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Does Spiritual Leadership Influence Hotel Employees' Voluntary Eco-Friendly Behavior? The Role of Harmonious Green Passion and Nature Connectedness

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Purpose: The current paper investigates the role of spiritual leadership in increasing employees' voluntary eco-friendly behavior. This research emphasizes the value of a harmonious green passion (HGP) and connectedness to nature (CTN) as a mediating factor between a spiritual leader (SL) and an employee's voluntary eco-friendly behavior (VEB).
Design/Methodology: The data was provided by a sample of 273 participants who worked as hotel employees in Yogyakarta's four and five-star hotels. SPSS and AMOS 25 were used as statistical programs to analyze the data.
Findings: Based on the discovery, the study presents strong theoretical and managerial implications that hospitality institutions can use to evaluate the importance of spiritual leaders on employees' eco-friendly behavior among employees. We also discovered that indirect associations between spiritual leadership and employee voluntary eco-friendly behavior exist via connectedness to nature and harmonious green passion.
Practical Implication: By shedding further light on how and when a spiritual leader influences employees' voluntary eco-friendly behavioral intention in hotels, this research added to the body of knowledge on the hospitality industry in South East Asia.
Originality: The study offers novelty by emphasizing the function of connectedness to nature and harmonious green passion in the relationship between spiritual leadership and employees' eco-friendly behavior.

Keywords: *Spiritual, Leadership, Eco-Friendly, Nature, Harmonious, Passion, Connectedness*

1 Introduction

Global ecosystems today have changed and are degraded due to human activities to meet the necessities of life (Mikhaylov et al.,2020). Human self-fulfillment may increase the consequences of climate change on ecologies. A growing global population with fast-changing energy, water, and food consumption behaviors puts strain on ecological processes and life-supporting services. The rising public consciousness of the need for environmental protection has recently prompted the hospitality industry to use environmentally conscious management practices along

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the route to sustainability. Many hotels are committing to "eco-friendly" to lessen their negative environmental impact (Abdou et al.,2022). These green properties conserve water, electricity, and solid waste while reducing expenses to protect the environment.

Scholars have recently concentrated on employees' ecologically conscious actions to the necessity to promote environmental sustainability in the hospitality sector. Employees are seen as the primary actors enabling the implementation of green policies. The employee green performance of hospitality firms has been the subject of earlier empirical investigations. Further, the underlying factors that encourage employees' ecologically responsible behavior have also received scientific study. It is interesting to note that leaders, to a certain extent, determine how effective environmental programs are. Previous research has demonstrated the importance of leadership in the adoption of employee eco-friendly behavior initiatives, such as transformational leadership (Sun et al.,2022; Tosun et al.,2022; Sobaih et al.,2022), ethical leadership (Saleem et al.,2020 Wood et al.,2021; Islam et al.,2020); servant leadership (Tuan, 2020; Faraz et al.,2021; Ying et al.2020) and empowering leadership (Jiang et al., 2019). Except for a handful of recent leadership studies, there has been a minimal study on the function of spiritual leadership in employee voluntary eco-friendly behaviors (Afsar, 2016), particularly in the tourism industry. The concept of spiritual leadership represents a new paradigm that bridges the gap between spirituality and management (Sapta et al., 2021). Spiritual leadership guides followers in improving their ability to control themselves by imparting sound principles and practices (Bayighomog and Araslı,2019). According to Fry et al. (2012) , the spiritual foundation of leadership is the pursuit of a sense of belonging and connection to oneself and others that helps people understand their identities and the sources of their significance in life. Their goal is to live in a way that helps other people. Self-reflection and inner life practices are essential for building the core values and sense of self needed for a character based on love and compassion.

According to Sharma et al. (2013), spirituality is associated with environmentally responsible actions. Spiritual orientation motivates employees to participate in meaningful activities in terms of ecological preservation in their workplace environment. Hence, when employees develop a self-awareness that allows them to comprehend their environmental consciousness, they gain a holistic perspective on their being, other people, and the natural environment around them. They are more likely to take the initiative for the benefit of the company's ecological action. It has been proposed that a spiritual leader is one of the primary elements influencing environmental concern by boosting ecological consciousness (Samul,2019). Since it has been noticed that spirituality influences an individual's initiatives based on their awareness, this article claims that spiritual leaders may affect employees' voluntary environmental behavior.

