

Effect of Workplace Spirituality on Pro-Environmental Behaviour Mediated by Environmental Passion

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ABSTRACT

Environmental passion is very important in influencing the work environment and in influencing an employee's job. With a positive environmental passion that employees have, it is possible to have a positive influence on employee behavior in doing their job. Furthermore, workplace spirituality is known to encourage employees to be more enthusiastic and create feelings of optimism regarding environmental protection by facilitating their psychology. These two variables are aimed at achieving pro-environmental behavior because pro-environmental behavior can refer to every action used by employees to improve the environmental performance of the organization. This study aims to analyze the effect of workplace spirituality on pro-environmental behavior at PT. LION SUPER INDO Tropodo Sidoarjo branch through environmental passion as an intervening variable. This research used a quantitative approach with Structural Equation Modeling (SEM). The research sample used in this study were all employees of PT. LION SUPER INDO Tropodo Sidoarjo branch, amounting to 49 people. The data in the study were obtained using a questionnaire, and the analysis technique used was partial least square (PLS) with SmartPLS 3.0 software.

Keywords: Workplace Spirituality, Environmental Passion, Pro-Environmental Behavior, Environmental Education, Sustainable Growth

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INTRODUCTION

In the last five years, Indonesian society cannot be said to be pro-environmental behavior. The results of a study based on the Ministry of Environment (KLH) in 2012 show that the Environmental Care Behavior Index (IPPL) is still around 0.57 (from absolute number 1). IPPL is an index used to measure people's behavior towards the environment, including behavior towards the water and air resources. This shows that our society still does not show concern for the environment in everyday life. It will also refer to the increasing number of environmental crises, which require organizations to gradually implement pro-environmental behavior initiatives to achieve environmental sustainability (Chen, 2020).

Pro-environmental behavior refers to environmentally responsible behavior or "green behavior" which has been widely used in describing behavior that protects the environment (Ng *et al.*, 2019). Pro-environmental behavior in the workplace is known to provide regulations that employees will assist in improving the company's green image among its stakeholders and its non-mandatory, discretionary, and voluntary nature (Afsar *et al.*, 2016). Pro-environmental behavior can have a positive impact on organizations through the creation of good organizational values in the eyes of the wider community. Thus, apart from the organization's ability to create and shape environmental responsibility, the organization is known to create a good and positive business environment.

Pro-environmental behavior can help companies meet their obligations. One of the factors that can affect pro-environmental behavior is workplace spirituality. Human resource managers are known to be in a preferred position to promote sustainable organizational development by influencing an employee's activities and changing the work environment of employees through behavior patterns (Timur and Timur, 2016). Employee spirituality experiences at work can be called workplace spirituality (Pawar, 2009). The concept refers to an employee-friendly

work environment that fosters and supports employee morale (Rezapouraghdam *et al.*, 2017). Workplace spirituality is defined as a framework of organizational values that is evidenced through a culture that promotes the experience of employee transcendence and through a work process, by facilitating their feelings to connect with others and can be done in a way that gives a feeling of complete and joy (Afsar *et al.*, 2016). According to Eliyana & Sridadi, (2020) managing workplace spirituality properly is known to be able to control individual behavior in the workplace in accordance with the organization. So, it takes an employee who can control their behavior through workplace spirituality because it can affect performance improvement. Thus, workplace spirituality will create meaning for the employee's work that can encourage employees to feel connected and become an important part of the organization's concern for the environment, the sustainability of the company's life, and pay more attention to the company's environment.

Pro-environmental behavior can be formed properly by workplace spirituality. However, it is known that workplace spirituality cannot directly affect pro-environmental behavior. So, workplace spirituality requires mediation through environmental passion or things that refer employees to agree with organizational values, feel valued, and feel that their work is meaningful because it is supported by organizational conditions that appreciate the efforts of employees in pro-environmental behavior. Besides, organizations can provide support through work environment conditions which will certainly support pro-environmental behavior. Then employees will respond positively by feeling that they want to be consciously involved in environmental activities. This can happen because a good workplace spirituality will raise an employee's concern for his work environment and in turn, will trigger the manifestation of an environmental passion. Environmental passion is described as positive emotions that lead to an individual's desire to engage in proactive environmental practices (Akhshik *et al.*, 2020). According

to Vidyapeetham, (2019) environmental passion can make a big difference in organizations through actions that contribute to environmental preservation.

