



## **Spiritual Leadership to Create Pro-Environmental Behavior With a Spiritual Mentoring Approach**

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### **INFO ARTIKEL**

### **Abstract**

#### *Keywords:*

*Spiritual leadership, pro-environmental behavior, spiritual mentoring approach.*

*This article aims to analyze leadership theory, spiritual theory and environmental theory to develop the role of spiritual leadership in creating pro-environmental behavior with a spiritual mentoring approach. The role of spiritual leadership in changing pro-environmental behavior is very necessary. Moreover, today organizations often experience problems that are faced with environmental factors as the cause. Of course, the responsibility of all members of the organization for problems triggered by environmental factors is very necessary, so an approach is needed that can direct the behavior of organizational members to care and be involved in organizational problems. An appropriate approach to strengthen the role of spiritual leadership in directing pro-environmental behavior is a spiritual mentoring approach. This article is a conceptual article where data obtained from literature, both books and journals, is adjusted to the phenomenon being studied and then analyzed. The results of the analysis show that the spiritual mentoring approach will form individuals who care about fellow members in the organization and within the organization. A spiritual mentoring process that is fully supported by the organization will create workplace spirituality. The higher the organizational support for employees, the stronger the workplace spirituality that is created. The implications workplace spirituality is what creates intrinsic motivation in employees and enthusiasm for the environment which will ultimately lead to pro-environmental behavior.*

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### **Introduction**

Leadership is an important factor that must be present in organizational

management practices. Organizational failure often occurs due to wrong leadership practices. These errors are caused by several things, such as the leader's lack of understanding of member behavior, lack of ability to adapt to the organizational culture so that the leadership style implemented is not appropriate, cognitive aspects are lacking so that the way of thinking and viewing the organization is also narrow and ethics/morals do not show leadership qualities. Conditions like this show that leadership is not just about how a leader is able to influence members to want to follow or the commendable qualities that a leader should have.

Leadership should not be understood partially but integratively. This integrative understanding includes the elements: 1) cognitive, this element is related to the way leaders and followers act or react to each other and regulate behavior according to their interpretation of what other parties do, 2) individual and group behavior, this element associated with the impact of leader behavior on follower behavior, 3) historical context, this element shows how the concept of leadership develops over time, including an understanding of the reasons leadership patterns can be accepted or rejected during a particular era, and 4) distal context, this element shows how Organizational culture and work culture can influence leadership effectiveness or determine what leadership patterns are most appropriate to implement in the organization (Hartanto, 2009: 539). Based on the four elements above that must be considered in leadership practice, the perceptions and expectations of the leader and the members being led will be known so that pro-environmental behavior can be created.

This pro-environmental behavior can be created if individuals consider that the environment is an integrated part of themselves. Organizations often experience problems caused by environmental factors, such as global warming, natural disasters or floods and this demands collective responsibility from all members of the organization. It is the responsibility of organizational leaders to be able to manage the behavior of members of their organization so that they are concerned about the environment, so that problems due to environmental factors do not have an impact on the sustainability of the organization. To realize such individual behavior, spiritual aspects need to be developed in the workplace (workplace spirituality). The spiritual aspect in this case is considered a psychological characteristic including a meaningful life, wholeness and connectedness with others (Weinberg and William, 2014). Connectedness with others takes the form of creating inner relationships between one member and another, between members and leaders and between all members of the organization and the environment. Workplace spirituality recognizes that individuals in organizations have inner lives that are nourished by work. By understanding the inner lives of individual members of an organization, it will be possible to understand individual emotions, making it easier to understand individual behavior.

The role of spiritual leadership is needed to create workplace spirituality which will ultimately create pro-environmental behavior. As Hernandez' concept (Afsar, Yuosre and Umar, 2015) states that spiritual leadership integrates 3 important things (3P), namely profit, people and planet (environment). Spiritual leaders take care of the environment through service, support, empowerment and moral values. Spiritual leaders implement management that focuses on sustainability through reciprocal relationships between leaders, employees and the environment. The pro-environmental behavior generated by this spiritual leadership will ultimately create a positive image of the organization to stakeholders because pro-environmental behavior makes a positive contribution to the organization's sustainability.

However, in practice spiritual leadership requires an approach that can strengthen spiritual aspects in the workplace, namely a spiritual mentoring approach.