Despite the widespread acceptance of the hypothesis that leaders can favorably affect their subordinates' green behaviors, academics have paid scant attention to the impact spiritual leaders have on their employees' eco-friendly practices. The examination of spirituality has typically disregarded green activities and green employee behavior towards the organization. However, it could shed light on the idiosyncratic process through which employees assign meaning to their green actions and experiences. Prior literature has revealed the role of intrinsic motivation and psychological capital (Li et al., 2022); employee voice behavior (Zakkariya & Aboobaker,2020); and mindfulness (Mohammed et al.,2022) as the characteristics that serve as the mediators between spiritual leadership and work-related behavioral outcomes. Afsar et al. (2016) asserted that "Spiritual leaders emphasize ethical and ecological ideals and advocate their transcendental significance", which has a favorable impact on the results of their work-related outcomes. Maintaining the argument of Afsar et al. (2016) and following the future calls of Islam et al. (2020), the process through which spiritual leadership can influence individuals' employment results must be determined. In the setting of south-east Asian hospitality employees, we enhance the literature by assuming employee harmonious green passion and nature connectedness as a crucial mediating variable between spiritual leadership and employee voluntary eco-friendly action. Hence, this paper investigates the connection between spiritual leadership and employees' voluntary eco-friendly activities and mediating mechanism of value orientation and nature connectedness.

2 Literature Review and Hypotheses Development

2.1 Spiritual Leadership

Fry et al. (2005) explained that spiritual leaders assist workers in discovering meaning by creating a vision and culture based on altruistic values in their job and advancing their development by focusing on the fundamentals of their profession. Fry (2003) argues that spiritual leaders encourage a sense of spiritual fulfilment among their staff by emphasizing the transcendental significance (calling and membership) of the organization's mission. This condition has two effects. The first is that it helps fellow organization members share a common goal by making them feel their lives have a greater purpose. The second is to create an organizational culture based on altruistic love where the leader and followers genuinely care for and respect one another, making sense of belonging.

According to Fry (2009), the characteristics contained in spiritual leadership are vision, altruistic love, and hope/faith. The term "vision" refers to a meaningful future that causes employees to experience intrinsic self-worth and a sense of life purpose. Altruistic love is a cultural image or value in an organization defined as valuing mutual care and harmonious well-being through attention, respect and appreciation for self and others. Further, hope/faith is a desire for expectations to be met and are the basis for establishing the vision, goals and organizational mission. According to Wu & Lee (2020), spiritual practices that include the spiritual survival dimensions of calling and membership create an intrinsic motivational force that brings people spontaneous and cooperative efforts. Hence, encourage workers to be more eager to learn, develop, and use skills and knowledge to increase organizational values.

Additionally, the values contained in the spiritual leadership proposed by Pfeffer (2003) are (1) exciting and meaningful work that enables them to learn, develop, and have competence and skills, (2) meaningful work that gives a sense of purpose, (3) sense of belonging and positive social connection with coworkers, and (4) the ability to live in an integrated manner so that his work role and other roles are following the nature of basis and identity as a human being. Employees' expectations for eco-friendly behavior are raised by leaders' spirituality and support at work, influencing how they form their values, develop their vision, and set goals. Employees can deal with uncertainty and have the courage to create and implement eco-friendly behavior by thoroughly understanding their organization's mission and purpose (Mubashar et al., 2020). Employees are more willing to take the initiative for the organization's benefit when they work in a meaningful work climate, which promotes positive reciprocity toward their leader. Spiritual leadership demonstrates moral principles, respect and compassionate love through their behaviors. Hence, the actions of spiritual leaders reflect ecological transcendence and harmony with the self, social and natural environment.

2.2 Spiritual Leader and Employee Voluntary Eco-Friendly Behavior

Leaders frequently operate as salient referent individuals inside organizations, influencing staff members' behavior through interpersonal interactions (Usman et al.,2021). Leaders act as role models who influence employees by sharing crucial information about desired and prioritized behavior through a social learning process. Spiritual leaders also give staff members the skills to do their responsibilities successfully. Spiritual leaders emphasize the transcendental significance of moral and ecological principles and pay attention to them. Hence, spiritual leaders will intrinsically motivate employees to be aware of environmental challenges by internalizing a sense of meaningful purpose and harmony toward nature.

The origins of spiritual leadership can be traced back to Fry's (2003) concept of a spiritual leader as an individual who seeks to serve others and establishes an organizational culture that values altruistic love. These leaders are selfless and driven by a desire to help others. According to the spiritual leadership philosophy, a leader acts altruistically to benefit followers and fosters their development by presenting material and emotional advancement opportunities. Spiritual leaders can organize dialogue, empower staff members' well-being through safety and harmony, and reduce uncertainty by inspiring workplace goals and vision to expose their initiative to engage in voluntary eco-friendly behavior. We argue that a spiritual leader's positive emotions like gratitude, caring, respect and appreciation toward followers as a manifestation of spiritual practice will drive subordinates' voluntary behavior towards nature. Hence, the belief that the organization's environmental sustainability objectives be gained (hope/faith), as well as the leader's care and gratitude for their staff (altruistic love), are likely to build trust and long-lasting relationships, improving employee green voluntary behavior initiative.