The object of this research is the company PT. Lion Super Indo, Tropodo Sidoarjo branch. The phenomenon of pro-environmental behavior in PT. Lion Super Indo Tropodo Sidoarjo branch can be seen through the vision of Super Indo itself, which is nutritious, healthy, safe, affordable, and sustainable. Super Indo is known to have received an award from the Ministry of Environment and Forestry. That way, Super Indo continues to carry out reforestation activities by using reusable bags and getting rewards (namely discounts given to consumers when carrying shopping bags again and not using plastic bags. Through various compost management programs, such as composting programs, food donations, use of cooking oil used and cardboard, Super Indo succeeded in reducing the waste generated by TPA by 51.99%.

The vision that has been set by Super Indo has been adapted to the workplace spirituality theory which can enable employees to explain their work. Also, employees can not only meet their income needs but they can also interpret their jobs as jobs that can help improve the environment and create a better life for the next generation (sustainable development). A form of concern in the Super Indo company can make employees feel that they are an important part of the company, and this will make employees feel they must pay more attention to company activities, including how employees can help each other, be sensitive to the environment, and solve other employee tasks and problems, even if they are not in their responsibility and can provide the best to consumers. This shows how capable employees appreciate their role in the company and are proud to be of benefit to others.

Of course, Super Indo has tried harder to support environmental and social activities, this is an example of the application of the pro-environmental behavior theory in its application, then linking it to workplace spirituality theory as a driving factor. And then environmental passion will also be mediated. So that it will create a good two-way relationship between the company and its employees. Thus, employees can demonstrate an environmental spirit that is beneficial to the environment. Based on this, the title of this study is "The Effect of Workplace Spirituality Mediated by Environmental Passion on Pro-Environmental Behavior at PT Lion Super Indo, Tropodo Branch Sidoarjo".

LITERATURE REVIEW

Theoretical Basis

Workplace Spirituality

Employee spirituality experiences at work can be called workplace spirituality (Pawar, 2009). The concept refers to an employee-friendly work environment that fosters and supports employee morale (Rezapouraghdam *et al.*, 2017). Workplace spirituality is defined as a framework of organizational values that is evidenced through a culture that promotes the experience of employee transcendence and through a work process, by facilitating their feelings to connect with others and can be done in a way that gives a feeling of complete and joy (Afsar *et al.*, 2016). According to Eliyana & Sridadi, (2020) managing workplace spirituality properly is known to be able to control individual behavior in the workplace in accordance with the organization. So, it takes an employee who can control their behavior through workplace spirituality because it

can affect performance improvement. Supported also by the statement of Wibowo *et al.*, (2015) that spirituality not only makes the workplace more productive but can also create sustainable performance and competitive advantage. Workplace spirituality is also defined as referring to a place where individuals can satisfy themselves by doing meaningful work with the right feelings while working in an organization (Singh & Chopra, 2019). So that employees who work in an organization will still feel their psychological well-being. Because during the working process they are accompanied by the right feeling, such as joy. Moreover, according to Latif & Aziz, (2018) workplace spirituality does not only refer to people who want to be competent in their work but also have some kind of very meaningful experience in their workplace. So, it can be concluded that workplace spirituality is how employees can understand the purpose of their work and employees can connect both with their work environment and with their colleagues. Because the job and work environment itself refers to employees who also have inner needs that the company needs to pay attention to.

