respect toward employees, as seen through the Vision, Altruistic Love and Membership variables. The secondary soft support is seen through the persuasive approach of Hope/Faith and Meaning/Calling. These secondary supports depend more on the individual spirituality to influence Spirit at Work.

Managerial Implication

The study had shown that the full support of the Spiritual Capital Management (SCM) of PT Telkom is important to enhance the outcome of spirit at work. Nevertheless PT Telkom needs to consider the dynamic relationship between organizational resources interacting with human resources to influence Spirit at Work. PT Telkom needs to show their unique value proposition by providing the organizational resource toward spirit at work in a dynamic way. The current curriculum and non curriculum activities of SCM needs to be improved to consider the different characteristics of employees.

PT Telkom needs to do a mapping of their human resources. To the relatively higher individual spirituality, the findings show that organization needs to focus more toward empowering the individual roles by the soft persuasive approach. This could be done for example by offering high employee empowerment and challenge to provide service and / or social service. This is in line with the findings of Guillen (2012) discussed in the previous chapter that the social aspect in work with the focus of helping and serving others creates a great intrinsic motivating

behavior. Through offering opportunities to serve in a social cause, the individual will satisfy his/her higher calling and meaning of work and build a solid hope and faith in work. Through the social and volunteering opportunity, company will find out which employees are showing high determination and commitment of helping and serving others. These would reveal that those specific employees would tend to have a relatively higher Individual Spirituality as they show the preference of helping others as opposed to the focus of self-orientation.

This study proposes that the individual spirituality characteristic based approach should be considered as one of the mechanism to design the Human Resource Development plan toward a greater impact. The mapping process of employees' characteristic could be done through conducting social projects as shown above. The employees could then be differentiated through the seemingly higher and seemingly lower Individual Spirituality who is focusing more toward self. The hard approach, where the company holds a primary role to support the employees' Spirit at Work is appropriate toward the employees with relatively lower Individual Spirituality. In the other hand, the relatively higher Individual Spirituality respond better to the soft persuasive approach where the employees hold a more active role in developing their own Spirit at Work. Here the organization holds the secondary role in influencing employees' Spirit at Work.

The hard approach could be designed in the form of experiential learning workshop to enhance awareness of the company's vision of "Character into Commerce" conducted by the Spiritual Capital Management (SCM) division. These workshops could be targeted toward employees with relatively lower Individual Spirituality. Nevertheless the

challenge is on making sure that the value given through the SCM curriculum is embedded in the organization through all the leaders as role models in the organization. Telkom would improve their Spirit at Work significantly if all the groups, leaders and each job activities are also implementing supporting values as presented by their organizational values. If the group, job activities and role model leaders from all layers top-down are all walking the talk consistently implementing the organizational values, the spirit at work would be sustainable and proven to not just be a part of a corporate façade or a management fad.

Interesting finding shows that in general altruistic love is not strong enough to directly support spirit at work. Nevertheless it is still important and influence spirit at work significantly for the group of lower Individual Spirituality. This suggests that the organization could focus their specific care and attention to the employees with the relatively lower individual spirituality level, for instance the intensive training of Spirit at Work could be targeted to these specific employees. This could be the answer to maximize the impact of limited human resource development budget. Offering a similar training to the relatively higher individual spirituality may not be resulting toward the desired goals. It could in the other hand be a sign of distrust of the spirituality level of the already “High leveled” spiritual employees.

Retaining the best talent has always been important. It is especially critical in the technology and knowledge-based economy, where service needs to be enhanced with tacit knowledge based on years of experience in working. The key to retaining these employees seems to be by understanding the characteristics of their needs toward experiencing spirit at work. Organization needs to understand the needs of employees based

on their unique level of individual spirituality. This research finding shows that primary role with hard approach should be catered toward lower than average individual spirituality. This suggests that these employees need specific support of vision, caring and respectful support. In the other hand group of higher Individual Spirituality which shows higher self-determination, enrichment and discovery of self tends to respond better to the soft persuasive approach which is shown through giving higher trust, level involvement, empowerment and responsibility.

The variables of hope/faith and meaning /calling in the indicators show self-determination and high commitment in work which is the traits of high performers. This as discussed in previous chapter is in line with Kulesa (2003) and Marques (2005) who posited that top performers pay special attention to high-level issues. Hence, this research finding suggests that higher Individual spirituality employees seek an environment with enhanced development and career-path opportunities. This suggests that HR could adjust the career path strategy based on the Individual Spirituality characteristic of the employees.