This spiritual mentoring approach is centered on the individual by providing guidance on spiritual aspects which aims to support the individual's personal growth, encourage intrinsic motivation and maintain enthusiasm (passion) in the individual so that spiritual feelings such as sincerity, emotional bonds, love will be firmly embedded in the individual. This spiritual mentoring approach is seen as an effective approach because the inner relationship between the mentor (leader) and the mentoring participants (employees) will be spiritually strong, making it easier for the mentor to know and understand the spiritual life of the person being mentored, which ultimately makes it easier to direct professional behavior. -environment. This article aims to provide discourse that understanding the spiritual aspects of individual life in organizations needs to receive primary attention in management practice because it will have an impact on pro-environmental behavior. The role of spiritual leadership with a spiritual mentoring approach is really needed to be able to integrate individual spirituality with the environment.

The concept of spiritual leadership to create pro-environmental behavior is an interesting study to discuss because of the complexity of the responsibilities that must be carried out by organizations, especially triggered by the effects of globalization. This makes organizations realize that they must make efforts to encourage pro-environmental behavior in their organizational members and try to be proactive in increasing responsibility for their environment.

Efforts to create pro-environmental behavior carried out through the role of spiritual leadership cannot be separated from workplace spirituality. Recently there has been increasing interest among managers and leaders, especially in spirituality in the workplace (Silingiene and Sandrita, 2015). Zhurayleva, Todarello & More (2009) provide insight that building spirituality is present again in the evolution of organizational and management thinking. That is why organizations need to look for new ways to find synergy between rational and spiritual aspects. The emergence of spiritual intelligence makes it possible to see the spiritual source of an organization as a new form of organizational model and spiritual leadership is seen as a new approach to management tools used in an organization.

Workplace spirituality is a framework of organizational values evidenced in a culture that prioritizes workers' experiences of transcendence through the work process, facilitating a sense of connection to others in a way that provides a feeling of completeness and joy (Afsar, Yuosre and Umar, 2015). Workplace spirituality can be created if the leadership style is carried out with spiritual leadership. Spiritual leadership explains how a leader motivates and encourages spirituality in the workplace by integrating core organizational values, processes and systems of core values and individual aspirations, thereby making them better towards the organization (Benefiel, 2005).

Of course, the role of spiritual leadership in creating workplace spirituality must be carried out with an appropriate approach and receive support from the organization. Although leadership theories recognize that leaders can function as mentors to guide and empower members (followers), the spiritual mentoring approach is different from leadership theories. The difference lies in the purpose where spiritual mentoring is very personal and intrinsic to spirituality. Spiritual mentoring allows leaders to urge followers and make their souls fit for the job (Weinberg and William, 2014). Therefore, a spiritual mentoring approach is more appropriate to apply to spiritual leadership practices. Table 1 below explains Avolio's concept adopted by Weinberg and William (2014) regarding the suitability of mentoring compared to existing leadership theories.

Table 1

Suitability of Mentoring  
Compared with Existing  
Leadership Theories

No	Factor	LMX	TL	SL	AL	Suitability of Spiritual Mentoring with the Needs spiritual guidance)
1	Focus on human relationships	√	√	√	√	√
2	Level of involvement in mentoring	√	√	√		√
3	Focus on appreciation, assessment and empowerment of members with each other		√	√	√	√
4	Tied to developing high quality relationships	√			√	√
5	Assumes superior and subordinate relationships	√				
6	Performance oriented, leader motivation is focused on organizational goals and outcomes	√	√	√		
7	Supporting employees to explore their work and finding it more meaningful than guiding them toward the behavior the leader desires			√	√	√
8	Maintaining the power of employees to determine their own goals and objectives					√

Information : **LMX = Leader Member Exchange**

**TL = Transformational Leadership**  
**SL = Servant Leadership**  
**AL = Authentic Leadership**

Source : **Weinberg dan William (2014)**

Table 1 above explains that there are seven factors of suitability between the spiritual mentoring approach and spiritual leadership, namely: focus on relationships between people, involvement between mentors and members, focus on appreciation, assessment and empowerment between members and each other, tied to quality development high relationships, supporting employees to explore their work and considering employees as more meaningful than guiding them towards the behavior desired by the leader and maintaining employees' power to determine their own goals and objectives. Two factors that are not fulfilled in this suitability are the assumed relationship between superiors and subordinates and performance orientation with leader motivation focused on organizational goals and outcomes. The discrepancy between these factors indicates that this spiritual mentoring approach does not just assume a relationship between superiors and subordinates, but rather the existence of a deeper relationship (inner relationship) or a high emotional bond between leaders and members. The leader's orientation in motivating is focused on how to know the inner life of members, so that later they will be able to understand the true behavior of the members they lead. Understanding member behavior in the workplace creates a spiritual work environment.