Environmental Passion

Passion describes a positive emotion that is under anyone's control and will produce a high level of motivation in individual activities that are liked by them and considered important by them (Saifulina & Penela, 2016). Among the many types of constructs related to passion, what is emerging is environmental passion (Bernardi & Pedrini, 2020). Environmental passion is described as positive emotions that lead to an individual's desire to engage in proactive environmental practices (Akhshik *et al.*, 2020). According to Vidyapeetham, (2019) environmental passion can make a big difference in organizations through actions that contribute to environmental preservation. That way, it will turn a passion into the fuel that underlies a commitment to change related to deep and active involvement in various things such as the environment (Afsar *et al.*, 2016). Then, that passion will also lead to experiences of positive emotions such as pride and happiness that can also lead other people to engage in mainstream behavior. Because it is known that someone who has a passion for environmental problems will define himself as an environmental lover and not only feel like someone who recycles from time to time. So, it can be concluded that environmental passion is a positive response related to the surrounding environment which can lead to a sense of wanting to participate, be involved, and become an important part of environmental activists, and this can create someone to manage the environment well to realize environmental sustainability in the future.

Pro-Environmental Behaviour

Pro-environmental behavior refers to environmentally responsible behavior or "green behavior" which has been widely used in describing behavior that protects the environment (Ng *et al.*, 2019). Pro-environmental behavior also includes every individual action that minimizes the negative environmental impact of human activities or serves to improve environmental quality (Kim *et al.*, 2018). According to Akhshik *et al.*, (2020) pro-environmental behavior not only causes the smallest possible changes in the availability of energy, materials, or environmental ecosystem dynamics but also benefits the biosphere. It is also known that some experts have found that pro-environmental behavior is a form of pro-social behavior that has the intention of promoting the welfare of individuals, groups, or organizations (Sawitri *et al.*, 2015).

Pro-environmental behavior in the workplace will provide regulations that employees will help in improving the company's green image among its stakeholders and its non-mandatory, discretionary, and voluntary nature (Afsar *et al.*, 2016). Efforts that can be made in contributing to the field of pro-environmental behavior in the workplace are related to psychological and social conditions that refer to pro-environmental behavior. So, it can be concluded that pro-environmental behavior is individual behavior in trying to overcome environmental problems which cannot be separated from company support to influence one's sensitivity to environmental problems.

Hypothesis Development

Workplace spirituality and environmental passion

Working employees will spend a lot of their time at work which makes them less able to devote much time to their family or community. This can affect the increased work stress in employees (Singh & Chopra, 2019). The responsibility for meeting the needs that employees should have now rested on the shoulders of the organization. Therefore, the concept of workplace spirituality is important. Because workplace spirituality can include the side of spirituality that is applied through creating a pleasant environment at work. According to Afsar *et al.*, (2016) workplace spirituality can foster an environmental passion. Workplace spirituality can encourage employees to be more passionate about environmental protection through facilitating psychological and cognitive processes in striving for social good, which refers to a passion for going beyond an individual's need for good and collective benefits to the natural environment. In particular, the process will create a feeling of optimism that one's efforts and contributions will improve the organization's environmental sustainability practices.

Workplace spirituality can develop a sense of unity and connectedness among employees, and it can motivate employees to show caring and prosocial behavior towards others in the workplace that will allow them to go beyond their own responsibilities (Rezapouraghdam *et al.*, 2017). If this has been realized well, employees will be enthusiastic about their work and they will remain persistent in facing challenges (Singh & Chopra, 2019). Furthermore, a friendly environmental passion will facilitate their involvement. Environmental passion will make a big difference in organizations by contributing to environmental preservation (Vidyapeetham, 2019). Because according to Singh & Chopra, (2019), environmental passion and 'capacity for hard work' (persistence) are important qualities to achieve success. In addition, according to Bernardi & Pedrini, (2020), environmental passion can predict environmentally friendly behavior and refers to a structured set of feelings that influence entrepreneurs' decisions about mechanisms that encourage others to invest time and energy in a business that places great emphasis on environmental features. Workplace spirituality is also seen as a multi-faceted construction that affects an individual's intrinsic motivation and involves a person's "inner awareness" in finding the meaning of their work (Houghton *et al.*, 2016). That way employees will feel that they are not only working, but their work is also very meaningful so that they feel happy while working and consciously make these employees pay attention to their work environment. It will also make employees minimize the bad effects of their

work activities, which in turn will create an environmental passion in an employee.

