

Spiritual Leadership as a Source of Rising Triple Bottom Line, Leads to the Spiritual Well-Being of Employees: A Study of the Telecommunications Sector

Chattrarat Hotrawaisaya¹, Hathaipan Soonthornpipit², Jakkrapun kongtana³, Phornprom Rungrueang⁴, Ployprapat Hotrawaisaya⁵, Suwat Nualkaw⁶, Kittisak Jermisittiparsert⁷

¹*Suan Sunandha Rajabhat University, Thailand
E-mail: chattrarat.ho@ssru.ac.th*

²*Suan Sunandha Rajabhat University, Thailand
E-mail: hathaipun.so@ssru.ac.th*

³*Suan Sunandha Rajabhat University, Thailand
E-mail: jakkrapunphd@gmail.com*

⁴*Kasetsart University, Thailand
E-mail: phornprom.r@ku.th*

⁵*MJ Global Company Limited, Thailand
E-mail: miu16544@hotmail.com*

⁶*Suan Sunandha Rajabhat University, Thailand
E-mail: Suwat.nu@ssru.ac.th*

⁷*University of City Island, Cyprus; Universitas Muhammadiyah Sinjai Indonesia; Universitas Muhammadiyah Makassar, Indonesia
E-mail: kittisak.jermisittiparsert@adakent.edu.tr*

Abstract

This research aims to investigate the spiritual leadership potential in the telecommunication sector of Indonesia by optimizing the triple bottom line (e.g., profit, planet and people). The analysis was carried out as a comparative analysis in the four-telecommunication sector organisations of Indonesia by using the smart-PLS. The study was intended to show that organizations will strive to build a business model that blends with moral, ethical and spiritual leadership styles and ensures social responsibility, corporate performance and employee well-being without losing productivity by recognizing the spiritual effect on employees' and management performance. The questionnaires were incorporated by the prior existing instruments, which were created and distributed by utilizing a purposive sampling method of 135 employees in Indonesia's telecommunication organisations. Studies have shown that organizations can improve productivity much more by embracing market strategies that understand the meaning of human nature, the spiritual components and the emotional part. The work has shown, in an interesting way, that the telecommunications network, with spiritual leaders on hand, will increase the sense of personal existence, which is meaningful not only for itself, but also for society as a whole. Spiritual leaders will create a sense of calling that belongs to the purposes and meanings of one life and seeks to make distinctions for people, such as those who seek to fulfill the visions of altruistic love through their hope, faith and inner life. The study has limitations for integrating cultural principles, which apply to spiritual beliefs, into the potential work of the future which impact the triple bottom line (TBL) with the help of spiritual leadership on the telecommunication organisations. Adapting spiritual leadership enables employees to engage by exploring the intangible aspect of the inner life of human capital. Then the inner life can give rise to altruistic love and awareness, which can lead to a positive attitude of work, reciprocity and organizational commitment. Spiritual leadership seeks to rebuild the trust and confidence of staff in an organization that tends to be destructive according to new economic policies. SL can reconcile life and work, can satisfy the desires of the related human being to be appreciated, respected and respected, the need to be associated with the community and to be happy with their work is the food of the soul. This research was the first to show scientifically, in the light of workplace

experience, leadership styles along with job satisfaction, satisfaction in life, productivity and organizational performance.

Keywords: Spiritual Leadership, Triple Bottom Line, Spiritual Well-Being, Telecommunications Sector