The finding shows that the highest loading factors of Individual Spirituality come from Intrapersonal dimension. This is also in line with the previous research using the Individual Spirituality measurement approach (Malik et al., 2010; Malik & Naeem, 2011). This suggests that the path toward enlightened human resource with spirit at work starts with hiring individuals with high level of intrapersonal spirit. The individuals should show self-determination, and the ability to discover and enrich one-self. These could be done through delivering individual assessment to show achievement orientation with a tendency to exert effort toward task accomplishment to achieve success as discussed in the earlier chapter

(Hughes & Ginnett, 2002).

The finding of this research suggests that for the soft persuasive approach it is important that the intrapersonal aspect is continuously encouraged by a continuous self-discovery and self-enrichment process. This could be done by involving employees to serve in a communal aspect as discussed earlier, which enable to create social change as posited by Porth et al (2003). Hence the spiritual values and transcendental aspects are shown through a horizontal relationship with workers, vendors, customers and communities toward a beneficial relationship where the emphasis is on the mutual benefit for all the stakeholders. The spiritual motivation can be encouraged by involving employees in the social endeavors of giving. As stated in the earlier chapter, these motivations of giving will improve human intrinsic motivation in organization, foster better relationships and lead to a more ethical and spiritual culture (Guillen et al, 2012).

Limitations and Future Research

The limitation of this research could be seen through the content, and the methodology of the research. Through the content based, the limitation lies on the limited resources analyzed as the determining factors of Spirit at Work. This research is only focusing toward organizational resource and human resource through the intangible aspects point of view. In the theory of Resource Based View, physical resource, technology and financial are also possible resources. In terms of human and organization resources, this research is only looking through the lenses of spiritual aspects which encompassed other intangible aspects. Future research should also consider other intangible resources relevant with spirit at work,

such as organizational culture and perceived organizational support.

Methodologically, spiritual aspects of a company should be analyzed also through the qualitative point of view. The findings should be mutually complemented based on both the quantitative and qualitative lenses. Therefore mix method would be a better future approach for this type of research. This research is only conducted in one service company in Indonesia which represents the volatile and turbulence technology based service company. It has not touched the other form of company which is stable, routine, and has low competition, such as PLN (Persero) Indonesia or manufacturing and / or government services. Different dynamics, competition level and technology pressure should also be considered in the future research model's hypotheses.

In addition, due to the restricted classified data, the research could not use objective data such as KPI (key performance indicators) of the employees; hence the measurements of the competitive advantages are using the perceived self-evaluation by the respondents which could influence the objectivity of the two constructs of OC and JS. Future research therefore should address the points mentioned as the research's limitations. It would be beneficial for the future research to use objective data for the dependent variables which could convey a deeper analysis on the resources and capabilities toward competitive advantages. It will also be valuable if the measurement is conducted 360 degree with multiple sources of information. It would also be interesting to analyze different types of respondents, for example focusing only to the front office employees.

The dynamic relationship of organizational resource interacting with human resources need to be revisited in the future research in a

different research context, for example in the context of monopoly, low competition companies, in order to further understand the dynamic characteristics of the interaction between Spiritual Leadership and Individual Spirituality.

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Summary of qualifications	Assessor, Master Trainer / Motivator, Lecturer, Writer, on Leadership and Integrity, Spirit at Work, Sustainability Mindset, Good Corporate Governance, Communication, Business Ethics and Soft Skill Trainings using multi-media and state of the art methods of persuasive presentation.
Objective	To develop a career as a trainer, lecturer, assessor and researcher in Spiritual Leadership, Leadership Communication, Sustainability and Innovation, Business Ethics, Good Corporate Governance and other Soft Skill subjects
Education	Doctor, Strategic Management, Universitas Indonesia, 2016, Jakarta MBA, 1991, University of Colorado at Boulder, USA Ir, 1988, Industrial Management, Bandung Institute of Technology, Bandung
Professional experience	Speaker and Motivator for various Seminars, Executive Gathering and Executive

Development Programs in IPMI International Business school, Universitas Indonesia, Griffith University at Brisbane, Australia, Colegio de San Juan de Letran, Manila, CCSI of Hang Seng Management College, Hongkong, Garuda Indonesia, Telkom, PGN, Pertamina, Garuda Maintenance Facility, PT Pama Persada, Peruri, General Soedirman University, Toyota, Bandung Institute of Technology, Andalas University, Hypermart, Toyota Astra Motor, etc.