Environmental passion and pro-environmental behavior

More and more companies are realizing that they have to encourage one another's pro-environmental behavior because employees will actively work to increase their environmental responsibility (Afsar *et al.*, 2016). Pro-environmental behavior is complex because it involves pro-social aspects of work, and it is known that perhaps the most effective way to trigger pro-environmental behavior is by caring for nature and the earth, generating a deeper meaning in people's lives, a sense of community, and convincing them. that what they are doing now has a long-term impact on society and future generations (Afsar *et al.*, 2016). Individuals with a strong environmental passion will be encouraged to make a difference in contributing to initiatives for environmental improvement (Ng *et al.*, 2019). They can freely invest their energy and time in pro-environmental behavior, and their involvement will not cause conflict with other activities in daily life (Robertson & Barling, 2013). Empirically, it is also supported by research (Afsar *et al.*, 2016; Robertson & Barling, 2013) which found that environmental passion is a significant predictor of pro-environmental behavior among employees. This can happen because environmental passion will form a motivational force that allows employees to be actively involved in pro-environmental behavior.

St-Louis *et al.*, (2018), stated that passion is an important determinant of a company's attention because it can allow access to a person's innate awareness capacity. According to Akhshik *et al.*, (2020) several studies have also considered the effect of environmental passion on individual pro-environmental behavior. Environmental passion will provide energy that inspires individuals to make a difference, and in turn will generate motivation to engage in activities that are objects of passion (Mageau & Vallerand, 2007). That way, environmental passion will be involved in behavior that must improve pro-environmental. Also, positive emotions (for example, joy and happiness) that are felt through environmental passion will influence pro-environmental behavior in the workplace (Robertson & Barling, 2012). Because the individual will be motivated, excited, and inspired to make a difference, when experiencing a strong passion, and will also make changes that mean triggering pro-environmental behavior.

Environmental passion mediates workplace spirituality and pro-environmental behavior

Afsar *et al.*, (2016) have proven that the interaction of a sense of responsibility and individual concern for the results of activities related to environmental awareness with a sense of community membership and meaning in life-related to workplace spirituality can activate moral obligations and results that affect pro-environmental behavior. It is known that environmental passion activities will produce positive experiences such as positive emotions, higher levels of concentration, and reduced negativity while doing and/or after doing activities (Saifulina & Penela, 2016). Environmental passion will turn a passion into a fuel or energy source that underlies a commitment to change related to deep and active involvement in various things such as the environment (Afsar *et al.*, 2016). Then, that passion will also lead to experiences of positive emotions such as pride and happiness that can also lead others to engage in workplace

spirituality. According to Eliyana & Sridadi, (2020) managing workplace spirituality properly is known to be able to control individual behavior in the workplace in accordance with the organization. The concept will also refer to an employee-friendly work environment that can foster and support employee morale (Rezaporaghdam *et al.*, 2017). That way, it can also lead to pro-environmental behavior because workplace spirituality can nurture employee morale in various ways and make them think about the welfare of society and the environment. So that these individuals will also be involved in handling the negative impacts caused by activities that occur in the company to become stronger and they will be involved in beneficial environmental activities or what is called pro-environmental behavior.

RESEARCH METHODS

Research Approach

This study uses a quantitative approach because it focuses on proving the hypothesis empirically. The independent variable in this study is Workplace Spirituality (X), the dependent variable in this study is Pro-environmental behavior (Y), and the mediating variable in this study is the Environmental Passion (Z) variable. Sources of data used in this study are data from primary data sources and secondary data sources.

Measurement

Workplace Spirituality

Workplace spirituality is defined as how employees of PT. LION SUPER INDO Tropodo Sidoarjo branch can understand the purpose of their work and they can connect with their work environment well, with their co-workers who are well-connected, and these employees have inner needs that PT. LION SUPER INDO Tropodo Sidoarjo branch, which makes employees of PT. LION SUPER INDO Tropodo Sidoarjo branch can connect, care, and feel part of the company and its environment. The indicator used to measure this variable refers to the theory (Millimant *et al.*, 2003).