Additionally, Spiritual leaders can develop and encourage processes of the collective influence of environmental concern, such as motivating stakeholders through interaction and intellectual discourse to find life's meaning and purpose and align the workforce's morals and values with the firm's sustainability goals (Lean & Ganster, 2017). Developing individuals' ecological values is a priority for spiritual leadership that encourages employees to engage in green voluntary behavior. Hence, we argue that spiritual leadership encourage employee green voluntary behavior.

H1. Spiritual Leaders positively influence employees to green voluntary behavior.

2.3 Spiritual Leader and Harmonious Green Passion

The second hypothesis argues a connection between spiritual leadership and harmonious green passion. Since of the inherent relationship that exists between spirituality and harmonious green passion, we place a strong emphasis on spiritual leadership. Harmonious green passion denotes a person's strong desire to devote time and resources to environmental conservation that they enjoy or find meaningful (Robertson & Barling, 2013). Spirituality has been used to denote a positive affect and ignite positive emotion that spurs employees to act in green voluntary behavior. As a result, we presume that spiritual leadership is important in cultivating shared perceptions beneficial in generating a harmonious green passion. Spiritual leadership draws on spiritual leadership theory to develop an inspiring vi-

sion that outlines the path to fulfilling followers' ideas. Spiritual leadership involves deferring to followers' desires and goals to advance the organization's shared future (Fry et al.,2017). It also entails maintaining followers' trust and belief in the organization's vision by fostering hope and faith. Through identifying vision and inspiring faith/hope, spiritual leaders directly influence cognitive and affect-based trust, increasing followers' intrinsic motivation to internalize environmental passion. Spiritual leadership involves the values, attitudes, and behaviors which positively influence employee spiritual motivation (consider work as a calling), spiritual practices (expressing caring and concern, feeling understood and appreciated, demonstrating fair treatment) and spiritual values (harmony, trust, humility) (Rothausen, 2017). Hence, by establishing a vision, spiritual leaders assist team members in developing their spiritual values through their work.

Consequently, employees refer to their jobs as callings so that it has meaning and impact, contributing to initiatives for environmental improvements. Spiritual leaders can inspire employees to support, value and prioritize a harmonious work environment. They are creating collective judgments about work's meaning in eco-friendly behavior. A psychological mechanism will be formed by employees' perceptions of care and concern consistent with their values (e.g., supporting green responsibility). This psychological mechanism can encourage cohesion in their harmonious green passion. Consequently, the theories mentioned above will be examined:

H2. Spiritual Leaders positively influence employees to Harmonious Green Passion.

2.4 Spiritual Leader and Nature Connectedness

In earlier spirituality literature, it is emphasized that humans should coexist harmoniously because they are a part of nature. Further, since spirituality is a crucial component for creating a climate for work meaningfulness, organizations with a strong environmental concern inspire nature connectedness in their employees. Moreover, a spiritual Leader with the value of altruistic love and a sense of transcendence inspires subordinates to develop individual ecological values. Social learning theory also proposed that people who follow spiritual leaders may absorb and imitate their role models' transcendental self-concepts and duty toward nature (Brown et al., 2005), encouraging them to pay greater attention to environmental issues in their day-to-day work. Spiritual leaders firmly believe that it is their responsibility to educate their followers on the importance of being aware of and concerned with environmental issues. This leadership style engages workers through intellectual dialogue and an interactive approach that helps workers find meaning and purpose in the context of ecological preservation. Spiritual leaders take the initiative to provide followers with assistance, guidance, and resources due to their holistic perspective of the environment (Frank, 2022). According to the same line of inquiry, spiritual leaders will inspire their subordinates to think above what is typically required at work by considering ecological values and being connected to nature. They are known to be people-centered, emphasizing their followers' well-being, and passionate about serving and inspiring others. In light of this, it is plausible to claim that spiritual leadership affects employees' connectedness to nature.

H3. Spiritual Leaders positively influence employees to Nature Connectedness

2.5 Harmonious Green Passion and Voluntary Eco-Friendly Behavior

An employee in the hospitality industry increasingly emphasizes environmentally friendly behavior due to growing environmental concerns. Employees adopting ecologically sustainable behaviors seem motivated by their green passion for the environment. Further, workforces with harmonious green passion are more inclined to take on more responsibilities and make extra efforts to find spiritual fulfilment. According to Choong et al. (2019), people who are in harmony with their passions are more willing to take extra initiative and make extra efforts to enjoy themselves and find spiritual fulfilment. Additionally, employees passionate about environmental issues often share that interest with others. Hence, it assists in spreading that enthusiasm to foster relationship pleasure, which pushes individuals to engage in prosocial green action.