Introduction

Organizations are now faced with enormous barriers on the way to success, which force them to recognize the essentials of creating business models that emphasize social responsibility, sustainability, employee engagement and ethical leadership, without losing revenue, profitability and alternative financial performance measures to the sustainability of firms. Organizations must understand that, if they need to optimize performance, their three-fold bottom line should be maximized through the environment (natural capital), through good and fair business policies towards people (community and employees) and through productivity, through the economic standards generated by the business after manipulating and utilizing earnings from revenue growth (John Elkington, 2004). People talked about the intensity of culture and values of firms like Twitter, Facebook and Google Inc and others that are currently earning profitability and still remain highly profitable businessmen after years (Kathryn, 2014). These firms have dedicated themselves to creating a business model that includes the most reliable organizations, job satisfaction, comradeship and trustworthy management teams, including social responsibility, sustainability, employee engagement and ethical leadership (Kathryn, 2014). Such organizations have dealt with their triple bottom line successfully. As a developing nation, Indonesia recognizes the problems of ethics and integrity that have arisen as a goal of becoming a developed country through its NIP Indonesia (2004). As a major economic actor in Indonesia, the telecommunications sector cannot reject the common contradictory concerns about maximizing the triple bottom line, because it is part of rapid growth in the form of consumer preferences and technology and is very competitive in capturing market share (Wei, Choy, & Yew, 2009). In order to ensure the sustainability and longevity of firms, companies need effective metrics, tools and approaches. The triple bottom line idea is challenging leadership styles. Several reports have shown that businesses ought to pursue the

modern scope of spiritual leadership and workplace spirituality with a combined method of values and leadership (Fachrunnisa, Adhiatma, & Mutaminah, 2014; Jeon, Passmore, Lee, & Hunsaker, 2013). These are the two main areas of positive performance in the broader context (Fry, Hannah, Noel, & Walumbwa, 2011). Spiritual leadership accelerates on creating highly committed, productive and motivated workforce (Fry Louis & Altman, 2013). For spiritual leadership, the sense of calling through work and social interaction is important, as their purpose and significance is to make a contribution to other lives by giving a sense of belonging that contributes to a sense of appreciation and understanding. Prior research has also shown that a firm change in ethics and integrity can be made by developing the spirituality of the workplace (Boorum, 2009; Fry & Matherly, 2007). Workplace spirituality can create a desirable work environment based on spiritual values that strengthens the sense of transcendence through meaningful work, alignment of values and sense of community.

Literature Review

Association Between Ethical Leadership, Spiritual Leadership, and Performance

Leadership means having effective leadership to achieve certain objectives and to achieve its objectives (Jermsittiparsert & Srihirun, 2019; Wongsurawat & Jermsittiparsert, 2020). Aligned with the aim of optimizing the triple bottom line, leadership is opening the way to complement its role by using the spiritual and moral aspects of communication through an appreciation system and role modeling to attract employees to compensate for ethical behavior (Badrinarayan Pawar, 2014; Brophy, 2015). Through this concept, spiritual leadership can clarify integrity and ethical elements of trust, which have been justified substantially to maximize the TBL by successfully answering to evolving sources of organizational, societal and

global fluctuations (Fry Louis & Slocum, 2008). Previous literature also stated that the ethical aspects of leadership depend on the ethical legitimacy and moral characters of the leader's values and vision, that are approved or rejected by his employees. Spiritual engagement to management is instinctively established as a pattern of ethical behavior and good morals, thus encouraging trust, spiritual leadership as an artist, inspiring and intriguing staff members, thus combining all spiritual components on the basis of morality, ethics, integrity, trust and spiritual issues. Empirical findings have demonstrated that spiritual leadership meaningfully advances employee's performance if leadership is able to cultivate as well as communicate trust between staff to live and believe in culture and values of the organization (Jeffery & Milliman John, 2008; Karadag Engin, 2009). The contribution to organizational citizenship behavior has also been evaluated on an empirical basis, as well as on organizational commitment and organizational learning skills for productivity and creativity. So, through these beliefs, spiritual leadership is a factor that can increase organizational triple bottom line (Fry Louis & Altman, 2013; Fry Louis & Slocum, 2008). The scholars explore the scope of Indonesia's triple bottom line theory in the telecommunications sector as a modern empirical approach to the workplace by accepting human nature's spiritual principles.

