

DISCOVERING THE IMPACT OF SPIRITUALITY AT WORK TOWARD JOB PERFORMANCE: CASE OF PT SURYA NUSANTARA SENTOSA

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ABSTRACT

PT. Surya Nusantara Sentosa (SNS) is a start-up company with a great concern for society. PT SNS is developing a business model where they form a partnership with marginalized people from orphanages and needy people from remote areas. This company aims to implement spirituality at work as the key values in PT SNS. The researcher aims to study the correlation between spirituality at work using person-environment fit theory as the framework of the analysis. The study is a single qualitative exploratory embedded case study in PT SNS, using qualitative methodology. In-depth interviews are taken from the senior managers and the employees in finding the key point of the relationship between spiritual at work and the impact on employee's performances. The researcher concludes that spirituality at work has an impact on job performance in PT SNS. This research has limitation which is only focusing on the discussion for Spirituality at work toward job performance in PT SNS. In the future, the analysis should cover more companies and applies quantitative approach to further support the finding.

Keywords: Spiritual at Work, Job Performance, Person-Environment Fit

INTRODUCTION

Creating spirituality at work is one of the ways to implement company culture and shape the organization. Especially in-service organization, emotional stages of labor become a unique subject that sensitively affects the company (Lee, Lovelace, & Manz, 2014). As a service company, human resources is a core value that needs to be developed. Human resources become a competitive advantage for the company and the excellent display of their competitive edges. The environment of work is an integral part of management to scale up employee's motivation (TT, 2018). Building up the spirituality at work is essential to build up employees' motivation for a higher purpose and meaning while doing their jobs.

Conceptually, the spiritual value can be embedded in a company's vision, mission, and training (Dandona, 2013). Therefore, this paper will address how spirituality at work can help employees to achieve the employee's performance. The previous studies mostly discuss spirituality at work in a developed company. The researcher rarely discusses the implication of spirituality at work in a start-up company. The previous studies have proved that positive spirituality at work, can set up employees' moods and is affecting employees' job performance (Shaw, 1999). Spirituality is the individual feeling that is connected to other individuals and the universe (Mitroff & Denton, 1999). By bringing the spiritual value to work, it will help employees to find an essence of meaning and their main goals to work (Galen, M; West, 1995). Naim (2016) shared on the positive relationship between spirituality at work and organizational commitment and job satisfaction. The other study showed that spirituality at work has a positive impact on employees performance (Jurkiewicz & Giacalone, 2004).

The researcher chooses PT SNS as the object of study because this company is implementing spirituality at work concept since the earliest stages of its establishment. The company was established in March 2017. The concept of spirituality at work has been informally embedded in their day to day work. PT SNS is showing great attention to its employees primarily shown through the daily activities. Even though the spirituality at work was not stated formally in PT SNS's company policies, the management applies the spirit at work approach in their employees' daily activity at work. PT SNS had also enjoyed a significant revenue increased. It would be interesting to find out whether the implementation of the spirit at work approach has a significant positive influence to the job performance.

The purpose of this single case exploratory study research is to analyses and examine how spirituality at work is impacting employees' job performance. The research study seeks to explore the relationship between spirituality at work approach and job performance in the company. In this study, the researcher is looking for the spiritual value, the program, and the unique environment at work at PT SNS, which becomes their unique value. Hence, the researcher is looking to analyze how the companies perceive spirituality at work, in impacting the job performance.

The study is significant because the previous study is rarely discussing the impact of spirituality at work toward job performance on a start-up company. By this, the research wants to show whether implementing the unique spirituality at work approach matters in influencing the job performance. Furthermore, through this research, the researcher may suggest how similar organization might take advantage of the findings.

LITERATURE REVIEW

To analyze the phenomenon, the researcher is using the person-environment (P-E) Fit theory as the framework. P-E Fit theory is mentioning that synergy within the workplace could be determined by individual personality, and will determine the adaptability in the organization. Along the way, P-E Fit extend to offer the framework for assessing and predicting the employee's d with the workplace characteristic, employees' satisfaction, health, and emotional question (Chiappelli & Kutschman, 2016)



Figure 1. Person–environment fit model.

Based on “Person-environment fit theory: Some history, recent developments, and future directions,” by R. D. Caplan and R. Van Harrison, 1993, *Journal of Social Issues*, 49(4), 253–275.