Head of Center for Sustainability Mindset and Social Responsibility (CSMSR) IPMI Business School. Design programs to increase awareness and implementation of Business as an Agent for World Benefit supporting the Sustainable Development Goals (SDG) of the United Nation. June 2016 – present.

Lecturer of Executive MBA Program, Regular MM Program and undergraduate program and trainer for Executive Development Program in Indonesian Management Development Institute (IPMI), Jakarta. April 2008 – present.

Design and lecture classes for graduate and undergraduate students in the subject of Managerial/Leadership Communication and Business Ethics.

Lecturer of Negotiation Skill for MM International, University of Indonesia, January 2013 – present.

Design and lecture classes for graduate students of International Program Magister Management, University of Indonesia.

Guest Lecturer of Business Ethics for graduate students of SBM ITB, Bidakara, Jakarta.

Design and lecture Business Ethics class for graduate students of Sekolah Bisnis Manajemen Institut Teknologi Bandung, Bidakara, Jakarta

Lecturer of Islamic Business Ethics, International Program, Faculty of Economic and Social Science, Islamic State University Syarif Hidayatullah Jakarta, March 2009 – 2014.

Design and lecture classes for International Students in the subject of Islamic Business Ethics. Counsel students for their final Thesis Project

Instructor, for Rumah Perubahan by Prof. Dr. Rhenald Kasali. Jakarta.

Design, and facilitate training classes for Executive Development Program organized by Rumah Perubahan Rhenald Kasali, Jakarta. April 2013 – present.

Coordinator of Executive Education Program for PLN in cooperation with Indonesian Management Development Institute.

Design, manage, facilitate and lead classes of PLN Executives to become the future leader with International standard. June 2012 – June 2015

Lecturer / Facilitator of Indonesian Education Management Institute (IEMI), Jakarta, January 2003 – 2008.

Design, organize and facilitate classes for students in the subject of Management, Communication and Leadership.

Lecturer of Graduate Study Program of Magister

- Management for Public Relation, Sahid University, August 2001 – July 2007
- Designed and lectured classes for graduate students in the subject of Communication Management. Provided counseling for graduate students during thesis project in completing the Master Degree requirement.
- Director of PT Rentang Gunaputra, Jakarta. January 1993 – present.
- Design, organize and facilitate training program and short courses on the following topics: Persuasive Communication, Customer Service Satisfaction, Team Building, Coaching and Counseling, Supervisory Management and Leadership for supervisors and middle managers. Clients: Telkom, Toyota Astra Motor, PT Kimia Farma, PT Abadi Barindo Autotech, PT Pama Persada etc.
- Organized and coordinated Fiber Optic Telecommunication Consulting, Research and Training activities. Successful seminar executed was seminar “Toward Global Communication: The Role and Strategy of Fiber Optic Network” and short courses on Fiber Optic. Past clients: Telkom, Indosat, Aplikanusa Lintas Artha, Sucaco, Pertamina, Vico, etc.
- Designed, planned and executed integrated consultation project on management, customer service excellence and other related subjects. Worked in a team together with the decision makers, CEO and top management. Past clients: Bank Artha Graha, PT Toyota Astra Motor, PT Pama Persada
- Instructor of Enny Studies, Pro-Secretary, Synergy, Edu-Consult, Fresh Water, Jakarta, Indonesia. March 1994 - present.
- Designed and executed workshop on soft skills subjects. Topic includes: Communication

skills, inter-personal skills, public relations, service excellence etc.

Senior Trainer and Consultant for Matrindo Triwiyata Indonesia, a Service industry Training Consultant, Jakarta, Indonesia. August 1994 – 1998

Designed, developed and facilitated courses with the method of Problem Based Action Learning.

Associate of MAS-Persona, a management consulting company in Jakarta, Indonesia. January 1994-December 1995.

Facilitated workshop and training programs for clients of MAS. Past Clients: Garuda, Kantor Pegadaian, Jasindo, etc.