The Role of Spiritual Leadership as Altruistic Love, Inner Life, Faith, Hope and Visions

It is important to consider what spirituality is all about and why spiritual leadership needs to be affected. It needs a cycle of change in order to be more focused on others and less on themselves, in order to accomplish one's ultimate goal through the service of others and love (Fry Louis, Matherly, Whittington, & Winston, 2007; Fry Louis, Vitucci, & Cedillo, 2005). It needs to educate spiritual nature of human beings based on the goodness, strengths and virtues (Anselmo, 2015), seen as the definition of "inner life". Moreover, the central goals of the "inner life" are the feelings that transcends self-interest, interacts with something more important than one's own self, and offers a definition of mission (Fry Louis, 2003). The inner life of SL is not only about authority and strength, but also about spiritual

values, interpersonal relationships and honesty. As a style of leadership, spiritual leadership encourages employees to communicate, and such sentiments and beliefs of devotion enable employees to see and express themselves by concentrating on organizational strength, through their inner self and to develop behaviors that require more value-added behavior and ethical values (Patrick & Fry Louis, 2012). These principles allow them to concentrate more on the interconnectedness of trust and to build relationships by establishing mutual understanding. Being a role of spiritual leadership, the vision applies to the image of the future as it fosters faith and hope, reflects high ideals, defines directions and integrated actions through conviction of the expected confidentiality, that vision is achieved on the basis of behaviors, attitudes and values of the belief shown with absolute trust and the certainty of what is to be desired will end with reality. Through strong hope and clear vision, as well as faith in vision, workers are able to face obstacles through action, joy in pursuing, orchestrating efforts, and perseverance in achieving goals (Yochanan, 2010). Altruistic love, faith, hope, vision and inner life, vision, hope that combines to form spiritual leadership reaches the cornerstone of the moral well-being of leaders and employees have feelings of vocation which brings the drive for achievements and benefits to the overall members and the feeling of being a member of society. Spiritual leadership goes beyond offering a sense of well-being, harmony and integrity that is generated by the appreciation, concern and care of employees, leaders and others through altruistic love. This comes with truthfulness, loyalty, trust, self-control, selflessness, humility, forgiveness, lack of envy, kindness and the value of patience among employees, which can be seen through serenity, peace and joy (Kolodinsky, Giacalone, & Jurkiewicz, 2008). Such a finding interacts significantly with the commitment of the organization, work-life balance and productivity, by incorporating work stress that leads to satisfaction of job (Altaf Amal & Atif Awan, 2011; Fry Louis, 2003).

Hypotheses of the Study

From literature it has been clear that spiritual wellbeing was not a direct product as a result of

hard working. Initially, SL needs to build the working environment with the importance of spirituality that has been developed from its inner life on the basis of hope/faith, vision and altruistic love (Fry Louis & Altman, 2013). Psychologically, employees deserve to be treated and respected as human beings, their efforts need to be appreciated and respected in their workplace. Such psychological differences are ultimately related to a sense of calling and a sense of belonging, a sense of appreciation and understanding, a sense of purpose, calling and meaning of work to create a sense of spiritual well-being. At the end of the day, the spiritual well-being of employees is a key part of the spiritual leadership that encourages employees to move beyond their commitment and work, and ultimately leads to life satisfaction, peace of mind, positive health and productivity (Fry Louis & Slocum, 2008; Joan Marques, 2008; Sheep & Foreman, 2012). Thus, the author proposed the following hypothesis from the above-mentioned literature review:

Hypothesis 1: Spiritual leadership significantly and positively effects the sense of calling.

Hypothesis 2: Spiritual leadership significantly and positively effects the sense membership.

Hypothesis 3: The sense of calling significantly and positively effects the triple bottom line.