Bashir et al. (2021) argued that employees with an environmentally harmonious passion engage in activities at work and their personal lives flexibly and are willing to learn from their experiences. Thus, employees' experiences of green absorption and environmental affectivity will create an internal drive and energy that causes them to engage in voluntary eco-friendly activity. Employees that enthusiastic about their jobs and communities are more likely to put in extra effort and show more altruistic tendencies. So, we argue that highly-harmonious green passion makes employees more aware of environmental issues and more likely to put their own needs aside to protect the natural environment.

In sum, we propose that employees with a high level of environmental passion will have a greater awareness and sensitivity to ecological issues, increasing their motivation to engage in voluntary eco-friendly behavior. Prior scholars have pointed to the role of harmonious passion in encouraging prosocial Behavior (Ali et al., 2020; Burke et al.,2015). As a result, it is possible to hypothesize that:

H4. Harmonious Green passion positively influences employees' voluntary eco-friendly behavior

2.6 Nature Connectedness and Voluntary Eco-Friendly Behavior

According to Geng et al. (2015), nature connectedness combines an individual's emotional and cognitive responses to their sense of connection with the natural world. The literature currently indicates that a connection to nature encourages voluntary eco-friendly behaviors. It has been hypothesized that people are less likely to cause damage to the natural world when they experience a sense of belonging. This condition is because they recognize that any harm done to the environment also harms themselves. As a result, a sense of connectedness to nature may offer an intrinsic motivation to engage in more environmentally conscious behaviors. According to the eco-psychology theory, having a deep spiritual connection to the environment helps people lead more environmentally friendly behavior. Connectivity to nature was also discovered to influence voluntary eco-friendly behavior, such as energy conservation at the workplace.

Additionally, as stated by Boiral et al. (2019), employees who see themselves as a part of nature and are connected to others living things are more likely to be extraverted and conscientious about the environment. According to Afsar et al. (2016), people's sense of ecological responsibility, concern over the outcomes of their green activities, and sense of connectedness to nature can stimulate their moral obligations and lead to voluntarily eco-friendly behavior. Based on these considerations, we contend that an enhanced state of connectedness to nature encourages people to engage more actively in voluntary eco-friendly actions, as seen by their voluntary behaviors compared to others. The following hypotheses are created in light of these arguments:

H5. Connectedness to nature positively influences employees' voluntary eco-friendly behavior

2.7 Mediating Role of Harmonious Green Passion and Nature Connectedness

Spirituality presents an opportunity that could result in the explanation and resolution of behavioral issues that positively impact people, modifying their perceptions and enhancing their quality of life. Spirituality is one of the expressions of a transcendental environment, which has been shown to positively affect an individual's well-being and productivity (Gupta & Mikkilineni, 2018). In addition, spirituality contributes advantages to the environment, such as preserving nature, which makes it possible for this favorable environment to be maintained throughout time.

Spiritual leadership incorporates ethical principles, moral behavior, and social ideals to encourage employees to set aside their interests and make discretionary efforts to benefit others and the environment (Rezapouraghdam et al.,2018). Burke et al. (2015) stated that employees might sustain a higher degree of harmonious work passion with a more profound feeling of spiritual presence (meaning and purpose of life). Spiritual leaders evoke positive emotions by realizing the connection between work and the pursuit of life among their followers. Spiritual leadership promotes the affective orientation to serve others and the community by sustaining high moral standards and fostering good social values to help others and address the fundamental spiritual needs of leaders and followers. Liu et al. (2011) asserted that spiritual leaders inspire self-directed, free moral choice actions for the benefit of society and offer individuals a sense of purpose and meaning in their professional roles in the context of environmental sustainability. These actions are considered very important for igniting harmonious green passion. According to research, having a purpose and meaning in life boosts happiness and increases autonomous motivation. Hence, a harmonious passion emerges when employees feel they have the autonomy to internalize their job. Spiritual leadership also encourages staff to transcend self-interests for the benefit of others and society by experiencing transcendence during their green work. Hence, this condition will inspire harmonious green passion (Wang et al., 2021). Additionally, it increases employees' energy and promotes fulfilment, allowing them to do their responsibilities flexibly and raising their voluntary eco-friendly behavior.

In the context of the ideological shift that fosters ecological compassion, the connection between spirituality and a sense of connectedness to nature is critical. Extant literature proved that the actions of spiritual leaders inspire a greater sense of the meaning of work and responsibility to contribute to nature preservation. Spiritual leadership promotes ecological value, pays attention to environmental issues, and will be salient referents, possibly influencing staff members' behavior through interpersonal interactions (Anser et al.,2021). This type of leadership emphasizes the transcendental significance of moral and ecological principles and pays attention to them. Thus, followers of spiritual leaders might internalize their leaders' sense of connectedness with nature, inspiring them to pay attention to the natural challenges around them. As a result, employees with a strong sense of connection to nature are more aware of environmental issues. They can show a stronger willingness to put aside their interests to protect the environment. This circumstance makes it more likely that workers will take voluntary environmental action. We, therefore, hypothesize the following hypotheses:

Hypothesis 6: The relationship between spiritual leaders and voluntary eco-friendly behavior is mediated by harmonious green passion.

