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# Spiritual company : strategies to improve the quality of work of life for outsourced employees in aerofood catering service

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## ABSTRACT

Outsourced employees as workers do not have competency guarantees, so that various unfavorable conditions may affect work behavior. The strategy of spirituality absorbed in work behavior is seen as effective in supporting the company's vision. The purpose of this research is to analyze the spirituality strategy that is integrated as a strategy to improve the quality of work of life of outsourced employees. This research method used a survey method with a total sample of 124 outsourced employees at PT Aerofood Aerowisata Catering Service (ACS). Data were collected through questionnaires and a Likert scale, and data were analyzed using non-parametric bivariate statistics. The results of Kendall's tau\_b correlation obtained a coefficient value of 0.812 at  $p = 0.000$  ( $p < 0.05$ ) proving that there is a positive correlation between the implementation of the company's spiritual strategy and the quality of employee work life; and the Spearman rho test obtained a value of  $r_{xy} = 0.846$  at  $p = 0.000$  ( $p < 0.05$ ) proving the existence of a company's spiritual integrity with the quality of employee work life. The existence of integrity between spirituality and quality of work of life reaches 71.6%, which means that the two variables have a relatively high close relationship. It can be concluded that spirituality as a corporate cultural value can improve the quality of work life for outsourced employees.

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## INTRODUCTION

Spirituality has a paradigm of acknowledging the humans existence who work not only with their hands or physically, but also with their souls or spirits (Bayighomog & Arashi, 2019). When an employee works passionately and with commitment, he or she will find meaning and purpose, or feel an achievement in life that has values in the place of work. Petchsawanga & Duchon (Yadav et al., 2019) concluded that the application of spirituality in work management provided broad opportunities for employees to be able to express their life experiences to the deepest level.

Spirituality not only reduced work stress, conflict, and attendance, but also increased the quality of work of employees and created working conditions supporting work, improving employee welfare, and quality of work life universally.

Not much is known about the concept of a spiritual company, but it is starting to be seen that many companies are adapting the concept of spirituality in their management. Likewise at PT Aerofood, the application of the concept of spirituality in company management starts from the mission and vision, which are introduced to all components of the workforce. PT Aerofood ACS (Aerowisata Catering Service) which has branches in Jakarta, Denpasar, Surabaya, Medan, Balikpapan, Yogyakarta, Bandung and Lombok. as a company with a core catering service business. The main business of PT Aerofood ACS is a service business that provides services to meet aviation needs, including meeting the needs for food and cabin equipment which are divided into two departments with the task of fulfilling requests for aviation needs, namely the department of production and operation.

Some empirical studies stated by some researchers hinted at an integrated spirituality strategy to realize the quality of work life as well as the strategy for achieving the company's vision. This was conveyed by McCormick (Rathee & Rajain, 2020), that more and more company managers are implementing a strategy of combining spirituality and management. Ashmos & Duchon (Jin & Lee, 2020) also describes that a work environment, where employees experience many comfortable and happy situations and find meaning in their work, in which the work environment aspects of spirituality are very prominent as a corporate culture. The research presented by (Bharadwaj & Jamal, 2020), explains that a work environment where employees can see themselves as part of a trusted corporate family, employees feel personal development as part of the corporate family, feel valued and receive support, and in terms of the quality of employee work life increase in companies that apply aspects of spirituality on an ongoing basis as organizational behavior.

This research study aims to examine and measure the accuracy of the company's spiritual strategy which is integrated as a corporate culture. This integration is seen as a model of absorbing the two concepts in management, with the hope of having an impact on improving the quality of work life, and is seen as efficient. Implementing a culture that is integrated with spirituality orientated towards religious aspects, or a company that sells products supporting religious activities, is also not a company run by people of a particular religion. The concept of a spiritual company has synergy with management's vision, namely improving the quality of work life, with two main pillars, namely religious values as a substance of spirituality and management of business development strategies. PT Aerofood ACS implements a spiritual company strategy, in which every step of the business is carried out, inspired by religious values, and is carried out by all employees while still relying on religious values. So that business management is not only related to the goal of achieving high profitability, but also as a form of effort to become a better human being in the eyes of God which is a reflection of achieving quality work life. The spirituality of the company that is absorbed with each indicator of the quality of work life is important to study, in order to find out how the spirituality of the company is related to the quality of work life and how closely the two are integrated as a management strategy, especially for employees with employment status as outside or outsourced employees.

