

## THE ROLE OF SPIRITUAL LEADERSHIP AND RELIGIOUS MOTIVATION OF RETAIL CHANNEL EXECUTIVES IN IMPROVING SALES PERFORMANCE

Aris Budiyanto

[galapapa@gmail.com](mailto:galapapa@gmail.com)

Universitas Islam Sultan Agung Semarang

### ABSTRACT

*Leaders have a very essential role in the order of human life both in social and professional life. Leaders must show the right direction in accordance with religious rules and common goals. In addition to providing direction, leaders must also provide influence and encouragement so that their followers can have the best performance to achieve the desired common goals. The purpose of this study is to determine whether (1) The role of spiritual leadership of Retail Channel Executives significantly affects Sales performance and (2) The role of religious motivation of Retail Channel Executives significantly affects Sales performance. This study uses a qualitative research method. Qualitative research is carried out to build knowledge through understanding and discovery. The results of this study are that spiritual leadership significantly affects employee performance, as well as religious motivation significantly affects employee performance.*

**Keywords:** *Spiritual Leadership, Religious Motivation, Sales Performance.*

### INTRODUCTION

Leaders have a very essential role in the order of human life both in social and professional life. Leaders must show the right direction in accordance with religious rules and to achieve common goals. In addition to providing direction, leaders must also provide influence and encouragement so that their followers can have the best performance to achieve the desired common goals.

Nowadays, where there are several very complex generations including Generation X, Generation Y and Generation Z that must be united both in social and professional life, then we must have very mature and qualified leadership abilities and skills to be able to lead across generations. In addition to leadership abilities and skills, we must also understand how to motivate the Team to be able to always provide maximum work results in an effective way. Each person's motivation is different from others, and the maximum point of motivation is also different for each person, so we must really understand and be able to provide positive encouragement to increase motivation that is already maximum and corrective encouragement to increase motivation that is still not optimal.

(Fikri, 2022; Mulla & Krishnan, 2022; Pally, 2022; Whyte et al., 2022) states that leadership is a person's ability to make followers or employees work together and achieve common goals effectively. There must be leaders at the level of public institutions, families, organizations, governments, companies, or countries. And among the definitions of leadership are the following:

- 1) Leadership is an individual who directs group activities to achieve common goals and/or objectives (Hemphill & Coons, 1957).
- 2) Leadership is an additional influence that is above the mechanical needs in directing an organization or company routinely (D. Katz & Kahn, 1978).
- 3) Leadership is implemented when someone mobilizes institutional, political, psychological and other resources to arouse, involve and fulfill the motivation of his followers (Burn, 1978).

- 4) Leadership is the process of influencing organized group activities to achieve common goals and objectives (Rauch & Behling, 1984).
- 5) Leadership provides purpose (meaningful direction) to collective efforts, which causes effort to be expended to achieve the goals (Jacob & Jaques, 1990).
- 6) Leadership is the ability to act outside the culture to initiate a process of evolutionary change for the better and more adaptive (E.H. Schein, 1992).
- 7) Leadership is the process of making people understand the benefits of working with others, so that they can understand and want to do it (Drath & Palus, 1994).
- 8) Leadership is a way of articulating a vision, realizing values, and creating an environment to achieve something desired (Richards & Eigel, 1986).
- 9) Leadership is the ability of an individual to influence, motivate and enable others to contribute to the effectiveness and success of the organization (House et al., 1999).

What is of concern in the current era is how leaders can unite the various generations in the organization to be able to collaborate without any conflict of interest across generations or even a potential gap in several generations. For that reason, we must have spiritual leadership qualities and be able to provide religious motivation to all generations in the organization, so that they can continue to provide the best performance and to continue to be able to achieve common goals in the organization or company.

We know that effective leaders are seen from several empirical signs such as productive organizations. The productivity of the organization certainly leads to the achievement of the organization's vision and mission. Effective leaders make the organization run better, based on research to assess, develop leaders, and how good leadership architecture is. An effective leader turns out to have five characteristics that must be present, namely:

1. Strategy, an effective leader is someone expert in developing strategies to achieve the vision and mission of his organization.
2. Executor, an effective leader is someone who knows how to execute the strategy he has prepared, even though he is not directly involved in its execution.
3. Talent manager, an effective leader is someone who consistently applies talent management in his organization.
4. HR Developer, an effective leader is someone who focuses on developing his organization's human resources.
5. Personal skills, an effective leader has personal skills that allow him to be an example, inspire, and motivate his followers.