Hypothesis 7: The relationship between spiritual leaders and voluntary eco-friendly behavior is mediated by connectedness to nature.

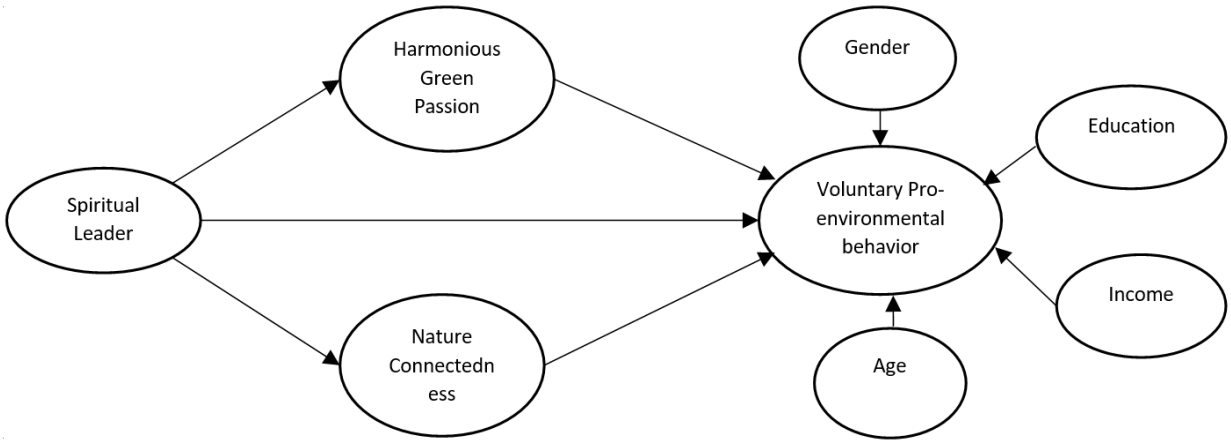


Figure 1: Proposed Theoretical Model

3 Methodology

3.1 Sample and Data Collection

This study focuses on a wide sample of hotel workers in Yogyakarta's hospitality industry to investigate how spiritual leadership affects employees' voluntary eco-friendly behavior. Based on the published research, these characteristics were prioritized because Yogyakarta is a city that applies spiritual and cultural ecosystem services as the city's image (Manikasari et al.,2018). Hence, the hospitality sector in Yogyakarta has a higher propensity to engage in environmental practices.

Participants must have at least a year of professional experience and work for their current employer for at least one year to be eligible for the study. The study used a self-reported questionnaire to investigate the spiritual leadership hypothesis on the voluntary eco-friendly behavior of workers. During the first stage of the empirical investigation, the research team contacted the manager of all four- and five-star hotels to describe the study's goals and request authorization to gather data. Three factors led to the selection of only four- and five-star hotels for this study. First, this study's focus on four- and five-star hotels were motivated by the extent to which these establishments support environmental action. Second, it was assumed that the more prestigious hotels in Yogyakarta would be a leader more likely to engage in eco-spiritual transcendence than their less prestigious counterparts. As a third point, it has been underlined that personnel at four- and five-star hotels are held to a higher standard of client satisfaction in eco-friendly activities. The immediate manager was selected as the sample for the research project with the presumption that the immediate manager's job identity is composed of some spiritual elements like being a role model for transcendental self-concepts, maintaining followers' trust and belief in the organization's vision, directing subordinates for higher purposes and fostering a sense of wholeness and harmony.

Seven of the four and five-star hotels consented to contribute to the study. There was a total of 500 questionnaires distributed to the staff members working at the hotel. A total of 278 replies were received; five were invalid and could not be used. As a direct result, 273 questionnaires were utilized for additional research, representing a response rate of 55.6%. Finally, Respondents were also informed that their replies would be anonymized. The researchers did not ask for or record any identifying information about them to eliminate the possibility of social desirability bias.

3.2 Measurement

The survey questions were generated by previous research and adapted to the present research. To be consistent with previous research in the Yogyakarta hotel sector, which also used the original English language versions of the scales, we kept the original scales in their original English language form. Spiritual leadership was measured using a set of 17 items derived from Fry et al. (2005) to assess the organization's level of vision, hope/faith, and altruistic love from the viewpoint of the employees. The scale ranged from '1′ (strongly disagree) to '5′ (strongly agree). Participants indicated the degree to which they agreed or disagreed with each item (e.g., "employees understand and are committed to the organization's vision.".