## RESEARCH METHOD

This study, which has a purpose to analyze the effect of applying spiritual company as a HR development strategy on the quality of work life, uses a quantitative method with a descriptive approach. The researcher chose the employee population at PT Aerofood ACS consisted of 154 employees. Through the survey method, purposive sampling was taken, namely employees with employment status as outsourcing, a total of 124 employees. The background (job specification) of the outsourced employees who became the sample is shown as follows.

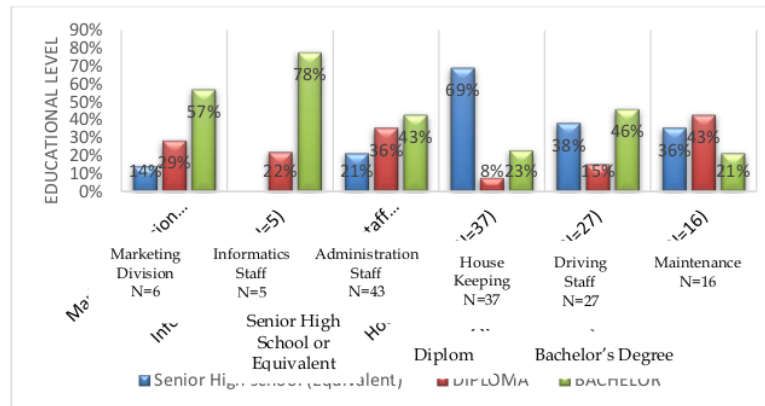


Figure 1. Job Description and Educational Background of Employees

Respondents in the study were spread across several industrial sectors which consisted of health sector (hospitals), hotels, offices, and the manufacturing and workshop industries (shipping).

The data were collected through a questionnaire and the spiritual company scale adapted from the research scale of (Bayighomog & Arasli, 2019), and the quality of life scale adapted from the research scale of (Yadav et al., 2019). The research instrument was arranged in a Likert scale model with four closed answer choices, which were then analyzed by using the linear regression formula. Linear regression is one of several bivariate correlation models used to find associations or relationships between the observed variable (spiritual company) and the expected variable, namely the quality of work life (Creswell, 2015).

## RESULTS AND DISCUSSIONS

The quality of work life is a management approach or perspective of an organization establishing a vision to increase the quality of employees' life in the work environment simultaneously and sustainably. At PT Aerofood ACS the quality of work life has been carried out continuously, the process is carried out periodically, namely every month in an employee monitoring and evaluation meeting. As a company engaged in catering services, it considers the security and safety aspects of employees as the basis for implementing the vision and determines strategies in managing and improving the quality of professional employees. The production department at PT Aerofood ACS is the part that is responsible for preparing food needs such as main courses, side dishes, appetizers, bakery, and others. While the operations department is responsible for the availability and preparation of equipment, preparation of food trays, and is also responsible for logistics activities. During the practical work period, practical work placements are carried out in the operations department of the ESU FA (Equipment Set Up Foreign Airlines) section. All employees who occupy the core business and support business at PT Aerofood ACS receive equal attention and treatment, especially in terms of work behavior oriented to absorption of spiritual values.

The quality of the employees' work life is the mission, which is implemented in the pattern of organizational learning cycles in the work environment. The process of achieving this vision is carried out using a spiritual company approach, which is conditioned in a work behavior mentoring system in each division and work units guided by a supervisor. This process is carried out to motivate employees with an internal approach, an approach that has an internal perspective,

namely spiritual and religious values. This pattern of approach has been measured and obtained employees' responses as follows.