There are three dimensions that are mentioned in P-E Fit, 1) creating significant personal value at work in individual level, 2) Group level, when the individual connects with the group and have the same value to share, 3) Organizational level, when the group level have the compatible value with the organization goals and is matched with the individual value. All the above will influence individual job performance at work (Milliman, J., Gatling, A., & Bradley-Geist, 2017).

P-E Fit help to explain how the individual can fit with the organization based on what they believe spiritually. P-E Fit explains the role of training to embrace individual spirituality, could encourage the suitability between individual and organization performance. By this, individual can reconstruct the organization's performance, to improve the organizational achievement (Su, Murdock, & Rounds, 2015). Spirituality at work involves the effort to find one's ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have consistency or alignment between one's core beliefs and values of their organization (Beheshtifar & Zare, 2013). Employees have felt either joy or grievances within their jobs in the workplace. Employees' are allowed and encouraged to express their feelings through spirituality as their measurement of their emotion and psychologic statement. In a study of job satisfaction, the psychological side is more emphasized rather than the physical side (Spector, 1997). There are scientific proven studies which have shown that the positive interaction between spirituality, religiousness, and better physical, emotional health in an organization will affect the employee's performances (Masters & Hooker, 2013; Park & Slattery, 2013). Other findings are mentioning that spirituality helps to improve job performance (Duchon & Ashmos Plowman, 2005). The improvement in performance could happen when employees can express their beliefs and faith while respecting each other (Hicks, 2003). The organizational performance will improve when employees are committed to work when they are already dedicated, in tune, and focused with their works (Roof, 2015). The improvement can be accomplished through spirituality, which will be rooted and connected to workplace's satisfaction (Gupta, Kumar, & Singh, 2014).

METHODOLOGY

This research is a single exploratory case study designed to provide a deeper understanding of the phenomenon by checking and identifying the concept of the subject. This research is using a qualitative case study method as the methodology. Qualitative case study methodology provides tools to study complex phenomena (Baxter & Jack, 2008). By using in-depth discussion using open-ended questions semi-structured questions during the interview, this method is relevant to explain the social phenomenon. A case study is appropriate to be used when a social phenomenon such as spirituality at work, require in-depth and examination answered of the social event/phenomenon (Yin, 2014). Denzin & Lincoln (2018) mentioned that case study data from interviews and documents allowed exploration of values and details that make the findings relevant to policymaking (Indrajaya & Kazeroony, 2019, p. 6). The case study allows the researchers to explore more intimate access in understanding the complexities of the situation in the object study (R. Miles, 2015)

The internal validity of this single case study research is applied in findings are based on direct observation of the phenomenon, documentations, and interviews (Erickson, 2012; Maxwell, 2012; M. B. Miles, Huberman, & Saldana, 2014) (Erickson, 2012; Maxwell, 2012; Miles & Huberman, 1994). The triangulation provides validity by creating a connection between the sources of data, theory perspectives, and methodology (Denzin & Lincoln, 2018; Yin, 2014). The reliability, as noted by case study researchers (Yin, 2014), of this exploratory single case study is rooted in the explicit and transparent explanation of procedures and processes (Indrajaya & Kazeroony, 2019, p. 7). To synchronize the reliability, the researcher will explain the data collection setting, the type of data collection, duration of data collection and the interpretation of data.

Data Collection Setting

The data collection was done at PT. Surya Nusantara Sentosa, Indonesia, a corporation that most of the operations are conducted in Makasar, South Sulawesi, and Jakarta. Established in 2017, PT Surya Nusantara Sentosa has grown its branch from 3 branches in 2017, up to 18 branches in 2019. They have grown their monthly revenue from 32 Million Rupiah in 2017, to 1 Billion Rupiah in 2019 (Financial Report PT Surya Nusantara Sentosa, 2018).

Data Collection

Data collection includes interviewing 3 Management officers and 5 Employees of PT SNS out of 55 (the size of PT SNS). The session of the interview was facilitated by PT SNS by phone and is done individually. However, the data collection process has some limitations since the researcher cannot choose the samples independently, but rather through the SNS’s HR contact person. Nevertheless, the triangulation process, through the interview, company report, and data and observation to the company’s video, ensure the validity and reliability of the data. The consent form and ethical conduct are also done preliminary before the interview process. Interview data was begun by interviewing employees of PT SNS first to get the authentic data of the real situation in the organization while crosschecking to the information found by interviewing the management of PT SNS.