Environmental Passion

Environmental passion is defined as a positive response or response from PT. LION SUPER INDO Tropodo Sidoarjo

branch for the surrounding environment that creates a sense of participation, wants to be involved and becomes an important part of environmental activities that can manage the environment well to realize environmental sustainability in the future. The indicator used to measure this variable refers to the theory of Vallerand *et al.* (2003).

Pro-Environmental Passion

Pro-environmental behavior can be defined as the behavior of employees of PT. LION SUPER INDO, Tropodo Sidoarjo branch which consciously tries to overcome environmental problems and tries to minimize the impact of an activity carried out and these activities cannot be separated from the support of the company in honing one's sensitivity to environmental problems. The indicator used to measure this variable refers to the theory (Joohyung Park and Sejin Ha, 2011).

Data and Sample Collection Techniques

Collecting data required in this study was carried out using the Preliminary Survey, Library Research, and Field Research methods. This research was conducted at an organization that carries out environmental protection activities, even though these activities are limited to the company environment. The population used in this study were all permanent employees of PT Lion Super Indo Tropodo Sidoarjo Branch, totaling 49 employees covering various departments. The data collection method used in this research is the census method, which is to examine all elements of the population as a whole without exception. So that the number of samples is the same as the population used.

Data Analysis Technique

The analysis technique used in this research includes validity, reliability, and data processing techniques. This study uses technical analysis using Structural Equation Modeling (SEM) analysis tools using the Partial Least Square (PLS) software program.

Data Analysis

In this study, the model evaluation in PLS was carried out by evaluating the outer model and inner model, to obtain results related to the hypothetical relationship between variables.

Table 1

N=48		Frequency	Percentage	Total%
Age	18<x≤30	36	75%	75
	30<x≤40	9	18,75%	93,75
	x≤40	3	6,25%	100
Last Education	Senior High School	45	93,75%	93,75
	Diploma	2	4,17%	97,92
	Bachelor	1	2,08%	100
Years of Employment	≤ 3 years	27	56,25%	56,25
	3<y≤10 years	16	33,33%	89,58
	10<y≤20 years	5	10,42%	100

Note: Three (3) demographic variables are coded in the data as Age, Last Education, and Years of Employment.

Table 2

Variables	Code	Factor Loading			α	CR	(AVE)
Workplace Spirituality	X1.1	0.506			0.785	0.845	0.482
	X1.2	0.580					
	X1.3	0.698					
	X1.4	0.704					
	X1.5	0.859					

	X1.6	0.763						
Environmental Passion	Z1.1		0.703			0.725	0.827	0.545
	Z1.2		0.692					
	Z1.3		0.754					
	Z1.4		0.799					
Pro-Environmental Behaviour	Y1.1			0.728		0.791	0.842	0.405
	Y1.2			0.739				
	Y1.3			0.610				
	Y1.4			0.515				
	Y1.5			0.543				
	Y1.6			0.504				
	Y1.7			0.710				
	Y1.8			0.689				

Note X1 (Workplace Spirituality), Z1 (Environmental Passion), and Y1 (Pro-Environmental Behavior). Based on Table 2, it explains that in this study it shows that all indicators have met the requirements in the Validity Test study. So that it can be stated that all indicators affect latent variables because they have met the validity and reliability requirements for the research conducted.