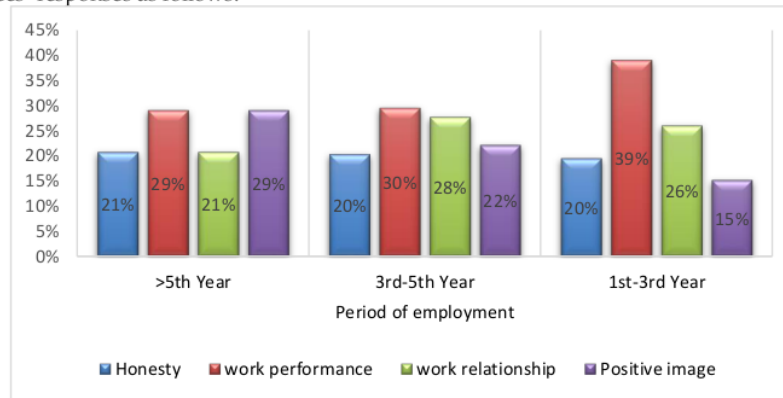


Figure 2. Working Time and Perspective of Spirituality in Working

Figure 2 shows that work performance values are the most important concern for employees in terms of employees' working time, while 29% of employees with more than five years of service also pay attention to aspects of building a positive image which are considered to be able to support their performance. Employees with 3 to 5 year working time are that 28% pays attention to values for building better working relationships, which is equivalent to 26% of employees with 1 to 3 year working time. Honesty values receive equal attention to all employees, both employees with 1 year working time to more than 5 year working time. It can be seen that honesty is an important part of work life and continuity of work of employees.

With regard to this description, several studies such as those reported by (Pamungkas & Sulisty, 2020), that the application of values in organizational behavior or company management can be carried out by giving employees a sense of security while working, providing job satisfaction, and management being able to appreciate work and create conditions to enhance the dignity of employees. (Marwan et al., 2019), provided an overview of the spiritual workplace as an implication of modern management in improving the quality of life of employees. This conceptually can also be studied from the views put forward in the research of (Pio & Tampi, 2018; Vicky & Asj'ari, 2021), who concluded that quality of work life was not just a concept, but plans systematically arranged and implemented in multidimensional work activities. In this case, PT Aerofood ACS is implemented in the process of managing human resources with various process activities carried out jointly between the workforce so that it can support overall work performance improvement.

Associated to the concepts put forward by some of these researchers, it is possible to analyze the data obtained through the scale scores on each of the variables studied, which can be identified as follows.

Table 1. Indicator of Quality of Work Life

Quality of Work Life	Mean	SD	Rank Spearman's
Employees' Participation	3.47	1.24	0.642
Career Development	2.86	1.89	0.763
Conflict Resolution	3.76	1.34	0.626
Communication	3.65	1.62	0.648
Workplace Health	3.82	1.24	0.744
Workplace Safety	3.82	1.26	0.765
Workplace Security	3.66	1.74	0.684
Proper Compensation	3.58	1.62	0.646

Employees' Pride	3.85	1.35	0.742
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The table above explains the mean and standard deviation values for measuring normality and the average response as a reference for determining the ranking to be measured using the Spearman Rank Correlation Coefficient formula. The rank analysis is used to measure the correlation coefficient to determine the size of the association or the closeness of the relationship between the indicators and the total score of the quality of work life variable (Hartono, 2014). The standard deviation or degree of standard deviation is the best measure of spread, because it describes the magnitude of the spread of each unit (Ghozali, 2016), which in the table shows the high variation in employee responses to each indicator for each statement responded to. Spearman's rank value shows that career development indicator (0.762); Occupational health (0.744); Occupational safety (0.765); and the employee pride indicator (0.742) has a closeness level in the strong category, meaning that these four variables contribute to the formation of the variable quality of employee work life. The rest of the range of rank values between 0.642 - 0.684 is classified as having a strong enough relationship in the category.