Data Interpretation Process

Assessing the P-E Fit as the result of finding, the researcher is doing the manual coding from the interview session, from the key of personal value that is shown during the interview (Indrajaya & Kazeroony, 2019):

- Coding of the shown keywords from the employees’ interview session
- Coding of the shown keywords from the managements’ interview session
- Interview translation from Bahasa Indonesia to English. With careful attention to literal and figurative meaning from the interviews. The researcher carefully crosschecked the meaning and expression that use during the interview, so the word expresses the same impression to be present in this research.
- For demographic information is shown on the table and interview result describes the substantial answered from the interview questions

Table 1: Interview Demographic data

Code	Category	Religion	Length of Work	Gender
E- 1	Employee	Islam	>1 year	Male
E- 2	Employee	Islam	>2 year	Male
E- 3	Employee	Islam	>1 year	Male
E- 4	Employee	Islam	2 year	Male
E- 5	Employee	Islam	2 year	Female
M-1	Owner	Islam	>2 year	Male
M-2	Operational Manager	Islam	>2 year	Male
M-3	Trainer & Technical Manager	Islam	>2 year	Male

Note: based on data from interviews.

As mention in table 1, the sample shown 80% of male employees and 100% of males on management level. With 100%, both employees and management were Muslims. Since, in Indonesia, Islam is a religion of the majority of the population. Based on data, 60% of employees have a length of work for more than two years, and the management level, the length of work, is more than two years. During the interview, the researcher has signed consent from the participants, and there is no pressure whatsoever involves during interviews.

Coding of employee's interviews. The personal values shown in employees' interview are following keys words, and repeatedly saying during interview (Appendix 2): *spiritual routine; religious environment; spiritual value; grateful; Total Submission; sharing knowledges and value; excellent performance; respect from others; positive attitude; discipline; hygiene; neatness; responsible; independent; self-achievement; spiritual sharing; integrity; discipline; ethic of speaking (polite); spiritual motivation, financial independent; spiritual discipline; consistent; spiritual environment; spiritual piety; spiritual awareness; family value; sharing values; financial awareness'; responsible.*

Coding of management interviews. Management keyword during interviews describe (Appendix C) *Create spiritual environment; Spiritual Value; Spiritual Piety; Integrity; Responsible; Positive Environment; Manpower as Valuable Asset; Helping Others; Spiritual Discipline; Spiritual Submission to God; Humble, Honesty; Caring; Revenue Increase.*

Data Triangulation

As Figure 2 shows, when individual spirituality becomes the focus of spirituality at work, individuals' self-awareness of their spirituality will affect the appreciation of higher goals and how the organization values their individual higher goals, cementing their commitment to the organization and leading to better organization performance. The data triangulation is described as the match in employee and manager perceptions of the emerging improvement in organizational performance confirmed this finding. External documents provided additional confirmation about the success of the spirituality at work by implementing the concept in organizations.

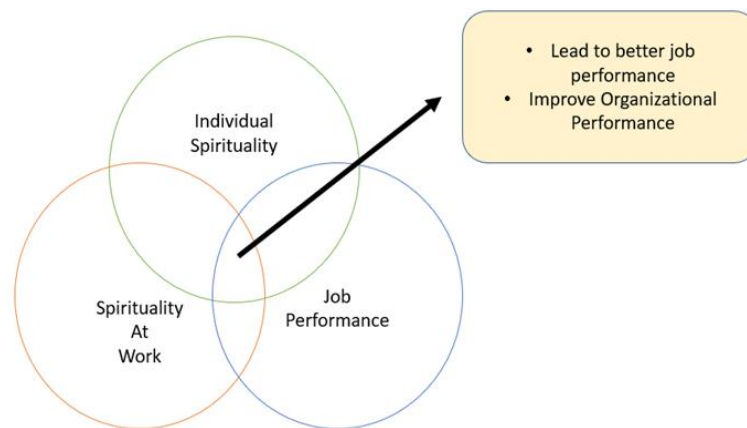


Figure 2. The description of Spirituality at work leading improved Organizational Commitment

Meaning in the Collected Data

The spirituality at work is supported by aligning individual and work values to a higher spiritual meaning and purpose. Research in PT SNS finds that there is a mutual value which the company is passing to the employees. Based on our findings, the company has the spiritual key value, which was defined by the owner of the company and which was shared with all employees. The company is developing substantial meaning and spiritual values and implement it in the workplace. When a company has the spiritual value that they want to be embedded in corporate culture, employees – who share the same value, will accept it and share the same value with the company. This situation is consistent with the P-E Fit theory by Caplan & Harrison (1998) that individual and environmental, and organizational characteristics should be matched to produce high quality for the job performance (Milliman, J., Gatling, A., & Bradley-Geist, 2017).