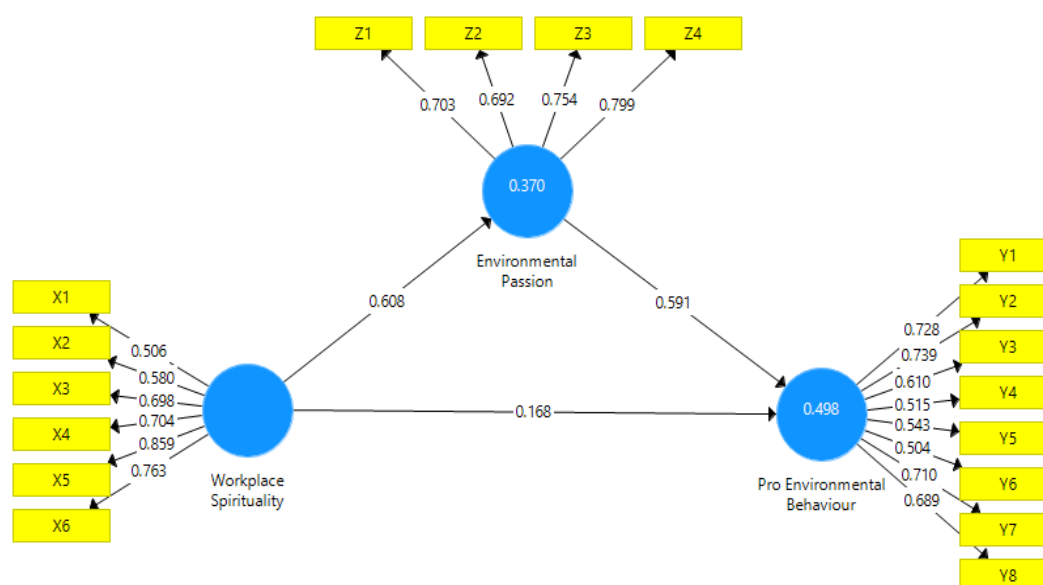


Figure 3. Outer Model Results

Table 3. Results Analysis Description

Indicator	Mean	Category
Workplace Spirituality		
My job at PT Lion Super Indo makes me happy	4.46	Very High
The job at PT Lion Super Indo means a lot to me because of the benefits	4.48	Very High
PT Lion Super Indo is like a second family to me	4.5	Very High
PT Lion Super Indo has concern for the needs of employees so that I also have a greater sense of concern for PT Super Indo	4.3	Very High
I support PT Lion Super Indo's policy of building good morale for employees	4.44	Very High
PT Super Indo aims to be beneficial to the environment which is in line with what I think	4.29	Very High
Mean Total	4.41	Very High
Environmental Passion		
I get a lot of experience regarding environmental awareness from the reusable bag program organized by PT Lion Super Indo	4.33	Very High
I received an increase in the quality of waste utilization from processing vegetable and fruit waste into compost organized by PT Lion Super Indo	4.12	High
I always participate in maintaining the cleanliness of the work environment according to the vision at PT Lion Super Indo	4.4	Very High

I am also responsible if there is the trash that pollutes the environment at PT Lion Super Indo	4.23	Very High
Mean Total	4.27	Very High
Pro-Environmental Behaviour		Very High
The used cooking oil waste treatment program at PT Lion Super Indo is a good activity for Superindo employees to foster caring behavior towards the environment	4.19	High
PT Lion Super Indo's program of processing fruit and vegetable waste into compost can support corporate value	4.25	Very High
Implementing the plastic bag minimization program with the reusable bag program at PT Lion Super Indo is a positive activity for the company's image	4.54	Very High
In connection with PT Lion Super Indo's policy to always provide healthy products, the environment must be clean so that I take part in keeping the work environment clean	4.48	Very High
The activity of recycling vegetable and fruit waste into compost at PT Lion Super Indo is an important activity to do in anticipating the misuse of vegetable and fruit waste by irresponsible individuals.	4.25	Very High
PT Lion Super Indo's program of recycling used oil into biodiesel brought me to be involved in waste utilization activities	3.94	High
The environmentally friendly reusable bag program supports the consistency of PT Lion Super Indo in helping to reduce plastic waste	4.62	Very High
PT Super Indo always provides fresh products for consumers by processing fruit and vegetable waste that are not suitable for sale into compost at PT Lion Super Indo	4.62	Very High
Mean Total	4.36	Very High

Note: This shows a description of the respondent's answer to the Workplace Spirituality, Environmental Passion, and Pro-Environmental Behavior variables in the very high category.