**Table 2.** Indicator of Spiritual Company

Indicator of Spiritual Company	Mean	SD	Rank Spearman's
Praying Together	3.86	1.44	0.862
Social Activity	3.69	1.62	0.756
Additional Prayer Time	3.84	1.62	0.634
Additional Appreciation	3.58	1.56	0.758
Communication with Employees	3.80	1.64	0.831

The mean and SD values illustrate a relatively high level of response variance, which means that the data are distributed according to the expected parameters. In this data, it is also known that the indicator for additional worship time has the highest average value but has the lowest spearman rank value, namely 0.634 in the sufficient category. It is factually understandable that not all employees get additional time to worship in their respective work environments according to their work placements. Employees are placed in various divisions of PT Aerofood ACS, where employees are required to follow the rules set by service user companies. Furthermore, the activity indicators of collective prayer (0.862) and communication with employees (0.831) show the contribution of these indicators in constructing the spiritual company variable applied at PT Aerofood ACS.

The Spearman's mean and rank analysis data, as well as indicators supporting the construct on the quality of work life variable (Table 1) are consistent with the indicators described in Cascio's QWL theory (Putu et al., 2020), which proposed nine aspects of quality of work life that measured by the level of employee participation, career promotion opportunities, conflict resolution, established communication with employees, attention to health, work safety, job security, proper compensation, and employee pride in their work. Then the spiritual company variable used as a corporate organizational development strategy at PT PT Aerofood ACS is a combination of modern management and spiritual values understood by most of employees and management on religious teachings. Absorption of religion as spiritual values that are applied in learning behavior within the PT Aerofood ACS organization is still in accordance with the theoretically defined concept of a spiritual company. Spirituality, which is put forward in the research of (Jin & Lee, 2020), provides a spiritual definition that has meaning as the root of values in humans that go beyond material well-being, and (Rathee & Rajain, 2020), explained that spirituality was widely understood as things closely related to religious values referring to improving the quality of work life.

It is understood by most of workplaces that employees bring cultural and religious backgrounds to work along with the personal core moral values associated with them. This can be described in the following scheme.

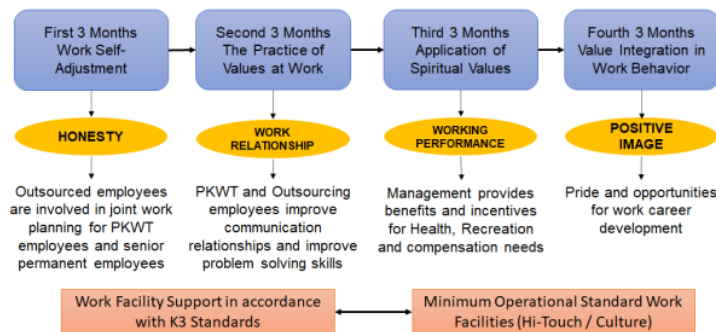


Figure 3. Strategy of Spiritual Values Approach Integrated with the Quality of Work Life

This scheme provides an overview of how PT Aerofood ACS implements the company's spiritual strategy with measurable achievement targets. In this scheme, the management of PT Aerofood ACS tries to link work ethics with the principles of religious values and employees' beliefs. During the second three months, employees who have a connection are employees who are considered to have a spiritual orientation when they have shown honest attitudes and behavior, even the principle of honesty has been used as the initial criterion before PT Aerofood ACS accepts prospective workers and places employees in the fields of work needed by the user company. labor services.

In the third month, the efforts are made which are the absorption of spiritual values that have been cultivated during the first 6 months as measured by the establishment of effective communication between employees and between employees and their supervisors. The third month is an increase in work performance that is oriented towards spirituality, and this spirituality has been integrated with improving the quality of employees' work life. Efforts to improve performance include collective prayer activities, which are held in a joint prayer session once a week while respecting the religious differences of each employee. The supervisors once a month also bring religious leaders to provide motivation, which activities are carried out in small groups in each work group in the field of production and catering services.