In this study, the researcher attempts to broaden the understanding of the role of spiritual leadership and religious motivation of Retail Channel Executives in improving the performance of Sales of PT. Indosat, TBK.

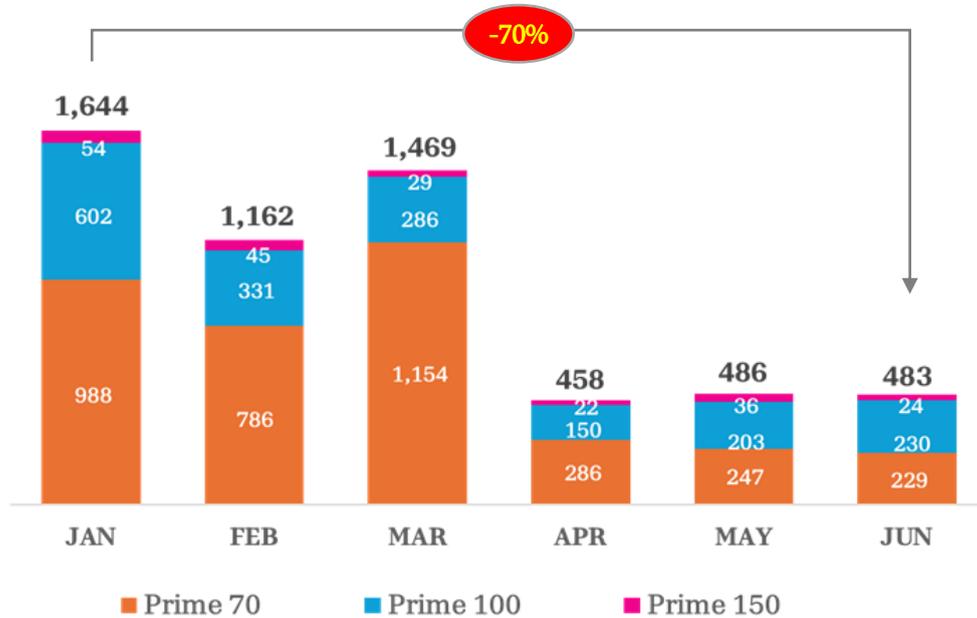
Every employee is required to contribute according to the given target and is expected to achieve greater results than the given target. The existing workforce has been given adequate training with the required abilities and skills, employee involvement is stimulated in various ways, from work schedules, store visit plans, creative sales channel searches, and others. Employee working hours are arranged in shifts and regularly so that no employee feels heavier than others. Store visit plans are also made and adjusted by each Promoter so that they are effective in making sales.

The targets given are indeed very challenging for employees, so that it is not uncommon for employees to feel that it is very difficult to achieve the targets given, coupled with challenges and obstacles from outside, both from the store where the Promoter works, difficulties in collaborating with third parties, difficulties in finding new and effective

channels to help sales, and others.

## RESULTS AND DISCUSSION

### Postpaid Sales Data



Postpaid Sales Team sales for Monthly packages experienced a significant decline of 70% from 1,644 customer applications in January 2024 to 483 customer applications in June 2024. This decline is not in line with everything that has been done and provided by the Company.

- The Company's service products and services have been supplemented with good benefits (cheap promo prices, ease and speed of subscription services, many sales channels: gadget stores, outlets, stalls, online, MyIM3 applications, and others)
- Sales incentives for the Regional Sales Postpaid Team have been supplemented with quite large incentives if the Sales Team can achieve the sales targets given every Month, every Quarter and every Year
- Championship abroad given to the Best Sales every year
- Direct Report or supervision has been added with 8 Retail Channel Executive Partner Stores and 3 Retail Channel Executive Direct Sales to manage and monitor sales of the entire Postpaid Sales Team.