Organizational support for employees is the employee's general perception

regarding

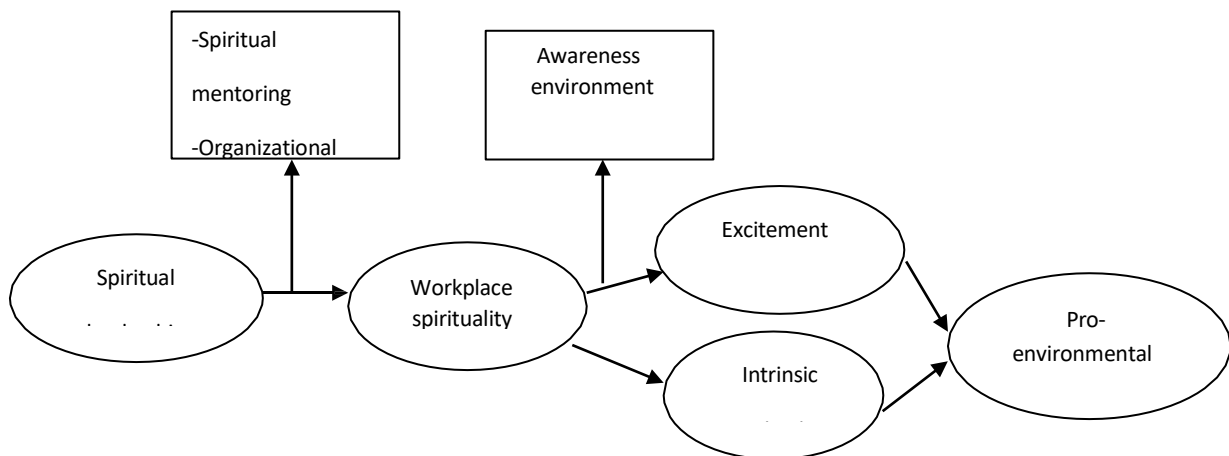
the extent of the organization's values, their actions and contributions, and their concern for becoming better. Organizational support for employees will strengthen the role of spiritual leadership (Afsar, Yuosre and Umar, 2015). This concept provides an understanding that if an organization provides good and fair treatment to employees, then employees will also provide concern and contribution to the organization. This means that here there is a reciprocal relationship between organizational support for employees and employee support for the organization. The two elements above, namely the spiritual mentoring approach and organizational support, will strengthen the role of spiritual leadership in creating workplace spirituality.

The creation of workplace spirituality will encourage the creation of psychological conditions for individuals in the workplace in the form of enthusiasm for the environment and intrinsic motivation. Workplace spirituality provides a sense of connectedness, sharing power, flexibility and trust, helps energize a person and provides intrinsic motivation to utilize previously untapped (shackled) talents and abilities (Afsar, Yuosre and Umar, 2015). Workplace spirituality also creates enthusiasm (passion) in the environment. Roberstson and Barling (2013) state that enthusiasm for the environment is a positive emotion that is generated in individuals who want to engage in pro-environmental behavior. Individuals are more likely to be passionate about something that is socially important. Workplace spirituality encourages employees to be more passionate about environmental protection by facilitating them the cognitive and psychological processes to strive for social good. In particular, this process can create a feeling of optimism that one's efforts to contribute to improving the organization constitute an environmental sustainability practice worthy of being recognized and followed by others.

Environmental awareness will strengthen the creation of environmental passion and intrinsic motivation generated by workplace spirituality. Studies have shown that when employees are knowledgeable and aware of environmental issues, ecological degradation, the importance of environmentally friendly practices and behavioral control received, they are more likely to actually display pro-environmental behavior (Crossman, 2011). Enthusiasm (passion) for the environment and intrinsic motivation can later create pro-environmental behavior. Because environmental passion is an experience full of positive energy and emotions as well as inspiration to contribute to the environment, positive environmental passion is related to pro-environmental behavior. Likewise, intrinsic motivation is also very important for employees to behave pro-environmentally (Afsar, Yuosre and Umar, 2015).