In addition, the activities are carried out as an effort to foster mental readiness of employees to carry out Corporate Social Responsibility (CSR) in small form, namely giving alms per month, donating food suitable for consumption to local residents or helping poor children's education. These activities are integrated with the application of the quality of work life, which is manifested in the form of giving greater appreciation than reprimands or sanctions. This means that supervisors to managers give more rewards and advice than giving warnings or sanctions to employees because performance appraisals do not improve or have made fatal mistakes. On the other hand, PT Aerofood ACS also improves communication relations more intensively, in which case the supervisor takes the time to chat with the employees so that they know many things related to the daily life problems of the employees.

With regard to the integration process as stated according to the scheme above (Figure 3), which is a tactical scheme of the company's spiritual strategy with the quality of work life which is the company's vision, it can be described in the following scheme.

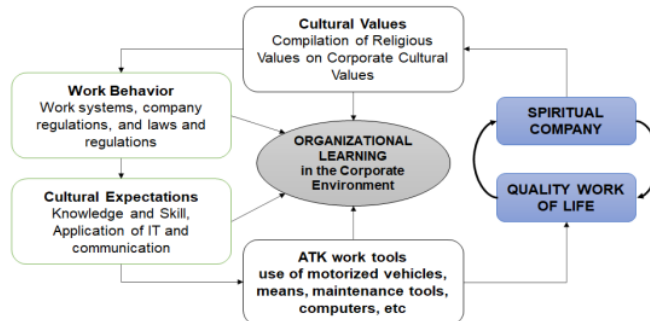


Figure 4. Strategy of HR Development with Spiritual Values Approach

This study has discovered the strategy used by PT Aerofood ACS in improving the quality of HR work, especially for outsourcing employees who are its sub-business units that support the main business, namely catering services. PT Aerofood ACS has carried out employee training in the work process in small units, the process of which is carried out as a spiritual company-based HR development model. The employee coaching model is referred to as an organizational learning process similar to training for outsourced employees at PT Aerofood ACS, and starts from the initial process of recruitment (recruitment). The outsourcing employee coaching model is carried out for all fields of work by providing knowledge that can improve performance. While the development at PT Aerofood ACS is carried out to prepare employees to be in line with the company's changes and growth, so that development is focused on long-term learning. HR coaching and development activities for outsourced employees have the same goal of increasing competency and welfare which is a practical implication of implementing quality of work life indicators as one of the company's goals.

The results of the bivariate correlation test analysis to test the company's spiritual integration on the quality of work life are carried out using non-parametric analysis as follows.

Table 3. Hypothesis Testing

	Rxy	R <sup>2</sup>	Sig
Kendall's tau_b	0,812	0,659	0,000
Spearman rho	0,846	0,716	0,000

The analysis of the Kendall's Tau-b correlation test obtained an rxy value of 0.812 with p = 0.000 (p < 0.05) which explains that there is a positive and significant correlation between the implementation of the company's spiritual strategy and the quality of employee work life. The Spearman rho test was used to test the hypothesis of a close relationship or the existence of a company's spiritual integrity with the quality of work life and obtained an rxy value of 0.846 at p=0.000 (p<0.05) which proves that there is a company's spiritual integrity with the quality of work life of employees. It can be concluded that the hypothesis states that there is integrity between the spiritual company and the quality of work life of employees at PT Aerofood ACS. The coefficient of determination from the Spearman rho test is 0.716 which explains the level of integrity in the spiritual company with the quality of work life reaching 71.6%, which means that the two variables have a relatively high closeness relationship.