### Promo Program

Selalu Nyambung dengan IM3

**im3**  
POST PAID

## Banyak Benefit dengan Perpanjang Kontrak IM3 Postpaid

Diskon hingga **50%** + Kuota hingga **25GB**

Berlangganan sekarang di  
myIM3 | +123\*3#  
WhatsApp 08551000185

indosat

Hot Promo  
Dapatkan Penawaran Spesial Khusus Pelanggan IM3 Postpaid

Nikmati pilihan pakatnya:

Ekstra kuota	Ekstra kuota	Ekstra kuota
<b>15GB</b> Rp30ribu	<b>30GB</b> Rp50ribu	<b>55GB</b> Rp80ribu

Dan banyak pilihan paket lainnya

- 100% kuota utama
- Bisa digunakan 24 jam
- Masa berlaku mengikuti paket utama pelanggan

Dapatkan sekarang di  
myIM3 | +123\*3#  
Official WA @08551000185

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## Banyak Benefit dengan Perpanjang Kontrak IM3 Postpaid

Diskon hingga **60%** + Tambahan Kuota hingga **25GB** + Voucher OVO Cash hingga **Rp 200rb**

Berlangganan sekarang di  
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### Incentives Sales Program

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## Reward Monthly, Quarterly, & Annual 2024

CHAMPIONS CLUB WORLD CUP

Category	#Participant	Rank	#Winner	Rewards 2023			
				Monthly #8	Quarterly #4	Annual #1	
National Level:	Head of Region (HOR)	5	#1	1	5,000,000	8,000,000	12,000,000
	Head of Sales (HOS)	13	#1	1	4,000,000	7,000,000	11,000,000
			#2	1	3,500,000	6,000,000	10,000,000
	Head of Technology (HOT)	5	#1	1	4,000,000	7,000,000	11,000,000
	Head of Commercial Operation (HCO)	5	#1	1	4,000,000	7,000,000	11,000,000
	Prepaid Operation Manager (PRM)	5	#1	1	3,000,000	6,000,000	10,000,000
	Head of Direct Sales & Retail (HDR)	5	#1	1	4,000,000	7,000,000	11,000,000
	Direct Sales Manager (DSM)	5	#1	1	3,000,000	6,000,000	10,000,000
	Regional Marketing Manager (RMM)	5	#1	1	3,000,000	6,000,000	10,000,000
	Postpaid Operation Manager (POM)	5	#1	1	3,000,000	6,000,000	10,000,000
	Gadget Center & Retail Manager (GCM)	5	#1	1	3,000,000	6,000,000	10,000,000
	Rural Distribution Execution (RDE)	5	#1	1	3,000,000	6,000,000	10,000,000
	Retail Cluster Manager (RCE)	83	#1	1	2,500,000	5,000,000	9,000,000
			#2	1	2,000,000	4,000,000	8,000,000
			#3	1	1,500,000	3,000,000	6,000,000
Regional Level:	Branch Sales Manager (BSM)	83	#4	1	1,000,000	2,000,000	4,000,000
			#5	1	500,000	1,000,000	2,000,000
	GTM & Markom Sales Area (GME)	83	#1	5	3,000,000	6,000,000	10,000,000
			#2	5	2,500,000	5,000,000	9,000,000
			#1	5	2,000,000	4,000,000	8,000,000
Area Level:	Cluster Sales Executive (CSE)	281	#2	5	1,000,000	3,000,000	7,000,000
			#1	13	3,000,000	6,000,000	10,000,000
			#2	13	2,500,000	5,000,000	9,000,000
			#3	13	2,000,000	4,000,000	8,000,000