Based on the explanation above, it shows that even though the concept of spiritual leadership is a traditional leadership concept, this concept is indeed more suitable for developing pro-environmental behavioral practices. This is because pro-environmental behavior can be created more with workplace spirituality and workplace spirituality can only be created by spiritual leadership that uses a spiritual mentoring approach. The spiritual mentoring approach itself is individual centric so it allows individuals to be more easily directed to behave in an integrated manner with the environment, making the environment more meaningful.

The concepts described above are explained in Figure 1 below:



**Figure 1**  
**Concept of Spiritual Leadership Thought for Increasing Pro-Environmental Behavior with a Spiritual Mentoring Approach**

Source : Afsar, Yuosre dan Umar (2015)

The conceptual framework in Figure 1 above explains the relationship between spiritual leadership and pro-environmental behavior. Several concepts that explain the relevance of spiritual leadership to pro-environmental behavior include the relevance of spiritual leadership to workplace spirituality which is mediated by a spiritual mentoring approach and organizational support, the relevance of workplace spirituality to environmental passion and intrinsic motivation mediated by environmental awareness which is ultimately relevant to behavior. pro-environment. These concept flows are interconnected with each other, meaning that there is a conceptual process before spiritual leadership influences pro-environmental behavior.

## RESEARCH METHODS

This article is a conceptual article where data obtained from the literature both books and journals are adjusted to the phenomenon being studied. There are 3 main concepts in this article, namely leadership theory, spiritual theory and environmental theory. Data analysis was performed by describing the results of a literature review that was adjusted to the phenomenon for further analysis and interpretation. The process of doing this descriptive analysis is done by gathering information in advance from several literary sources, both books and research articles, then linking theory / literature with facts in phenomena that are seen and understood for interpretation and drawing conclusions.

## RESULT

This article synthesizes several previous research studies. Some of the research studies that underlie this article include research from Afsar, Yuosre and Umar (2015), Weinberg and William (2014), Silingiene and Sandrita (2015) and Kalantarkousheh, et.al (2014). The main focus of the concept in this paper is the research of Afsar, Yuosre and Umar (2015). This research by Afsar, Yuosre and Umar (2015) examines leadership theory, spiritual theory and environmental theory applied to several industries in Thailand. The theoretical model built in this research examines the relationship between spiritual leadership and pro-environmental employee behavior through several intervention variables, including spiritual

leadership variables, workplace spirituality, environmental passion, intrinsic motivation, pro-environmental behavior and reinforcing variables, namely organizational support for employees and environmental awareness. . The results of this research indicate that spiritual leadership positively influences workplace spirituality. Workplace spirituality will be stronger if organizational support for employees is also higher. Workplace spirituality also positively influences environmental passion and intrinsic motivation. High environmental awareness will strengthen the relationship between workplace spirituality with environmental passion and intrinsic motivation which will ultimately increase pro-environmental behavior.

Based on a study conducted by Afsar, Yuosre and Umar (2015), there are four things synthesized by him from several previous research on spiritual leadership, namely: first, a spiritual leader helps individuals to become whole people and find meaningful work by connecting with other people, society, self, and transcendence, motivating him to higher and more meaningful goals. Second, spiritual leaders encourage their followers to think beyond themselves by taking into account societal and environmental concerns. Third, spiritual leadership integrates the values of both individuals, organizations, processes and systems so as to make them work better with the organization. Lastly, spiritual leaders tend to enable followers to pursue larger goals in life, meaningfulness of work, transcendence, altruism (compassion) and a sense of community.

The same research was previously conducted by Weinberg and William (2014) regarding efforts to advance the development of workplace spirituality through a spiritual mentoring approach to create employee commitment to the organization. This meta-analysis study by Weinberg and William (2014) explains that to create committed behavior in employees, workplace spirituality is needed and workplace spirituality can be created through a spiritual mentoring approach carried out by a leader. The theories analyzed in this research include spiritual leadership theory and its suitability with spiritual mentoring, workplace spirituality theory and organizational commitment. Workplace spirituality has become a major focus of several business organizations. Spirituality will be more beneficial if it is cultivated at the individual rather than at the group level. Workplace spirituality will be better if implemented with a spiritual mentoring approach. Spiritual mentoring itself is organized into three categories, namely, inner life, meaningful work and inner relationships and is presented as a temporal process where leaders can more easily provide supportive behavior.