Robertson & Barling's (2013) harmonious green passion scale was employed for this study. A 5-point scale, ranging from strongly disagree to strongly agree, was used

to score the items. Examples include " employee finds enjoyment in protecting the environment " and "enthusiastically discusses environmental issues with others."

Connectedness to nature was measured using three questions from Gosling & Williams (2010). The following was an example response on the scale: "I think the relationship between humans and nature is harmonious and symbiotic."

Employees rated their voluntary eco-friendly behavior using a 7-item measure (Boiral & Paille, 2012). The frequency of each item was scored (1 = never, 5 = always). Examples include "My coworker recycles at work whenever feasible" and "My coworker consumes less energy."

Control Variable: Participants provided information on their gender, age, educational attainment, and personal income. These four background factors served as controls in our later analyses.

4 Findings

4.1 Data Analysis

According to demographic data, respondents were split out among different categories. The data recorded that 53 percent of respondents were women, and approximately 47 percent were men. Most respondents, 192 (70%), were full-time employees, while 81 (30%) were part-timers.

Most employees (27%) were between the ages of 31 and 34, then 25 – 30 years old (19 per cent). In terms of the level of education, 64% were senior high school or below, while 30 % had undergraduate degrees, and only 6 % had Master's degrees. Less than $ 5.000 per month or less was the income range for the 191 participants in this online survey (70 %), followed by $ 2.501 to $ 5.000 (23%).

Table 1: Demographic Data (N: 273)

Category	Distribution	n	Frequency (%)
Gender	Male	146	53
	Female	127	47
Modes of Job	Full time	192	70
	Part-Time	81	30
Age	< 20	17	6
	20-24	46	17
	25 - 30	52	19
	31 - 34	73	27
	35 - 40	42	15
	>40	43	16
Education Level	Senior High School or below	174	64
	Undergraduate	82	30
	Master's degree	17	6
Annual Income	$2.500 or less	191	70
	$2.501 - $5.000	62	23
	$5.001-$ 7.500	15	5
	$7.501-$10.000	5	2

Table 2: Means, standard deviation, and correlation matrix

Variable	M	SD	1	2	3	4
Spiritual Leader	3.820	.755	**.807**			
Harmonious Green Work Passion	3.294	.784	.670	**.931**		
Nature Connectedness	3.713	.782	.584	.643	**.836**	
Voluntary Eco-Friendly Behavior	3.815	.746	.752	.741	.781	**.799**

Note: The values that appear on the diagonal are the square roots of the AVEs for their respective construct

Table I presents the statistical results for the proposed variables, including the correlation matrix, means, and standard deviation. The spiritual leader, harmonious green work passion, nature connectedness, and voluntary eco-friendly behavior variables show a positive correlation.

4.2 Common Method Variance

We initially checked using Harman's one-factor test to see whether the first variable can explain most of the variation to see if common technique variance may affect our results. We discovered that the first component only accounts for 36.54% of the variation. After combining the 34 data points from the same work into a single model, we compared the model fit indices. The results showed that the one-factor model could not accurately explain the data ($\chi 2 = 432.53$, df = 269, $\chi 2/df = 3.87$, CFI = 0.79, GFI = 0.73, TFI = 0.74, RMSEA = 0.15)

4.3 Measurement Model

Confirmatory factor analysis used AMOS to analyze the self-report items' factor structure and validate the proposed model's characteristics and connections. A model was considered a good match if its CFI was more than .90 and its RMSEA was less than .08 (Hair et al. 2014). The goodness-of-fit indices were X2/df = 2.38, CFI = .92, NFI = .93, TLI = .91, GFI = .91, IFI = .92 and RMSEA = .05. The model has a good fit following the Fornell & Larcker (1981) criteria. Cronbach's alpha and composite reliability (C.R.) were used to assess the reliability (Fornell & Larcker, 1981). Table 2 displays the reliability assessment's findings. Four latent variables had Cronbach's alpha and C.R. values that varied from 0.79 to 0.97, all higher than the recommended cutoff point of 0.70. (Fornell & Larcker, 1981). Therefore, the measurements exhibited satisfactory reliability. Additionally, validity tests for discriminant and convergence were conducted.

Item factor loading and extracted average variance (AVE) are standard ways to evaluate convergence validity. The factor loadings of the items, as shown in Table 2, varied from 0.63 to 0.70 ($p < .001$) beyond the recommended cutoff point of 0.70. The AVE values were significantly higher than the suggested threshold of 0.50. Fornell and Larcker (1981) stated that discriminant validity is adequate when the square root of AVE is greater than correlation coefficients. Table 3 shows that all variables satisfied the criteria, indicating their discriminant validity.