The company's spiritual value that they implement in the organization is spiritual routine (company encourages their employees to pray on time), which develops the values of Discipline, Integrity, Respect, Punctuality, Responsible, Consistent, which are also important values in the workplace. The similarity of value that the company set on their key value of the company, makes it easy for the employees to understand. Employees are looking at their job not only as jobs but more like a higher purposive, a reason for being because they know by doing their work in a high-quality degree, it is also a form of worship (Naim, 2016), which eventually will be flourishing for all stakeholders. This is proven by how the employees feel satisfied with their work environment, create a positive ambiance to increase their job performance. The value is passed through informally during their basic technical skills training even before they start to work at PT SNS. Hence, those basic spiritual values that they have become stronger and lead them to put commitment on their work and implement those values in their daily work life. This finding is consistent with Duchon & Plowman (2005) which stated that spirituality helps to improve job performances. The result that the company has when the performance of the job improved is reflected in the company's profit incremental.

However, the company's spirituality value on PT SNS is not in a formal form, unlike some other companies that have set up a formal spiritual capital division (Naim, 2016). They are still passing the value informally to their employees. The management of the company embraces the spiritual environment on a daily basis. So that the continuity of values still there, whether the employees joined the basic training skill or not.

CONCLUSION AND RECOMMENDATION

Based on this research, the data is showing that the spiritual at work will not happen if there is no willingness from the company to implement it. The value that the company has should be synchronized with the key value that the employees have. By this, employees felt comfortable with what they do in the company and put their commitment to work. The impact that the company gained for this commitment is the increase in job performance. The finding is consistent with the studies (Masters & Hooker, 2013; Park & Slattery, 2013) that spirituality, religiousness, and better physical emotion in an organization are giving the positive interaction on employees and bring-up the employees' performance. The finding that the researcher finds during the research showing that spirituality at work is possible to implement in the start-up company. The concept leads to increase the individual spirituality and gain the organizational commitment in PT SNS.

However, the key values had been passed informally to the employees. In the future, the basic training about those values needs to be set up and formalized. The goals are to get the value to be continued in the future and beyond. For future studies, the researcher suggest further study on the influence of spirituality at work toward job performance in PT SNS through the quantitative study.

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Appendix 1

Employee:

1. Please explain what treatment/training/program/values that PT. Surya Nusantara Sentosa has developed to encourage you to build your knowledge and maximize your performance?
2. What impact did PT SNS have after embedded the treatment/training/program/compensation? Did it impact your performance and commitment?

Management:

1. Please explain what treatment/training/program/values that PT. Surya Nusantara Sentosa has developed to encourage employees to build their knowledge and maximize your performance?
2. What impact did PT SNS have after embedded the treatment/training/program/compensation? Did it impact company performance and employees' commitment?