The results of the meta-analysis show that spiritual mentoring can help improve relationships between individuals and human resource management issues. Spiritual mentoring brings employees a sense of fulfillment in job satisfaction and work engagement, thereby enabling employees to commit to work and the organization. Even though mentoring tends to be centered on individuals, the mentoring relationship is mutually beneficial between both parties, namely the mentor and the member as the mentoring participant and aims to enable them to improve their development as individuals in the organization where they work.

In this study, the steps taken in the spiritual mentoring approach are explained (Weinberg and William, 2014), namely:

### **Stages 1-3: Ego development**

At this stage, individuals (employees) as students/mentoring participants are focused on the interests of creating the conditions necessary to exist and develop. Employees are still individualistic and autonomous and interests begin with ensuring one can survive physically and economically. Even in the initial phase (i.e. initiation),

a mentoring relationship is initiated to help meet these life needs. In the initiation phase the mentor's behavior is mainly focused on career development which does not require the same level. By providing career support to employees, mentors seek to assist employees in ensuring survival, which must be fulfilled before spiritual transformation can occur.

#### **Stage 4: Transformation**

At this stage employees begin to search for meaning through the workplace. Employees begin a transformative process of aligning ego-centric needs with those related to the unfolding of the soul, the presentation of collective interests as well as striving for the common good. Transformation is highly dependent on the cultivative capacity of such guidance. The strong personal ties associated with mentoring activities allow the relationship to be fully explored for the development of employees' self-identity in relationships with others. The transformational process of employees becoming aware of purpose and tending to impart their spiritual beliefs to the organization through their values and daily work experiences.

#### **Stage 5-7: Soul development**

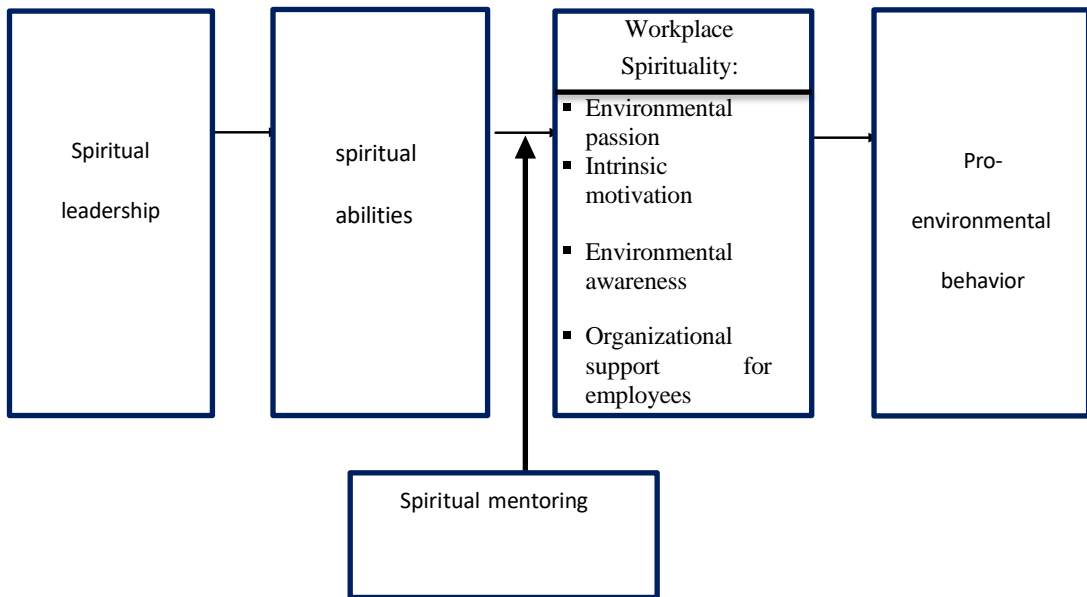
The final stage of spiritual development focuses on the collective aspect of spirituality to bring about the unfolding of the human soul. This third stage includes cohesion, inclusion and unity which is focused on something outside the individual that leads to collective interests. At this stage individuals will be motivated by cohesive meaning, the ability to make a difference and the opportunity to serve others and humanity in general.

Employees' relationships with their daily work and the organization improve, because employees have found meaning in their work and the organization where they work. Mentoring relationships are here characterized by psychosocial support to determine the suitability of employees with their life goals. In this mentoring relationship two ways are revealed, namely: first, the mentor can continue to explore and suggest ways in which the employee can unite with humanity and achieve a high level of service to others. Second, employees begin to focus attention on themselves and enrich their spiritual aspects which lead to broader aspects, namely the spiritual needs of other people.