### Championship Program



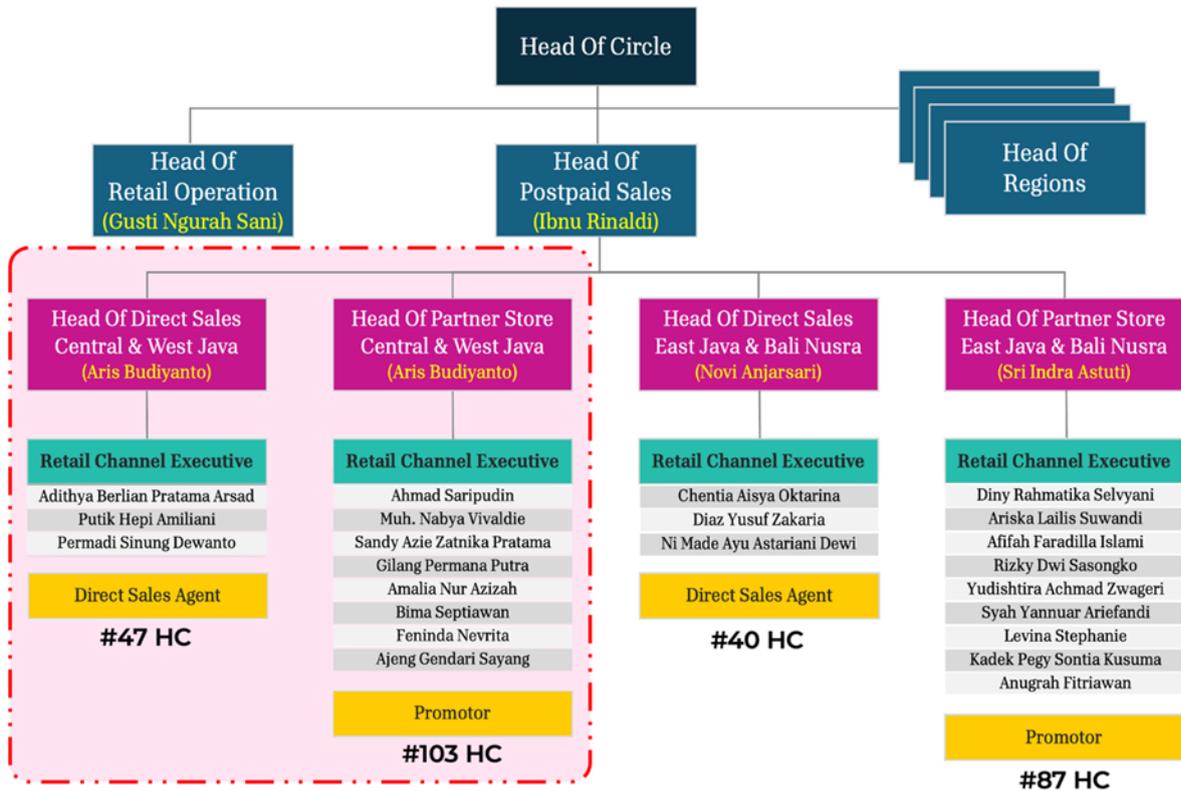
From the explanation above, it can be concluded that the sales of PT. Indosat, TBK products experienced a drastic decline in 2024 by 70%. This decline was felt to be inconsistent with everything that had been given and done by the Company, so the author wanted to research the possibility of other things related to leadership and motivation. Some of the results of observations and initial research conducted by the Author, there are several phenomena felt in the Sales Team such as:

- Champions Oriented (Sales employees are very ambitious and oriented to win the Championship) but that's make their mindset only focus on Reward and Punishment (only think about the prize if they win or will be punished if they lose).
- High Competition (have very high motivation in competing) but have a Selfish Mindset (become selfish because they only want results for themselves and motivate to win for them self).
- Some High Achievement (have very good achievements from several KPI parameters) but also give Bad Others Contribution (contribute negatively to other KPI parameters).
- Ambition to be Victory (have extraordinary ambition to become a champion) but they also show Low Responsibility (low responsibility for other parameters such as the Cost Ratio of Sales Employees: because they use very high costs to achieve the desired target without thinking about efficiency for the Company).

The Organizational Structure in PT. Indosat, TBK displayed and explained by the author is the organizational structure of PT. Indosat, TBK Circle Java which consists of the West Java Region, Central Java Region, East Java Region, and Bali Nusa Tenggara Region led by the Head of Region respectively.

In the organizational structure of PT. Indosat, TBK Circle Java itself, there are many Divisions including the Marketing Division, Sales Analysis Division, Sales Distribution Division, and Postpaid Sales Division. What the author observes, and research is the Postpaid Sales Division. As a more detailed description, the Postpaid Sales Division is as follows.

### Organisation Structure



The number of employees in the organizational structure of PT. Indosat, TBK is as follows.

1. Postpaid Partner Store: 190 Employees
2. Postpaid Direct Sales: 87 Employees

The implementation of Spiritual Leadership is very important and is an effective and best means of improving employee performance.

The informant (interviewed) who answered about the implementation of spiritual leadership was Ahmad Saripudin as Retail Channel Executive Partner Store for Promoters in Bandung City, explaining as follows.