Appendix 2

Employee Interview

Code	No.	Main Point	Person Key
E-1	1	The value we feel in here is very religious. We always do share and discussion every Friday Night and to recital Quran. On the recital Quran we also discuss about our problem at work and help each other to solve the problems. I feel grateful for what company have done to me. Company gave us the facility to make us comfortable to work here by covering our needs (High Salary, incentive, Meals, Place to life, Transportation, health insurance, etc.). The owner also remains us to put our obedience to God. It's easier to do since company provide us the dormitory, which make us easier to communicate and remain each other to pray together. Here, I felt homier and kindship. I close with my colleagues. PT SNS emphasize to follow our Religion Rules. Owner emphasize us about our attitude, how we can get along with surround us, and make other comfortable with our work. We are ride working as vendor in dealer, so we need to relent with other mechanical related to car technical problems. We need to be friendly with others, helping other so they will do the same to us and respect us.	Spiritual Routine; Religious Environment; Spiritual Value; Grateful; Total Submission; Sharing Knowledges and Value
	2	Impact when we do the company value, we rarely have customer complain related to our work. Since we hand on to our partners, they respect us and happy to work with us.	Excellent; Performance; Respect From others
Code	No.	Main Point	Person Key
E-2	1	They emphasize us about the spiritually. Specially to worship God 5 times a day. They also told us to be hygiene and neatness. We are cleaning their car air conditioner (car interior), and always honest. We are work in customer personal car with valuable things in it. And also, be responsible.	Spiritual Routine; Positive attitude; Discipline; Hygiene; Neatness; Responsible
	2	Company gave us new knowledge and scale up my skills, I gain experience, being independent, and learn how to make my own money. I can help my family to fulfill their financial needs and help my siblings to continue their education. Work environment at PT SNS makes me more comfortable working at PT SNS. I have a good friend, we always remain each other if we already entering pray sholat time and learn about Quran together. it really affects my performance at work. What I feel, work is part of worship to God (to be responsible to God). In PT SNS it is very comfortable to embedded spiritual and work parallelly.	Independent, Self-achievement, Spiritual Sharing
Code	No.	Main Point	Person Key
E-3	1	They teach us integrity, discipline, responsible, ethic of speaking to customer/partner need to be polite. Beside that company require and encourage us to recite Quran, pray sholat on time, no matter it is require by company or not, it should be the responsibility by each individual.	integrity, discipline, responsible, ethic of speaking; Spiritual
	2	The compensation is higher than my previous company, I have new experience, and to distressing and help my parents. I can find my own path to make my own money, have new skills. Company embedded spiritual value in daily working life. It is makes me have high motivation to work in company.	Spiritual Motivation, Financial Independent
Code	No.	Main Point	Person Key
E-4	1	Trainer remain us to always pray sholat on time, keep consistent with our	Spiritual Routine,

		work, be patience with your work, be respect with your leader especially pak Anto as the SPV. Company encourage us to always have recitation Quran every Friday night. Colleagues always remain each other to always pray sholat on time and not delay it.	Spiritual Discipline; Consistent
	2	Before I join in PT SNS my financial not in good condition. After I join here, Alhamdulillah I have the opportunity to send money to my parents and do saving for myself. In the past, our financial condition is shortages, now we can have a better condition after I join PT. SNS. Spiritual value also affects us on my work. when I work, peaceful mind set is important, so it is affecting my motivation at work, the environment of work also support me to work.	Spiritual Motivation, Financial Independent
Code	No.	Main Point	Person Key
E-5	1	Owner always remains their employees to asking their parents bless before work in PT SNS. He emphasizes and advice employees about spiritual behavior and how employees need to respect their parents. Every time owner came, he always asking the spiritually progress of his employees. By asking the informal leader among their employees (we always called him Ustad), he is asking the progress of the employees' recital Quran, how the employee discipline on pray sholat on time, and asking his employees to take turn to Imam the Sholat. i Felt like the owner treat us like his family member. One of the examples, there is one employee who are rarely pray sholat before join in PT SNS, after join here he often goes to mosque to pray sholat and become more religious. He also said that he broke up with his girlfriend (in Islam relationship before married is forbidden)	Family Respect; Spiritual Environment; Spiritual Piety
	2	I do feel change on me. Here, we are stay in dormitory with other employees, I met new colleague with high religious observance. Without someone told us to do so, every there are some of them doing recital Quran every day, if they have friend that want to learn Quran, they help them, pray in congregation, and pray sholat on time. After they come home from work, they always pray sholat in congregation with most of them are man, especially when they said out load together 'aaammiinnn' I felt like this dormitory like mosque. I feel like we are connecting as family here. I experience a lot here. Most of PT SNS employee are still young, mostly they are 20's years old. I feel like I have little brothers. I am comfortable work here and the challenges is not too tough comparing to my previous company. The different from my previous job, here I have more responsible and manage the employees need with different characteristic and their spiritual level is makes me stunned and willing to learn more about Islam. We willing to learn from each other, share about their difficulties and try to solve it together. the biggest motivation of their work is to help their family, especially their parents. Here, is not like usual employees who their money to hangout or buy luxury things. They tend to save their money to help their family. For example, one of the employees saving their money and bought goat ling every month. Their parents taking care the goat ling to become goat and when the Eid adha come, they sell the Goat. The money that they got is used to repair their house. The main goal they work here is to makes their parents happy and helping them financially.	Spiritual Awareness; Family value; Sharing Values; Financial Awareness; Responsible