Table 4. Cross Loadings

	Environmental Passion	Pro-Environmental Behaviour	Workplace Spirituality
X1	0.231	0.157	0.506
X2	0.269	0.260	0.580
X3	0.490	0.374	0.698
X4	0.409	0.302	0.704
X5	0.551	0.448	0.859
X6	0.466	0.521	0.763
Y1	0.429	0.728	0.250
Y2	0.460	0.739	0.331
Y3	0.534	0.610	0.400
Y4	0.457	0.515	0.335
Y5	0.276	0.543	0.067
Y6	0.296	0.504	0.111
Y7	0.506	0.710	0.387
Y8	0.441	0.689	0.565
Z1	0.703	0.396	0.397
Z2	0.692	0.499	0.296
Z3	0.754	0.563	0.460
Z4	0.799	0.567	0.592

Note: Each indicator in the Workplace Spirituality, Environmental Passion, and Pro-Environmental Behavior variables has the largest loading factor value in the compiled variables compared to other variables. So that the indicators used in this study have good discriminant validity in compiling their respective variables.

Table 5. Result of R-Square Value

Variable	Original Sample – R-Square
<i>Environmental Passion</i>	0.356
<i>Pro-Environmental Behaviour</i>	0.475

Note: It is known that Environmental Passion has an R-Square value of <0.5 which means it is a medium model, and Pro-Environmental Behavior also has an R-Square value of <0.5 which means it is a moderate model.

Table 6. Path Coefficient Results

Direct Influence	Path Coefficient	Standard Deviation	T Statistics	Note
<i>Environmental Passion -> Pro-Environmental Behaviour</i>	0.591	0.152	3.881	Significant
<i>Workplace Spirituality -> Environmental Passion</i>	0.608	0.084	7.264	Significant
<i>Workplace Spirituality -> Pro-environmental Behaviour</i>	0.168	0.178	0.942	Not Significant

Note: It is known that to explain the Path Coefficient, a T-statistical value > 1.96 (significance level of 5%) is required and the value of a P-value must be less than 0.05 to conclude that the relationship between the variables being tested affects significantly.

Table 7. Direct Effect and Indirect Effect

Path		Direct Influence	Indirect Influence		
Workplace Spirituality -> Pro-environmental Behaviour		0.168			
Workplace Spirituality -> Environmental Passion -> Pro-environmental Behaviour			0.608 x 0.591= 0.359		
Indirect Influence		Path Coefficient	Standard Deviation	T Statistics	Note
Workplace Spirituality -> Environmental Passion -> Pro-environmental Behaviour		0.359	0.119	3.023	Significant

Note: It is known that to explain the Path Coefficient, a T-statistical value > 1.96 (significance level of 5%) is required and the value of a P-value must be less than 0.05 to conclude that the relationship between the variables being tested affects significantly.

RESULTS AND DISCUSSION

Discussion

Workplace spirituality and environmental passion

Based on the results of the analysis that has been done, it can be concluded that there is a significant influence between workplace spirituality and employee environmental passion. This can be seen through the path coefficient value of 0.608 with a t-statistic of 7,264 > 1.96. So, it shows that there is a direct influence between the workplace spirituality and environmental passion variables from Super Indo Tropodo employees. The results of this study are supported by a statement according to Afsar *et al.*, (2016) that workplace spirituality can foster an environmental passion. Workplace spirituality can encourage Super Indo Tropodo employees to be more passionate about environmental protection by facilitating psychological and cognitive processes in fighting for social good, which refers to a passion to go beyond an employee's needs for collective good and benefit to the natural environment. In particular, the process will create feelings of optimism for Super Indo Tropodo employees. This refers to the efforts and contributions of Super Indo Tropodo employees in improving the organization's proper environmental sustainability practices. In addition, Super Indo Tropodo employees are known to be able to give meaning to their jobs by establishing good relationships with their work environment. When the

workplace spirituality of Super Indo Tropodo employees is done well, the environmental passion of a Super Indo Tropodo employee for their work environment increases. When Super Indo Tropodo employees feel they are part of a company environment, they will naturally want to be involved in a busy organization, especially activities related to the environment because Super Indo Tropodo employees know that what they are doing is for the common good.