Organizer of CCL (Center of Corporate Leadership) a non-profit organization with the mission of developing effective management and leadership practices in Indonesia. January 1994 - December 1995.

Wrote and published The Corporate Leadership Forum Newsletter (in English) for the exclusive circulation among the member of the Center. Designed and organized leadership forum meeting.

Coordinator, Executive Development Program, IPMI International Business School, Jakarta, Indonesia March – October 1993.

Designed and organized executive development program of IPMI, Successful programs executed were: Business Ethics Seminar, Total Quality Management Seminar, Manufacturing Strategy Seminar, Production Simulation Methods Seminar and other short course programs.

Advisor, ASIAN Business Culture, Mohran, Stahl and Boyer Consultant, Boulder, Colorado,

USA. January – December 1992.

Assisted American company in learning multi-cultural aspects of investing in ASIAN countries. Learning process is done through active training and group discussion using real cases. Advisor acted as a resource person.

Research Assistant, Technology and Management Solutions Consultant, Boulder, Colorado, USA. January – August 1989.

Responsibilities included bookkeeping, compiling data, primary-market research studies, library research and report editing.

Teaching Assistant, Bandung Institute of Technology (ITB) Bandung, Indonesia, August 1986 – October 1998.

Taught Information System and Technical Concept in classroom and computer lab setting. Responsible for grading tests and homework.

Academic Participation

Research Assistant, Food & Agriculture Organization of the United Nations, Bandung & Indonesia. January – August 1986.

Compiled and computerized Project Data Bank for retrieval of socio-economic data. Translated and summarized working documents in English.

AOM, Philadelphia 74th Annual Meeting, 1-5 Aug, 2014.

PDW and Doctoral Workshop, Conceptual Paper on Workplace Spirituality

The 9th International Conference on Business and Management Research Kyoto, 24th -25th October 2014. Pre-test result paper (The impact of Individual Spirituality toward Organizational Commitment and Job Satisfaction, proceeding).

World Congress on Spirituality and Creativity in

Management, Barcelona, organized by International MSR, AOM (April 23-25, 2015). The impact of Spiritual Leadership toward Spirit at Work influencing Organizational Commitment and Job Satisfaction, Using 129 Jabodetabek data with SL as one variable model.

AOM, Vancouver 75th Annual Meeting, 7-11 Aug, 2015

BPS Global Representatives scholarship. Full model. The Moderating Individual Spirituality on Spiritual Leadership toward Spirit at Work toward Competitive Advantage.

3rd GCBSS KL Malaysia 16-17 Dec 2015. Proceeding. Accepted. Procedia Journal Social and Behavioral Science. Part of the research model.

Academy of Management, Anaheim, Aug 2016. Asia International Conference 2016, 31 October, Kuala Lumpur, present a paper on The Role of Spirituality as a Strategy Toward Competitive Advantage in the Telecommunication Industry Model. Published in the American Science Letter journal.

ADRI International conference Denpasar Bali, April 2017. The influence of individual spirituality toward spirit at work in enhancing organizational commitment and job satisfaction

ICMABE October 2017, Conceptual Paper. Asia International Conference, Kuala Lumpur, December 2017

Sustainability in Management Education, Hong Kong, 29-30 March 2018

Developing Sustainability Mindset in Management Education, LEAP Retreat, Chicago 7-8 August, 2018

Presentation for MSR (Management, Spirituality

and Religion) Consortium, Academy of Management in Chicago, 9th of August 2018.
Presentation in Quinnipiac Business School, Connecticut, USA, 17th August 2018
Presentation in Konan University, Japan, 20th of September 2018; The Role of Spirit at Work to support organizational commitment and job satisfaction
Presentation in University of Dhaka, 3rd International Conference on Business and Economics “Shaping the Future through Inclusive Development” 9-10th October 2018
Presentation in American International University Bangladesh, 8th October 2018.
Presentation in Szent Istvan University in Godollo, Hungary, Business and Management Science: New Challenges in Theory and Practices Conference.
Presentation in a 2nd International Conference on Law and Society Management, Istanbul-Turkey, 12-13th February 2019.
Presentation in South-South Entrepreneurship Academy on Building Global Citizenship and Harnessing Entrepreneurial Skills and Mindset, 4th April 2019, Hong Kong.
Presentation in AIC 2019, Kuala Lumpur, December 2019
Presentation in Academy of International Business 2019, Nairobi, Kenya 8 January 2020