A previous research study was also conducted by Silingiene and Sandrita (2015) entitled "Expression of Leaders Spiritual Intelligence in A Context of Service Organization: A Gender Approach". This research explains the impact of gender on leaders' spiritual intelligence in the context of organizational service quality. The theories presented are related to leadership theory, spiritual intelligence theory and organizational service quality theory. This study shows that a leader does not only have intellectual (IQ) or emotional (EQ) abilities but also spiritual abilities (SQ). The research results identified several significant differences in gender issues based on demographic factors. Men were found to be able to influence service quality higher than women because their spiritual intelligence was also high. Elements of demographic factors other than gender, namely age, education, management experience, appear as more significant influences (both women and men).

Several previous research studies described above provide an understanding of interrelated concepts on the topic of spiritual leadership to create pro-environmental behavior with this spiritual mentoring approach. This article tries to combine previous studies and the focus of this article is on the concepts of spiritual leadership, spiritual mentoring, workplace spirituality and pro-environmental behavior. Figure 2 charts below explain the flow of concepts based on research studies.





**Figure 2**

**Concept Flow Chart Based on Research Studies**

Figure 2 explains the relationship between the theories used in this paper based on research studies. Spiritual leadership is able to create pro-environmental behavior if it is also created spiritually in the workplace (workplace spirituality). To create workplace spirituality requires spiritual abilities which must also be possessed by a spiritual leader. Efforts to create workplace spirituality carried out by a leader through his spiritual abilities will be easier to do with a spiritual mentoring approach. The spiritual mentoring approach is assumed to be able to create workplace spirituality because the focus of this approach lies on the mentoring participants, who in this case are members of the organization (employees). The relationship built between the mentor (leader) and the person being mentored (employee) is involved in a spiritual relationship (inner relationship) making it easier for the leader (mentor) to understand the inner life of his employees which will lead to the creation of workplace spirituality and ultimately lead to pro-environment. Several concepts that explain the relationship between spiritual leadership and workplace spirituality include the concepts of environmental passion, intrinsic motivation, environmental awareness and organizational support for employees .

**DISCUSSION**

In Figure 1, the rationale for the concept of spiritual leadership to create pro-environmental behavior has been explained that the variables used in this study are related to the variables of spiritual leadership, spiritual mentoring, workplace spirituality, passion for the environment, intrinsic motivation, environmental awareness, organizational support for environment and pro-environmental behavior. The instruments used in previous research will be explained based on the main theories studied in this topic. Variables such as spiritual leadership, workplace spirituality, environmental passion, intrinsic motivation, environmental awareness, organizational support for employees and pro-environmental behavior are measured based on research conducted by Afsar, Yuosre and Umar (2015). Meanwhile, the

spiritual mentoring approach variable is based on research by Weinberg and William (2014). The following explains the measurement of each variable.

Afsar, Yuosre and Umar (2015) research was conducted on 6 companies from 2 industries in Thailand, namely the software industry and banking. 3 companies were selected from each industry. The sampling technique uses convenience techniques to collect data from employees working at different levels and departments. The respondents were employees from the marketing, administration and human resources, production and customer care departments and the IT department from 6 companies. Employees were asked to assess variables related to the relationship between spiritual leadership and pro-environmental behavior from direct supervisors (leaders). A total of 200 questionnaires were distributed to each of the 6 companies so that the total number of questionnaires was 1200. The responses received from these 1200 were only 637 so the percentage of questionnaires returned was 53 percent from these two industries. The average age of respondents is 29.6 years, average organizational ownership 3.21 years.

**Spiritual leadership.** The spiritual leadership variable was measured using a 17-item scale developed by Fry, Vitucci, and Cedillo. The three dimensions of this variable include vision, expected faith and altruistic. An example of an item on the vision dimension is my superior who directly understands and remains committed to the organization's vision. For the dimension of expected faith (hope faith), the item is my direct supervisor who does his job best because of his faith in the organization and his leadership. Meanwhile, the altruistic dimension is my direct supervisor who really cares about his employees.

**Workplace spirituality.** The workplace spiritual scale measurement was developed from research by Milliman, et.al. There are three dimensions to this variable, namely the meaningfulness of work, the feeling of being part of a community and the feeling of being connected to the values of the organization. The measurement uses 21 items based on a 5 point scale from 1 (strongly disagree) to 5 (strongly agree). The overall response to items for forming workplace spirituality is average. Workplace spirituality mediated by environmental awareness will create passion for the environment and intrinsic motivation.