Spiritual leaders guide workers to believe and to follow the values of the organization as shared by workplace spirituality, which can reduce the impact of triple bottom line by having a positive effect on employees performance, like life satisfaction, physical and psychological health, productivity and commitment (Gupta, Kumar, & Singh, 2014) that can reduce work attitudes, performance and organizational learning abilities, teamwork, employee turnover and absenteeism, and thus it effects organizational citizenship behavior positively (Ahmadi, Nami, & Barvarz, 2014). Spiritual leadership is utilized to optimize triple bottom line when leaders creates high organizational performance, as being human focused who understand the

significance of employees (Fry Louis & Slocum, 2008). Thus, the author proposed the following hypothesis from the above-mentioned literature review:

Hypothesis 4: The sense of membership significantly and positively effects the TBL.

Hypothesis 5: Spiritual leadership significantly and positively effects triple bottom line by the inclusion of spiritual well-being.

Research method

The study relates to spiritual leadership, known as the Spiritual Leadership Balanced Scorecard, which includes components, like spiritual well-being to measure triple bottom line life satisfaction, organizational commitment, and productivity.

From previously based instruments, a number of 223 questionnaires were distributed among Indonesian telecommunication sector employees. The sample was based on 14 items related to each study construct: triple bottom line, life satisfaction, organizational commitment and productivity: spiritual leadership was based on dimensions like: altruistic love, faith/hope, inner life, and spiritual well-being, calculated with the feeling of membership and calling, the questionnaires accumulated were 83, representing a response rate of 38 percent and were considered to be satisfactory. The questionnaires were circulated manually and electronically through the 5 point-item Likert type scale ranges from (1 strongly disagree- 5 strongly agree). The questionnaire was taken and considered to be reliable and validated by Fry Louis et al. (2005). The instruments were also validated by means of reflective measurement model by assessing test like, indicator reliability, composite reliability, internal consistency, discriminant and convergent validity.

Table 1 Description of Questionnaire and Validity

Constructs	Cronbach a	Original number of items	Items drop
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Spiritual Leadership	0.897	12	1
Sense of Membership	0.897	4	0
Sense of Calling	0.897	4	0
Triple Bottom Line	0.897	10	2

Collection of Data and analysis

This research examines the association of spiritual leadership and spiritual well-being to the triple bottom line of telecommunication sector of Indonesia.

Among four telecommunication organisations, total 135 questionnaires have been floated using a purposive random sampling technique. At a response rate of 61.48 percent, final useable 83 responses for testing purposes have been approved for final data analysis. It has been found that the response rate was sufficient. In surveys utilizing data collected from employees the standard average response rate is 52.7 percent with a standard deviation of 20.4 (Yehuda & Holtom, 2008). In this strategic

management area, this study used SmartPLS methods in conjunction with other areas, as smart PLS relies on smaller sample sizes.

Research Findings

Reflective Measurement Model

The internal consistency of an instrument is evaluated by composite reliability (Fornell & Larcker, 1981). Composite reliability (CR) is expected to be >0.70 , where <0.60 , internal composite reliability is considered less (Hair, Ringle, & Sarstedt, 2013). Therefore, Table 2 has shown the internal consistency of the data analysis.

Table 2 Convergent Validity through CR

Constructs	CR	Cronbach's α
Sense of Calling	0.897	0.887
Sense of Membership	0.967	0.967
Spiritual Leadership	0.934	0.957
Triple Bottom Line	0.921	0.937

Convergent validity

Composite reliability, Average Variance Extracted (AVE), and items loadings were used to determine the convergent validity of the reflective measurement model, which calculate the level of various indicators measures the same concept (Hair, Ringle, & Sarstedt, 2012). All variables were true for statistical significance and parameter estimation related to the measures of their respective variable. The suggested value was more than 0.7 as the composite reliability values for the variables scoring > 0.8 (Hair, Ringle, et al., 2012) were deemed to be satisfactory. During the analysis, it is appropriate to use average variance extracted $>$

0.5 which supports the validity of the construct (Barclay, Higgins, & Thompson, 1995). The findings are presented in Table 3, which represents satisfactory level.