"In the morning briefing that is always done every day, we start with praying in an ISLAMIC way, then we continue with sharing work and achievements on the previous day. Several Sales Promoters share what they have done on the previous day, and if there are difficulties and obstacles experienced, all are conveyed in the forum. Anyone in the forum who has an opinion and experience related to the sharing may respond and or provide solutions. We do this to foster empathy for the Team, so that we can feel the difficulties and obstacles felt by other Promoters. After sharing experiences and solutions between Teams, we continue by motivating each other. We give appreciation to the Team that gave the best achievement on the previous day, and give encouragement to the Team that has not given the expected achievement figures and is still below the given target. This implementation is effective and proven to be able to solve many Sales Promoter problems, because they do not feel judged in the forum, and feel helped by all their friends. "

Informant (interviewed) Ahmad Saripudin realized the important role of spiritual leadership and stated that what had been done was a manifestation of the characteristics of Arousing the best for us and others. So that the Team will collaborate to achieve the given target.

The next informant (interviewed) who answered about the implementation of spiritual

leadership was Ajeng Gendari Sayang as Retail Channel Executive Partner Store for Promoters in the North Central Java region, explaining as follows.

"We often share about how close the Promoter Team is to the Partner Store Team. If there is a problem that has the potential to hinder work, then we exchange ideas and experiences to help provide options and solutions. If the existing problem is still not resolved, then I as the Retail Channel Executive will aid the Promoter to come to the Store and approach the Partner Store. We do this so that it can be used as an example or role model for how to resolve problems or disputes in a good and effective way. If the assistance I provide still cannot resolve the problem soon, then I do one-on-one coaching and sharing with the Promoter to find a solution by conveying that every problem always has hope for resolution. Not infrequently if the problem has not been resolved, then I do the option and solution to move the Promoter to another Partner Store. By continuing to provide the best hope to the Promoter, I remind them to be enthusiastic again with the new and different conditions and situations in the new Partner Store. This suggests that Promoters should not lose hope for a good future and effective problem solving despite the many obstacles and problems that exist. This method is effective and increases the opportunity for achieving targets, because their hopes are always positive for solving work problems and always positive in achieving the targets given by the Company."

Informant (interviewed) Ajeng Gendari Sayang exemplified the characteristics of Openness to the change in her Team, and stated that the role of spiritual leadership is very influential in supporting employees to be ready to face all changes to become better.

The next informant (interviewed) who answered about the implementation of spiritual leadership was Putik Hepi Amiliani as Retail Channel Executive Direct Sales for Direct Sales Agent in North Central Java, explaining as follows.

"I always remind that we are a family, who belong to each other, respect each other, love each other. If there are personal, social and professional problems that arise in the team, we must solve them together. Because by feeling that we belong to each other, it reduces the potential for internal disputes. We save the energy we have to make sales to customers, don't let our energy run out just for internal disputes and we won't be able to compete externally, in the end we won't be able to achieve the targets given by the Company. I make their friends as reminders, who will remind each other if there are those who are less effective in working, less careful in reporting, less enthusiastic in performance, and others. The implementation of this leadership is very effective, because without being asked they have given each other support and help each other in solving problems and disputes and make them disciplined with reprimands and warnings from their own friends. "

Informant (interviewed) Putik Hepi Amiliani carries out the characteristics of Beloved leaders in her team, and agrees that the role of spiritual leadership is very influential in supporting the entire team and in the end, all team members also do the same thing to fellow team members, providing support to each other, reminding each other, helping each other, and working together to achieve the targets given by the Company.

The next informant (interviewed) who answered about the implementation of spiritual leadership was Amalia Nur Azizah as the Retail Channel Executive Partner Store for the Solo area and its surroundings, explaining as follows.

"The key to success is discipline, both mindset discipline and execution discipline. From that, I am very firm and always carry out discipline in every execution. Discipline does not have to be with everything that is rigid and static, but must be flexible and dynamic, for example: my Sales Promoter team must be disciplined in coming to work every day, but not necessarily at the same time because their working hours are determined by the opening

hours of the store where they are placed, there are stores that open at 10 am, so they must be in the store at 9.30 am for preparation and at 10 am they are ready to sell in the store. In other stores, there are some that open at 11 am, Sales Promoters only prepare in the store at 10.30 am and must be ready to make sales at 11 am. With discipline but not rigid and static that we apply, we can do the job better, and it will automatically produce better performance to achieve the targets given by the Company.”

Informant (interviewed) Amalia Nur Azizah carries out the characteristics of Discipline and flexible but still smart and enthusiastic in her team. Amalia Nur Azizah is very sure that the role of spiritual leadership is very important and beneficial for herself as a leader and for her entire team. And the results can be seen that her entire team can carry out work with discipline and give the best performance to achieve the targets given by the Company.