5 Structural Model

5.1 Hypotheses Testing

The structural equation modeling analysis was utilized to test the proposed hypotheses. According to hypothesis H1, a spiritual leader positively correlates with employees' voluntary eco-friendly behavior. As displayed in Table 4, the relationship between spiritual leadership and employee voluntary eco-friendly behavior was favorable and significant in the structural model's path analysis (=.96, $p <$ .01), resulting in H1 support. These findings imply that a spiritual leader who encourages people to pursue a stronger sense of life's purpose in environmental protection may feel more harmonious between organizational and individual spirituality. Thus, employees find life's meaning in an eco-friendly workplace and align values with the firm's sustainability goals. Hence, instigate workers to engage in green voluntary behavior. Further, hypothesis two aims to ascertain how spiritual leadership affects employees' passion for harmonious green work. The findings confirmed that a spiritual leader is significantly associated with employees' passion for harmonious green passion (= .23, $p < .001$); consequently, the proposed hypothesis was confirmed.

The purpose of hypothesis three was to investigate how spiritual leaders affect employee connectedness to nature. The findings (=.87, $p < .001$) corroborate these assumptions, demonstrating that spiritual leaders positively relate to employee nature connectivity. Connectedness to nature is the degree to which a person initially perceives himself as an intrinsic part of nature that calls their atten-

tion to environmental problems around them. Spiritual leaders demonstrate a strong emotive commitment to serving others and a sense of transcendence and duty to society and the environment. Hence, workers whom spiritual leaders supervise can internalize the intrinsic meaning and a sense of transcendence and promotes their sense of connectedness to nature. H4 proposed that harmonious green passion would positively affect employee green voluntary behavior. The finding supports H4, demonstrating a strong positive association between harmonious green passion and voluntary eco-friendly behavior (r = 0.73, p .001). Harmonious green passion incorporates eco-friendly workplace practices into a person's personality through personal support and preference. Positive emotions like happiness and pride are experienced due to harmonious passion, which motivates people to engage in expected behaviors. Additionally, this satisfying feeling will lead one to define oneself as an eco-workers or environmentalist. This sense of self-identity is a powerful indicator of voluntary eco-friendly behavior.

H5 predicts that connectedness to nature positively influences employees' voluntary eco-friendly behavior. The results indicate a significant relationship between connectedness to nature and eco-friendly behavior (0.34, p <0.05). The idea of connectedness with nature attempts to define a biophilic emotional bond with nature. According to Wilson's (1984) theory of biophilia, people have a natural desire to feel a connection to and a sense of belonging to the larger natural world. Hence, the chance of harming the environment is lower, and there is a larger desire to promote eco-friendly conduct when one feels more connected to nature.

Moreover, stronger connections to nature are associated with higher levels of ecological care, better compassion for the natural world, improved environmental protection intentions and encouraged employee voluntary eco-friendly behavior. This study used Preacher & Hayes' (2008) methodology for mediating assessment. To evaluate the importance of the mediation relationship, this strategy employs the bootstrapping method (indirect effects).

Table 3: Results of Measurement Model

Items	Factor Loading	C.R.	Average Variance Extract	α	The Square Root of AVE
Spiritual Leader (SL)					
Spiritual Leadership		**0.970**	**0.652**	**0.896**	**0.807**
Vision					
VIS1	0.823				
VIS2	0.781				
VIS3	0.779				
VIS4	0.796				
VIS5	0.808				
Altruistic Love					
ALT1	0.754				
ALT2	0.885				
ALT3	0.833				
ALT4	0.789				
ALT5	0.769				
ALT6	0.801				
ALT7	0.811				
Hope/Faith					
Hop1	0.873				
Hop2	0.789				
Hop3	0.881				
Hop4	0.776				
Hop5	0.768				

Table 3: Results of Measurement Model (continues)