**Environmental awareness.** The environmental awareness variable scale consists of 7 questions. On this variable, employees are asked to respond on a 5 point scale from 1 (low awareness) to 5 (high awareness). **Passion for the environment.** The environmental arousal variable was measured using a 5 point scale with 1 (strongly disagree) to 5 (strongly agree). Example items: "I am passionate about the environment" and "I enjoy engaging in environmentally friendly behavior." **Intrinsic motivation.** Intrinsic motivation in employees is measured with 4 items. Items were measured using a 5-point scale from 1 (not at all) to 5 (exactly). **Organizational support for employees.** This variable is measured using an 8-item scale and this scale has been extensively used and is well considered for its validity.

**Pro-environmental behavior.** The measurement of this variable was developed from Robertson and Barling's research. Sample items include "I print double-sided whenever possible" and "I take part in environmentally friendly programs." Each is measured on a 5 point scale (1=never and 5=always).

**Spiritual mentoring.** In Weinberg and William's (2014) research, using meta-analysis, variable measurements can be based on the components of spiritual mentoring. Dimensions and items in this variable include:

1. Recognize and develop inner life
  - a. Recognizing the inner life of students (mentoring participants)
  - b. Supporting the inner well-being of mentoring participants
  - c. Helping mentoring participants find new ways to connect with their inner

- beliefs
  - d. Helping mentoring participants overcome blocks to their spiritual progress
  - e. Help mentor participants in depth and care about the issues that occur
  - f. Helping mentoring participants to achieve self-realization and other higher needs.
2. Involvement of mentoring participants in the meaningfulness of work
    - a. Promoting mentoring participants to a feeling of transcendence through a work process that appeals to their heart's calling
    - b. Advise mentoring participants to reflect on the meaningfulness of work and their involvement in work
    - c. Helping mentoring participants find meaning in the workplace
    - d. Encouraging the mentoring participant to engage in work that connects with what he or she thinks in life is important
    - e. Advise mentoring participants to engage in meaningful work on personality
    - f. Suggesting work that helps mentoring participants feel spiritual fulfillment (kebatinan)
  3. Prepare the feelings of mentoring participants in the context of connectedness
    - a. Helping mentoring participants feel the values of membership in the group Help mentoring participants find and identify relationships with others
    - b. Helping mentoring participants feel connected to other members of the organization
    - c. Make mentoring participants feel the values of contributing to their group
    - d. Helping mentoring participants to relate spiritual ideas to organizational values
    - e. Helping mentoring participants feel connected to themselves, others and more broadly.
    - f. Helping mentoring participants to see the relationship between work and social good for the organization and community.

The study of spiritual leadership to create pro-environmental behavior with a spiritual mentoring approach has implications for organizations, especially managerial practices. Some managerial implications of this topic are outlined as follows. To encourage employees to behave pro-environmentally, we still find leaders who don't care. Managers must understand that in order for workplace spirituality to develop to a higher level, organizational concern and support for employees is needed. It is very important for employees to feel that the organization recognizes and supports their entire existence so that employees can fully immerse themselves in their work, so that a reciprocal relationship occurs, namely increasing pro-environmental behavior from employees. Managers who show concern for employees make employees deeply involved and enjoy membership in the organization.

Pro-environmental behavior can be encouraged if employees have positive emotions towards environmental activities, sustainability and environmental protection. Educating employees about environmental issues and conveying to employees the importance of being environmentally responsible can help increase pro-environmental behavior. Managers must understand that a spiritual leadership approach that can bring the involvement of the heart and soul to be fully devoted to the organization will be the way forward that triggers pro- environmental behavior. Employees have spiritual values, aspirations and energy so that managers can integrate personal spirituality and organizational spirituality by requiring organizational care and support for employees.