The next informant (interviewed) who answered about the implementation of spiritual leadership was Calsie Patricia Wibowo as a Sales Promoter in Solo, explaining as follows.

"Previously, I felt that my job was very hard, the targets given by the Company were very high and I had to work alone to achieve the targets. But with the replacement of RCE (Retail Channel Executive) to Ms. Amalia, I feel very motivated and enthusiastic again to work better. Ms. Amal is the type of leader who is very protective of her team, loves and cares sincerely. Not infrequently Ms. Amal is willing to listen to complaints and outpourings of our Sales Promoters if there are problems. And that makes us close to each other, loving and caring for each other at work, and finally we can give the best performance in achieving the Company's targets. "

Informant (interviewed) Calsie Patricia Wibowo told the characteristics of Beloved leaders from her Leader, namely Amalia Nur Azizah who plays a very good spiritual leadership role. This characteristic makes her team solid and supports each other to achieve the targets given by the Company.

The application of Religious Motivation is very helpful in reminding positive and best values in improving employee performance.

The informant (interviewed) who answered about the implementation of religious motivation was Amalia Nur Azizah as Retail Channel Executive Partner Store for the Solo area and its surroundings, explaining as follows.

“I always connect work with life and religious belief values. Always remind them to be honest, just as they also don’t want to be lied to, always ask to work responsibly so as not to betray the Company, just as they don’t want to be betrayed by others, always help each other with affection towards all team members, just as they also want to be helped with affection when there is a problem that befalls them. The implementation of this method is very effective in improving performance and enthusiasm in pursuing and achieving the targets given by the Company.”

Informant (interviewed) Amalia Nur Azizah applies the characteristics of religious psychology performance in her team, and believes that the role of religious motivation is very useful in supporting leadership in her team. Amalia Nur Azizah always reminds her team in implementing good character in working. And the results can be seen that her entire team can carry out work with discipline and give the best performance to achieve the targets given by the Company.

The next informant (interviewed) who answered about the implementation of religious motivation was Sandy Azie Zatnika Pratama as Retail Channel Executive Partner Store for the Tasik and Garut areas, explaining as follows.

"We always start the day with prayer, because praying gives us peace and hope. We

pray for each other to stay healthy, stay enthusiastic, be able to work hard, and be able to achieve the best hopes for us, our families and the Company. I also always remind you to always love your parents and family, because basically we work for them too. Remember your parents and family when there are problems and difficulties, so that the spirit will automatically arise to solve the existing problems. Implementing this method is indeed a bit difficult at first, especially if the team members are generation Y and generation Z who are generally not very good in terms of faith and worship. But little by little, get used to it and remind each other at prayer times, mealtimes, break times, continuously, then over time this habit will become a habit. And if it has become a habit, it will be very easy to stay disciplined at work because you are used to being disciplined in worship. "

Informant (interviewed) Sandy Azie Zatnika Pratama stated that the role of religious motivation is very important in his team, and applies the characteristics of Spiritual performance in his team, trying to always remind his team in implementing good faith and worship characters at work. And the results succeeded in providing the best performance to achieve the targets given by the Company.

Improving Performance by implementing Spiritual Leadership and Religious Motivation to be more effective in achieving the targets given by the company.

The informant (interviewed) who answered about the role of spiritual leadership and religious motivation was Gita Putri Leonitha as Sales Promoter for the Tasik and Garut areas, explaining as follows.

"I am happy to still be working at Indosat Ooredoo Hutchison because the work atmosphere is pleasant and makes us happy. Moreover, the RCE (Retail Channel Executive) namely Mr. Sandy Azie Zatnika Pratama is very kind and pious, who always helps us in working, always reminds us to worship. We also routinely gather with other Sales Promoters, just to ask about family news and pray for each other for all of us and our families. By remembering our families, it can increase our motivation in working, and it never crosses our minds to commit fraud in working. "

Informant (interviewed) Gita Putri Leonitha explained the characteristics of Spiritual performance from her RCE leadership, namely Sandy Azie Zatnika Pratama who tries to always remind his team in implementing good character of faith and worship. Gita Putri Leonitha stated that the role of spiritual leadership and religious motivation is very important in working, and the results can be seen that the Tasik and Garut Sales Teams have succeeded in improving the best performance of all team members to achieve the targets given by the Company.