Acceptance of this hypothesis is a conclusion after the authors conducted a study with descriptive and frequent analysis so that the pspearman-rho and Kendall tests became a reference to state that there is a close correlation between the spiritual company and the quality of work life of employees at PT Aerofood ACS, where both are integrated as a framework and strategy. which supports the achievement of quality of work life which is the vision management at PT Aerofood



ACS. The existence of integrity between these variables is supported by the value of the coefficient of determination which explains the level of close relationship between the two variables implemented at PT Aerofood as one of the employee HR development strategies, especially for outsourced employees who are one of its business products.

The results of this research support the research conducted by (Marwan et al., 2019), who took the subject of paramedics at Regional General Hospital dr. Chasan Boesoerie of North Maluku. The results proved that the implementation of the HR development strategy for paramedics using the spiritual company model was able to improve the work performance of nurses, and support the achievement of the quality of work life of nurses. The study also explained that spiritual company could be absorbed as behavior and work attitudes integrated with service improvement strategies. The results submitted by (Sugiyardi, 2020), also concluded that the attainment of quality of work life is not only from observable physical aspects, but also on the psychological aspects of employees and their family life, namely employee happiness which reflects the existence of good family relationships so that work life is also synonymous with the condition of the employee's family. (Nasrullah, 2022) also provided an explanation that in order to improve the competency and work quality of employees so that they could become individuals who had competitiveness, companies needed to provide training, as well as conditioning, namely periodic and ongoing coaching to support every activity that is correlated with improving work skills, morality and spirituality. An empirical study reported by Mitroff and Denton (Widodo, Ido; Prabaswara, 2022) which examined the feasibility of integrating spirituality into organizational management explaining that in general employees were able to distinguish between religion and spirituality. Employees see spirituality as moral values that have a reversal effect when applied, and employees see religion as a form of expression or a topic that is not very suitable in the workplace. Moore and Casper (Kiswoyo. et al, 2020) stated that the development of a spirituality strategy from organizational strategic management existed in the organizational behavior literature. Meanwhile, Sheep (Rachmawan & Aryani, 2020) provided a dual meaning, between ethical concepts related to spirituality in the workplace and instrumental concepts or the application of a policy of "quiet despair". Then Long and Driscoll (Nasrullah, 2022) highlighted the development of companies in the context of spirituality in the work environment by inducing a model for understanding spirituality discourse integrated with the goal of achieving employee vision and company goals.

The importance of spirituality as a cultural behavior at PT Aerofood ACS can be assessed from the phenomenal attention received by the HR Department after reviewing various literature and working conditions of relations or partners who receive labor supplies. This consideration is in accordance with Cash and Gray's research (Pio & Tampi, 2018), which explained that the appeal of spirituality in the workplace everywhere had been fueled by an unpredictable work environment characterized by new technology, reengineering, and downsizing policies. Spiritual solutions are sought by employees, especially with temporary or limited employment status, who often experience demoralization seeking the consequences of stress and tension (Selviyani & Wulansari, 2019). There are several ways in which workplace-related spirituality can manifest itself, particularly at two different levels: organizational and personal. At PT Aerofood, spirituality is at the primary level, the organization trying to boost productivity emphasizes spirituality.

## CONCLUSION

The research choosing workers or employees who occupy various fields of work, with various educational backgrounds and years of service are workers with outsourced status. All of these employees were chosen during recruitment, and received basic training in absorbing spiritual values as work behavior during the first three months. Furthermore, continuous improvement of spiritual values is carried out which is integrated with indicators of the quality of work life. The results of the study can reveal a correlation between the spiritual company and the quality of work

life, and both can be integrated as an organizational culture and strategy to improve the quality of work and improve the quality of employees' work life at PT Aerofood ACS.

Considering several findings regarding strategy and gradual achievement and periodic measurement of the application of spirituality as a work behavior and as a dimension that supports to improve the quality of work life, it is suggested that it is necessary to measure the population by taking permanent employees and service organizations in government so that it can be obtained a more comprehensive conclusion. Future researchers can re-examine company spirituality and quality of work life as predictor variables that can improve employee performance, by taking populations from various fields of work.

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