The focus on pro-environmental behavior lies in understanding the individual's soul (spirituality), so managers must know the appropriate approach to carrying out spiritual leadership practices. The spiritual mentoring approach is more focused on developing spiritual aspects in individuals rather than groups, so this approach is more effective in creating pro-environmental behavior. The consideration is that what is needed in pro-environmental behavior is the growth of a sense of caring and responsibility that truly comes from the heart (sincere) and that can only be realized through the role of mentoring. In the mentoring process, the mentor's involvement with the mentee is very close through a spiritual approach so that the spiritual life of the individual being mentored can be understood, which ultimately makes it easier to carry out the process of changing behavior. The broader impact of pro-environmental behavior is the creation of a positive organizational image in the eyes of stakeholders, so managers should strive to ensure that pro-environmental behavior can be shared by all members of the organization. The more pro-environmental behavior increases, the stronger the organization's image. An improved organizational image shows sustainability in the organization.

## **CONCLUSION**

This paper has analyzed leadership theory, spiritual theory and environmental theory to develop the role of spiritual leadership in creating pro-environmental behavior with a spiritual mentoring approach. The role of spiritual leadership in changing pro-environmental behavior is very necessary. Moreover, nowadays, organizations often experience problems that are faced by environmental factors as the cause, such as global warming, natural disasters, fire incidents and so on. Of course, the responsibility of all members of the organization for problems triggered by environmental factors is very necessary, so an approach is needed that can direct the behavior of organizational members to care and be involved in organizational problems. An appropriate approach to strengthen the role of spiritual leadership in directing pro-environmental behavior is a spiritual mentoring approach.

A spiritual mentoring approach that focuses on individual personal development through the role played by mentors in building spiritual relationships will form individuals who care about fellow members in the organization and within the organization. A spiritual mentoring process that is fully supported by the organization will create workplace spirituality. The higher the organizational support for employees, the stronger the workplace spirituality that is created. Workplace spirituality is what creates intrinsic motivation in employees and enthusiasm for the environment which will ultimately lead to pro-environmental behavior. Environmental awareness strengthens the relationship between workplace spirituality and intrinsic motivation and passion for the environment. The higher an employee's environmental awareness, the higher the intrinsic motivation and environmental passion generated and the impact the higher the pro-environmental behavior successfully carried out by the spiritual leader.

The conclusions outlined above provide the following suggestions. First, spiritual leadership turns out to be effective in directing pro-environmental behavior. This is shown from the research studies described above. Therefore, even though this spiritual leadership theory is an old theory, it is still relevant to use to study the problems faced by organizations, especially problems related to workplace spirituality, human behavior and human behavior towards other humans and the environment. Secondly, spiritual mentoring theory is different from leadership theory, because in spiritual mentoring it is not just about directing individuals to want to follow as in leadership theory, but in spiritual mentoring there is a process of providing meaning in life, so that an employee sees other people as members of the

organization or sees the work environment and organization as a whole are also more meaningful. The result of understanding the meaningfulness of life will create a sense of caring which ultimately makes employees contribute sincerely (voluntarily) to the organization. Therefore, this study on spiritual mentoring is very relevant to continue to be carried out, especially in efforts to strengthen the role of spiritual leaders in directing the behavior of human resources in organizations.

Third, studies on spiritual abilities in leadership are also relevant for complex organizations with problems. This is shown by research studies which state that leaders who have spiritual abilities do not only rely on intellectual abilities and emotional abilities alone, which are proven to be able to increase employee commitment to the organization and also improve the quality of organizational services. Fourth, the concept of spiritual mentoring can be further developed in the context of religiosity. The spiritual view in the context of religiosity as explained in contemporary fiqh books (Zahro, 2014:311) states that in reality life as a whole is a land of worship. Whatever our activities can be worthy of worship if they are accompanied by true and clean intentions, we approach them sincerely and only seek the blessing of Allah SWT. Everything that happens in this life, both good and bad, is actually a test from Allah SWT as explained in the Qur'an, Surah al Anbiyaa` : 35. This spiritual perspective, if applied in the spiritual mentoring process, will lead to a deeper meaning in life. even deeper, because people will see that work is not just about seeking finances to meet life's needs, but work is a place of worship. By interpreting work as worship, strong motivation will arise in a person to be more enthusiastic about work and care more about the organization where he works because he considers that the organization where he works is his place of worship. Fifth, the concept of pro- environmental behavior that can improve the organization's image also needs to be studied to find out how likely it is that the spiritual mentoring approach used in the process of directing pro- environmental behavior is effective or not. This is to evaluate how effective the spiritual mentoring approach can be. Apart from that, it is also necessary to examine efforts to maintain pro-environmental behavior by reviewing whether the spiritual mentoring approach is carried out continuously to maintain pro-environmental behavior or whether the approach taken must adapt to the development and needs of the organization.

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