Discriminant validity

Discriminant validity test, that the concept is truly different and unique by other alternative variables according to scientific criteria. Here all indicators should be loaded more firmly to its respective variables and the AVE of all variables and their indicators must be higher as compared to the difference of other variables in the model.

Table 3 Measurement Model Validity

Constructs	Dimensions	Items	Cross Loadings	CR	AVE	
Spiritual Leadership	Altruistic Love	AL1	0.853	0.955	0.642	
		Inner Life	AL2			0.865
		Hope/Faith	AL3			0.801
	AL4		0.232			
	AL5		0.831			
	IL1		0.709			
			IL2			0.712
			IL3			0.853
			IL4			0.843
			HF1			0.821
			HF2			0.813
			HF3			0.844
	Sense of Membership		SM1			0.919
		SM2	0.946			
		SM3	0.989			
		SM4	0.852			
Sense of Calling		SC1	0.812	0.921	0.758	
		SC2	0.929			
		SC3	0.910			
		SC4	0.857			
Triple Bottom Line	Organizational Commitment	OC1	0.909	0.943	0.653	
		Productivity	OC2			0.639
	Life Satisfaction	OC3	0.759			
		OC4	0.669			
		OC5	0.319			
			P1			0.900
			P2			0.039
			P3			0.839
			LS1			0.854

 LS2 0.867

We tested the discrimination validity by using a value less than 1.00 with a Heterotrait Monotrait ratio (HTMT) to test the associations of items around variables that quantify different phenomena (Henseler, Ringle, & Sarstedt, 2015), and by means of cross loadings that the values should be more than 0.70 for each

alternative cross loading of the items (Hair, Sarstedt, Pieper, & Ringle, 2012). The results of HTMT for measurement model are satisfactory as shown in Table 4.

Table 4 HTMT Criterion

Constructs	SC	SM	SL	TBL
Sense of Calling				
Sense of Membership	0.767			
Spiritual Leadership	0.764	0.754		
Triple Bottom Line	0.791	0.947	0.880	

The findings also display β values and path coefficient values of the hypothesis testing, which in the relationship are important and narrated through the path model. The analysis at the confidence interval of 95 reveals p-values < 0.05 and t-values > 1.96. On the basis of the correlation values, the findings indicated that the relationship between SL had a significant impact

on the feeling of membership and call of employees within the organization of the telecommunication sector of Indonesia. Meanwhile, sense of calling added minimally to both performance of the organization and triple bottom line.

Table 5 Results of Reflective Measurement Model

Constructs	Items	Loadings > 0.708	CR > 0.70	AVE > 0.50	Decision < 1.00
Spiritual Leadership	IL1	0.709	0.955	0.642	Yes
	IL2	0.712			
	IL3	0.853			
	IL4	0.843			
	HF1	0.821			
	HF2	0.813			
	HF3	0.844			
	AL1	0.853			
AL2	0.865				

	AL3	0.801			
	AL5	0.831			
Sense of Membership	ofSM1	0.919	0.939	0.834	Yes
	SM2	0.946			
	SM3	0.989			
	SM4	0.852			
Sense of Calling	SC1	0.812	0.921	0.758	yes
	SC2	0.929			
	SC3	0.910			
	SC4	0.857			
Triple Bottom Line	OC1	0.909	0.943	0.653	yes
	OC3	0.759			
	P1	0.900			
	P3	0.839			
	LS1	0.854			
	LS2	0.867			

Collinearity assessment

Non-independence of the predictors constructs leads to collinearity. Variance Inflation Factor (VIF) tests a collinearity greater than 5.00 in the predictor variable shows higher collinearity, in order to resolve collinearity, variables can be

removed and combined with alternative variable to form a higher order or a single construct needs to be constructed to resolve higher collinearity issues.