From the observations and research conducted by the author, it shows that these types of leadership are not effectively implemented at PT. Indosat, TBK. For example;

- Autocratic leadership: perhaps the origin of leaders in various Divisions is Official Leadership where the Division leader is appointed by the Board of Directors' Decree to come and lead the Division, but in carrying out work, leadership cannot be effective if it only prioritizes its power without looking at the situation and circumstances that occur in the field. Because the situation and circumstances of the region, market, competition with other products and Companies, or budget and operational support are different for each region and function. Even when making decisions, leaders cannot only rely on their own thoughts without considering team input, data analysis, and the existing situation. The more the leader forces himself to be autocratic, the higher the level of team distrust of the leader.
- Democratic leadership: this leadership is also not effective in PT. Indosat, TBK because it is considered not firm in making decisions or in solving problems. If all

decisions are taken by deliberation with the entire team, then the existence of leadership becomes weak and the manifestation of leadership itself is not good, because the team will feel no pressure whatsoever if they do work that is not appropriate or cannot achieve the targets that have been given. Decision making in a democratic way also takes a lot of time if there are problems and circumstances that require decisions to be made in a short and fast time.

- Laissez-faire leadership: this type of leadership is the least effective to be applied in PT. Indosat, TBK because it allows team members or employees to be arbitrary in working where the role of the leader is very minimal in carrying out their duties. It does take quite a long time to get to know the team or employees in one division, but by not getting to know the team or employees and leading by letting the team or employees play their roles and do their work, this makes the business not run well. For example, the team or employees use the budget arbitrarily only for the personal interests of team members in working, create programs that only focus on achieving individual team member values without looking at the Company's Cost Ratio, and others. With this type of leadership, not only does it reduce the level of trust in the leader, but it also reduces the Company's business capacity.

After conducting observations and research with several interviews with leaders and team members, the findings showed that the type of leadership that is effectively implemented and enforced at PT. Indosat, TBK is Spiritual Leadership. Because with this type of Spiritual Leadership, leaders can use various effective roles in carrying out work and encouraging the team to provide the performance results expected by the Company and in accordance with the targets given. There are several findings that the author discusses to answer the focus of the research which can be formulated into several characteristics, including:

Characteristics of spiritual leadership	Characteristic manifestations
True honesty	<ul style="list-style-type: none"> <li>- Setting an example of being honest at work</li> <li>- Being trustworthy and trusting the team</li> <li>- Admitting mistakes and apologizing when making mistakes</li> <li>- Forgiving mistakes and helping to correct mistakes made by team members</li> </ul>
Fairness	<ul style="list-style-type: none"> <li>- Give targets that are in accordance with abilities (not necessarily the same)</li> <li>- Give appreciation for every best achievement of team members</li> <li>- Work not only for personal gain but think about the company's gain</li> </ul>
The spirit of pious deed	<ul style="list-style-type: none"> <li>- Always help all team members in their work (if needed)</li> <li>- Create a culture of mutual assistance between team members and not be selfish</li> </ul>

	<ul style="list-style-type: none"> <li>- Have the belief that the best human being is one who is useful to other humans</li> </ul>
The hatred of formality (Hating formality) and organized religion	<ul style="list-style-type: none"> <li>- Implementing creative effective problem solving (not rigid)</li> <li>- Getting used to solve problems directly, not waiting for meetings</li> <li>- Considering team members as family, not as partners</li> </ul>
Little talk, hard work, and relax	<ul style="list-style-type: none"> <li>- Reduce routine meetings, and prefer work assistance</li> <li>- Consider team members as adults, not children who are always lectured</li> <li>- Have the belief that success is a team contribution, not an individual result</li> </ul>
Arousing the best for our self and others	<ul style="list-style-type: none"> <li>- Implementing the concept of Coaching in a team to improve team members' abilities</li> <li>- Providing Training as (outside in) to improve team members' knowledge</li> <li>- Providing Consulting to provide and offer solutions to team members</li> <li>- Providing Mentoring to pass on and improve teamwork experience</li> <li>- Conducting Counselling so that team members can solve specific problems faced</li> <li>- Providing the therapy needed if there are past psychological disorders that hinder</li> </ul>
Openness to the change	<ul style="list-style-type: none"> <li>- Helping team members if there is a change in work</li> <li>- Setting an example in dealing with changes in work</li> <li>- Always giving positive expectations if there is a change in work</li> </ul>
Beloved leaders	<ul style="list-style-type: none"> <li>- Carrying out the role as a leader, parent, friend, and coach for team members</li> <li>- Making mistakes as lessons and learning, not as failures</li> <li>- Celebrating every best achievement of team members as appreciation</li> </ul>