Academic Publication

The influence of Individual Spirituality Toward Spirit at Work in Enhancing Organization Commitment and Job Satisfaction, International Journal of Business Studies (IJBS), <http://ijbs.ipmi.ac.id/1>

Implementing Spirituality in Business and Management Education, a chapter book of Fostering Sustainability by Management Education, Information Age Publishing,

Charlotte, NC, USA, 2018.
The Role of Spirituality as a Strategy toward
Competitive Advantage in the
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Science Letter; doi:10.1166/asl.2017.9977 23
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A Journey to Implement Spiritual Management in the
Workplace. Google Scholar

A chapter in “Developing Sustainability Mindset in
Management Education, Routledge A
Greenleaf Publishing, USA, 2018

The Interaction of Spiritual Leadership and
Individual Spirituality impacting Spirit at
Work toward Enhancing Organizational
Commitment and Job Satisfaction: A
Conceptual Proposition, Nabu Publication,
Malaysia, 2019.

General
Publications

“Bila Nurani Bicara”, 1 st, 2 nd, 3 rd, 4 th, 5 th, 6 th,
7th editions, Publisher Hikmah, Mizan, and
Hasanah, ESQ, Jakarta.

“Bila Nurani Bicara II, 1 st, 2 nd and 3 rd editions,
Publisher Hasanah and ESQ, Jakarta.

“Bila Nurani Bicara III, 1 st and 2 nd editions,
Publisher Hasanah and ESQ, Jakarta.

“Bila Nurani Bicara, New Edition Compilation”, 1 st
Edition, Publisher Ufuk, Jakarta 2011

Untaian Makna dan Keindahan dari Tanah Suci, 1 st
Edition, ESQ publisher, 2012

Audio CD Untaian Makna dan Keindahan, ESQ
Publisher 2012

Editor and co-writer for “Badai Pornografi:
Fenomena dan Penanggulangannya, 1 st
Edition, Publisher Menkokesra and ASA
Indonesia (Aliansi Selamatkan Anak
Indonesia).

Co-Author of Penyambung Asa Kita: Chicken soup

of the soul by the ITB ladies class of 1983, June 2012.

Co-Author of Catatan dari Teheran, (An experience from the conference on Moslem women role in Teheran, Iran, 2012) Penerbit Citra, Jakarta, 2013

Co-Author of Berani Mencoba Berani Berbeda, Gramedia, 2009

Co-Author of Merantau Sepanjang Masa, Komunitas Bambu, 2013.

Co-Author Biography of Dedi Panigoro

Co-Author Kidung Cinta, Hasanah 2012

Co-Author of Indeks Daya Saing Perspektif MSME (Micro, Small, Medium Enterprises) Indonesia, PPIM, University of Indonesia

Writing and column for Magazines: ESQ Magazine, Annisa, Noor, Suara Hidayatullah, Sabili and Paras magazines

Co-Host women program: Family and Women Radio Program www.mitrafm.com

Spirit at Work, Penerbit Hasanah in the process of publication

Personal

Experience in using multimedia software, Adobe In-design, Presentation softwares. Bilingual: Fluent Indonesian and English. French, moderate.

Born in New York 19 – 6 – 1965. International background. Excellent interpersonal skill. Adaptable within various cultures.

Seasoned speaker on Soft Skill Courses. Seasoned speaker on Positive Affirmation Brain Power Training.

Asessor BNSP on Integrity in collaboration with KPK.

Volunteer of Mer-C (Medical Emergency Rescue Committee, Indonesia, specializing in Spiritual Healing. Past involvement, Nias Earth Quake, West Sumatra Earth Quake.

Active Social Worker: Founder and Organizer of

PKBM (Program Kegiatan Belajar Mengajar)
Lestari: Home Schooling for Unfortunate
People, to gain SD, SMP and SMA's
certificate

Chairman of AMNA foundation, a socio-educational
activity for the marginalized people in
remote areas such as Mentawai and other
marginalized areas.

Married to DR Indrajaya Putra Januar with four boys:
Affan Rizki, Andre Kurnia, Izza Hafiz and M.
Rafi Afif.