Table 6 Collinearity Assessment

Constructs	SC	SM	SL	TBL
Sense of Calling				2.091
Sense of Membership				2.093
Spiritual Leadership	1.000	1.000		

Testing Hypotheses

After reliability and validity of the measurement model, the study hypotheses were tested based on smart PLS bootstrapping process to analyze the relevance and significance of the correlation of the study hypotheses. The findings have shown the path coefficients of the hypotheses, where the t-values should be >1.96, then the

hypothesis is considered significant with the help of two-tailed analysis process. For all hypotheses 1-5, the path coefficients by following the two-tailed test hypotheses were statistically significant, thus accepted H1-H5. It was found from the study that the results of the sense of membership was higher with triple bottom line (life satisfaction, productivity and

organizational commitment) in comparison with the 'sense of calling', main while the leadership with spiritual traits was significant and has influenced positively higher the sense of membership. The spiritual leader in Indonesian telecommunication sector is good in making staff feel valued, appreciated, respected and regarded. The leaders have yet to realize that their job should be purposeful and meaningful so that they should push employees to make a difference to their job and to contribute more into their work scope. The findings of our study have shown that due to the least effect of sense of calling variable, the desire for making a difference into their work and to others.

Employees just do not realize that his/her work has social value and meaning rather than they are working for themselves. Desire for sense of calling is just fulfilled by the spiritual leadership in the organization and between employees (Fry Louis & Altman, 2013). Spiritual leadership is not yet up to the desirable standard for the Indonesian telecommunications sector. The standard of spiritual leadership in the organization should surpass the level of spiritual leadership of employees in order to gain a shared understanding of the triple bottom line.

Table 7 Testing Hypothesis

Paths	Beta value	SM	t value	p value	Decision
SC>TBL	0.162	0.152	1.940	0.046	Accepted
SM>TBL	0.782	0.760	9.237	0.000	Accepted
SL>SC	0.701	0.711	9.412	0.000	Accepted
SL>SM	0.738	0.727	9.852	0.000	Accepted

Table 8: Results of Path Coefficient

Constructs	Beta	t values	p values
SL>SM	0.740	9.931	0.000
SL>SC	0.701	9.571	0.000
SM>SL	0.764	11.651	0.000
SC>SL	0.161	2.231	0.023

The coefficient of determination value was 0.41 for membership and 0.40 for calling, correspondingly, hence signifying that spiritual leadership has explained 41percent and 40 percent total variance towards sense of membership and sense of calling. It means spiritual leadership can positively and significantly effects the staff sense of membership and calling in the telecommunication industry of Indonesia, through making differences and contributions with their work commitment, job involvement and through the clear understanding of the vision, which comes with faith and hope that organizational vision will be achieved, by influencing the inner life of the leaders. Thus,

our study has supported the hypotheses 1 to hypotheses 3. This is a positive and significant wish of spiritual leadership for staff to bring differences to their jobs, by helping them to benefit and contribute to the lives of other employees. Spiritual leadership has been developed to foster a work environment based on spiritual values in the organization referred to as workplace spirituality. Organizations will work perfectly when they accentuate the spirituality of the workplace with a high level of commitment, attachment and people-centered values between employees and the organization (Fry Louis & Slocum, 2008). With the help of workplace spirituality, staff feel that they are linked to the culture of the organization,

consider their work to be purposeful and meaningful on the basis of a shared engagement between their own priorities and the vision of organizations that, in reality, always strive to achieve their own benefits. This has had a significant positive effect on the life satisfaction, productivity and commitment of organizations in the telecommunications sector in Indonesia. On a thorough analysis, it has been shown that all independent variables such as (meaning of membership and sense of call) have been fairly significant drivers of the triple bottom line (commitment, life satisfaction and productivity), data analysis has shown that the sense of membership has a strong effect on the triple bottom line rather than on the sense of calling. Although the last Hypothesis 4 and Hypothesis 5 have been endorsed, the sense of appeal has not shown too much contribution to corporate performance. Analyses have revealed that although the sense of call has purpose and meaning, but the need to make a difference has not been more significant in terms of increasing the satisfaction of life, productivity and organizational commitment of the triple bottom line in the Indonesian telecommunications sector. The explanation was clarified by the indicators used to evaluate the sense of calling, through which the participants have low scored towards the importance of bringing a difference towards people lives, that their job is important and meaningful to others and by the employees. This is an important argument for future work worth pursuing.