Think globally and act locally	<ul style="list-style-type: none"> <li>- Providing new and global examples and ideas that are relevant to work</li> <li>- Always developing and improving the abilities and skills of team members</li> </ul>
Discipline and flexible but still smart and enthusiastic	<ul style="list-style-type: none"> <li>- Believe that discipline is a mindset, not a static rigidity of behaviour</li> <li>- Discipline team members flexibly</li> <li>- Morning briefing to complete previous work and next plan</li> <li>- Punish mistakes with improvement and self-development</li> </ul>
Modesty	<ul style="list-style-type: none"> <li>- Not showing exaggeration in behaviour</li> <li>- Always thinking that we are not the greatest</li> <li>- Always thinking that we must learn every moment, because we are not the smartest person</li> </ul>
Characteristics of religious motivation	Characteristic manifestations
Religious Physiological Performance	<ul style="list-style-type: none"> <li>- Be grateful and work as best as possible</li> <li>- Realize that work is a mandate from God</li> <li>- Maintain health at work</li> </ul>
Religious Psychological Performance	<ul style="list-style-type: none"> <li>- Always improve positive mindset/psychology</li> <li>- Always remember family to maintain work motivation</li> <li>- Maintain psychological health in the team</li> </ul>
Spiritual Performance	<ul style="list-style-type: none"> <li>- Always remember that work is worship</li> <li>- Be sincere in working</li> <li>- Work by maintaining the best faith</li> <li>- Remind each other to remain honest in working</li> </ul>

## CONCLUSION

Based on the results of the research that has been conducted on the ROLE OF SPIRITUAL LEADERSHIP AND RELIGIOUS MOTIVATION OF RETAIL CHANNEL EXECUTIVES IN IMPROVING SALES PERFORMANCE at PT. Indosat, TBK, the following conclusions can be drawn:

1. The role of spiritual leadership is very high in helping leaders to do the best engagement with team members and to improve the achievement of targets given by the company.
2. The role of religious motivation in PT. Indosat, TBK employees can be done by using collaboration methods and reminding each other between team members, so that

collaboration can be achieved together based on religious physiological performance, religious psychological performance, and spiritual performance.

3. Improving performance by implementing spiritual leadership and religious motivation is felt to be very effective both from the side of the leader and the team members being led.

Effective leadership is implemented and enforced in PT. Indosat, TBK is Spiritual Leadership. Because with this type of Spiritual Leadership, leaders can use various effective roles in carrying out work and encouraging teams to provide the results of performance achievements expected by the Company and in accordance with the targets given, here are suggestions for the Company:

1. Providing awareness again about Spiritual Leadership and Religious Motivation (always making yourself an example, always the first in doing good), and strengthening the Leadership traits of Siddiq, Amanah, Fathonah, Tabligh.
2. Providing Train The Trainer (TTT), namely leadership training to Organizational Leaders so that they are able to carry out and provide teachings on the Characteristics of spiritual leadership and Characteristics of religious motivation to members of the team they lead.
3. Providing Coach training to Organizational Leaders so that they are able to carry out the Role as Coach, Mentor, Consultant, and Counselor.

Steps in internalizing Spiritual values carried out at PT. Indosat, TBK can be done through several stages, namely:

1. Value Transformation Stage: incorporating Islamic values into ethical and moral standards so that Islamic values can influence employee behavior, by holding religious dialogues among employees every morning before entering office hours. By conducting this religious dialogue, it is hoped that it will foster a sense of responsibility, not only in front of leaders or other employees, but also in front of Allah SWT.
2. Value Transaction Stage: making these values a habit that is repeated starting from small things so that it becomes a process of getting used to implementing the Amanah value (doing all work with Amanah).
3. Trans internalization Stage: Leaders and team members only discuss physiological matters, but also mental (psychological) matters. Employees respond no longer through their movements or physical appearance, but through their respective mental attitudes and personalities actively involved. In terms of work, of course, we must not forget to worship Allah SWT.

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