Environmental passion and pro-environmental behavior

Based on the results of the analysis that has been done, it can be concluded that there is a significant influence between environmental passion and pro-environmental behavior of employees. This can be seen through the path coefficient value of 0.591 with a t-statistic of 3.881 > 1.96. So, this shows that there is a direct influence between the environmental passion and pro-environmental behavior variables of the Super Indo Tropodo employees. The results of this study are supported by research (Afsar *et al.*, 2016; Robertson & Barling, 2013) which found that environmental passion is a significant predictor of pro-environmental behavior among employees. So, in this study states that the relationship between environmental passion and pro-environmental behavior can occur, because environmental passion will form a motivational force that enables Super Indo Tropodo employees to be

actively involved in pro-environmental behavior. Environmental passion will provide energy that inspires Super Indo Tropodo employees to make a difference, and in turn, will generate motivation to engage in activities that are objects of passion. That way, environmental passion will be involved in the behavior of Super Indo Tropodo employees who must improve pro-environmental. In addition, positive emotions (for example, joy and happiness) that are felt through environmental passion will also affect the pro-environmental behavior of Super Indo Tropodo employees at work.

Environmental passion mediates workplace spirituality and pro-environmental behavior

This study aims to find evidence that Environmental Passion can mediate the relationship between Workplace Spirituality and Pro-environmental Behavior of Super Indo Tropodo employees. Based on the path coefficient value, the indirect effect between workplace spirituality and pro-environmental behavior is 0.359 with a t-statistic of $3.023 > 1.96$, so the indirect relationship is significant. The direct relationship between workplace spirituality and pro-environmental behavior is known to be insignificant, namely the path coefficient value of 0.168 and t statistic $0.942 < 1.96$. So it is clear that the environmental passion variable fully mediates the relationship between workplace spirituality and pro-environmental behavior. The results of this study indicate that it is known that the environmental passion activities of Super Indo Tropodo employees will produce positive experiences such as positive emotions, higher levels of concentration, and reduced negativity while doing and/or after doing activities. Then, the passion of the Super Indo Tropodo employees will also lead to positive emotional experiences such as pride and happiness that can also lead others to get involved in workplace spirituality. The concept will also refer to an employee-friendly work environment that can foster and support the morale of other employees. That way, it can also lead to pro-environmental behavior because workplace spirituality can nurture the enthusiasm of Super Indo Tropodo employees in various ways and make them think about the welfare of society and the environment.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the analysis and discussion that has been carried out in this research, the conclusion that can be drawn is that Workplace Spirituality has a significant positive effect on the Environmental Passion of Super Indo Tropodo employees, Environmental Passion has a significant positive effect on the Pro-environmental Behavior of Super Indo Tropodo employees, and Workplace Spirituality has a significant influence on Pro-environmental Behavior through Environmental Passion. Thus, the first, second, and third hypotheses proposed in this study are proven to be true. That way, this study can support Chen, (2020) in referring to the increasing number of environmental crises, which require organizations to gradually implement pro-environmental behavior initiatives to achieve environmental sustainability. This study will carry out pro-environmental behavior initiatives through the influence of the Workplace Spirituality and Environmental Passion variables.

Suggestions

The results of this study can be used as a recommendation by the company's management in measuring the effect of

workplace spirituality on pro-environmental behavior mediated by environmental passion. This can affect in terms of creating a friendly work environment for employees and supporting employee morale, will result in a high level of motivation in individual activities that are liked by them and considered important by them, and can minimize the negative environmental impact of human activities or serve to improve environmental quality. In addition, it can be seen from the lowest average pro-environmental behavior result of 3.94 which states that the recycling program of used cooking oil into biodiesel at PT Lion Super Indo brings these employees to be involved in waste utilization activities. Although the average is included in the high category, it shows that it is the lowest value in the pro-environmental behavior variable indicator. With this, it is hoped that PT Lion Super Indo employees will be more involved in waste utilization activities in a companies to also jointly further improve pro-environmental behavior.

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