Discussions and Conclusion

Leadership has no longer been with regard to authority and power. It also concerns spiritual values, authenticity, connections and emotions. Leadership plays a significant role in the development of organizational control models. Spiritual leadership has contributed to both organizational performance and transformation, spiritual leadership has also been instrumental in inspiring and motivating workers with the help of corporate culture and an excellent vision of workplace spirituality through altruistic values to generate productive, committed and motivated staff that can directly affect the triple bottom line (Fry Louis & Slocum, 2008). The study has shown empirically that, in terms of corporate productivity, life satisfaction and commitment, spiritual leadership contributes

significantly to the triple bottom line of the Indonesian telecommunications sector. Research has shown that companies, through business models, recognize the importance of human values, the spiritual part and the emotional part. As the findings have shown unexpectedly, having spiritual leadership can stimulate the sense of one's life by having meaning, not only for oneself, but also for the entire community. SL will have a meaningful impact on the understanding of employee life and bring change between employees and others with the help of hope, faith and inner life, modeled on the vision of leaders of altruistic love, moral and spiritual leaders (Korac-Kakabadse, Kouzmin, & Kakabadse, 2002), a role played on the basis of inner life, leaders will ultimately foster hope and faith among staff to coordinate more efforts in organizational visions as the organization develops spiritual well-being among employees. Spiritual leadership, as a successful style of leadership, facilitates the development of mutual values, the unity of vision and the sharing of the meaning of heart engagement. Reciprocity between successful spiritual leaders and motivated and productive employees helps to illustrate the philosophy of social action in which the social environment will have an effective impact on human behavior. Positive leaders, through positive spirituality values, will develop positive spiritual commitment on the part of employees, which can affect the commitment and attitude of employees to donate more to the positive consequences of the triple bottom line (productivity, commitment, life satisfaction) and the organization. Spiritual happiness will be brought forth through a sense of calling and belonging. Nevertheless, indicators to measure sense of calling and spiritual well-being have not significantly contributed to the triple bottom line of the telecommunications sector. Visions needed to make staff aware that their job is purposeful and meaningful, so that they know why they need to contribute, help others and make a difference, and that is more than hope, faith, altruistic love. The analysis further recognizes the significance of the spiritual and emotional measure in the accomplishment of the mission, which provides an opportunity for further research. The author believes that spiritual leadership does not only have the means to maintain successful corporate standards where workers contribute to their lives and beliefs in order to achieve organizational

performance. The significance of employees' spiritual leadership part must not be taken for granted. This must be cultivated and acknowledged with the mission and vision of the organization, in order to achieve the desired level of sense of calling and sense of membership. This needs mastery and competency in order to make full efforts towards work, then pursue towards others in order to serve. The study limitations involves' cultural beliefs as a contributing factor to the moral principles and can provide a path to future studies on spiritual leadership effect on triple bottom line in the telecommunication sector of Indonesia. That may be why company workers have had poor call skills scored, which is why, according to Hofstede 's culture theory, Indonesians have thus achieved a high score for power distance culture and uncertainty prevention (Ting & Ying, 2013). Thus, spiritual well-being is not achieved in an attempt to achieve it directly, nor can it be produced by incentives and rewards; rather, it is a reciprocity of leaders' attempts to build a healthy environment based on workplace spirituality, transcendental vision and altruistic values. It is therefore in fact worthy of further research, not only for the sake of a scholarly contribution, but also for the sake of a practical contribution, to cooperate with human resources practices in the establishment of such workplaces.

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