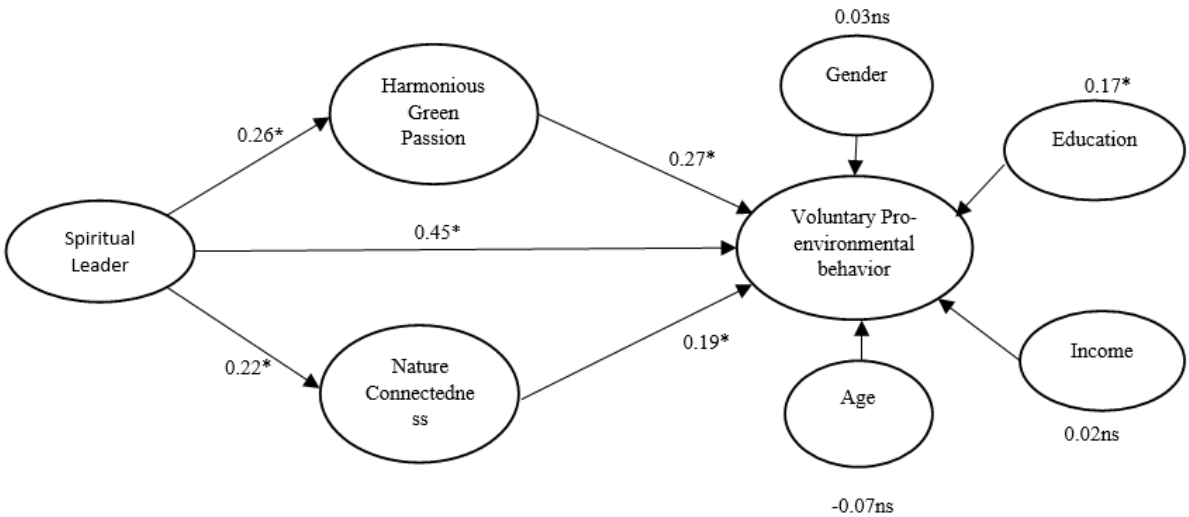
Items	Factor Loading	C.R.	Average Variance Extract	α	The Square Root of AVE
Connectedness to nature		**0.875**	**0.700**	**0.912**	**0.836**
CTN_1	0.789				
CTN_2	0.796				
CTN_3	0.789				
Harmonious Green Work Passion		**0.931**	**0.658**	**0.932**	**0.811**
HGP1	0.790				
HGP2	0.813				
HGP3	0.778				
HGP4	0.756				
HGP5	0.784				
HGP6	0.787				
HGP7	0.769				
Voluntary Eco-Friendly Behavior		**0.796**	**0.639**	**0.869**	**0.799**
VEB1	0.724				
VEB2	0.781				
VEB3	0.672				
VEB4	0.772				
VEB5	0.821				
VEB6	0.778				
VEB7	0.676				

To begin with, as shown in Fig. 1, a structural model revealed that the spiritual leader was positively related to voluntary eco-friendly behavior (=.93, p .01). Similar to the path between connectedness to nature and eco-friendly behavior (=.58, p .01), the hypothesized relationships were also supported. The second hypothesis proposed that connectedness to nature was an intermediary mechanism to explain how spiritual leadership affected employee voluntary eco-friendly behavior. The statistical output proved that harmonious green passion partially mediates the effects of spiritual leadership on employee voluntary eco-friendly behavior because the total effect of spiritual leadership on VGB was.34, which was made up of direct effects (.26; p <.01) and indirect effects through VGB (.15; p .05).

SEM findings reveal that several control factors have no discernible influence on employees' voluntary eco-friendly behavior (gender: $\beta = 0.03$, null; age: $\beta = -0.07$, null; personal income: $\beta = 0.02$, null), whereas educational attainment level has a significant effect on employee voluntary eco-friendly ($\beta = 0.17$, $p < .05$). Confidence intervals (CI) using bootstrapping (5000 samples) revealed that zero was not included in the intermediate indirect effects of VEB. (95% CI = [.00,.31]; S.E. =.08, p <.05). In alignment with Hypothesis 7, the association between the presence of S.L. and VGB was mediated by perceptions of connectedness to nature (standardized indirect effect = .07, $p < .01$, 95% CI = 0.04; 0.15). The suggested hypotheses 6 and 7 are supported by these findings, respectively.

Table 4: Results of the direct relationship and mediation testing

Path	Hypothesis	β	C.R.	p-values	Status
Direct Effect					
SL->VEB	H1	.45	9.70	.000	Accepted
SL->HGP	H2	.26	5.71	.000	Accepted
SL->CTN	H3	.22	5.71	.000	Accepted
HGP->VEB	H4	.27	2.27	.003	Accepted
CTN->VEB	H5	.19	2.27	.023	Accepted
Mediating Effect of HGP	H6				Partially
SL->HGP->VEB					
Direct Path	.45			.000	
Indirect Path	.23			.000	
Mediating Effect of CTN					
SL->CTN->VEB	H7				Partially
Direct Path	.27			.000	
Indirect Path	.12			.002	



Notes: *Statistically significant (p<0.05); ns, statistically not significant (p>0.05)

Figure 2: Empirical Findings

6 Discussion

In the hotel industry, fostering a culture of voluntary eco-friendly behavior among staff members can help businesses reduce costs, achieve sustainable competitive advantage, and live up to their obligation to protect the environment. Understanding how human resources can influence such crucial behavior necessitates leadership skills that support employees' positive, motivating factors, such as green voluntary behavior. We propose that spiritual leaders embody altruistic love, hope, and vision intrinsically inspire their followers to take the initiative and engage in actions that lessen adverse environmental effects, preserving the environment and the community's concerns. The research presented in this paper provides solid evidence for the impact of spiritual leadership on

employee eco-friendly green behavior. This paper's conclusions have filled several knowledge gaps in leadership and employee eco-friendly behavior.

This study is the first to examine the effect of spiritual leadership on employees' extra-role green behavior in the hospitality industry in Yogyakarta, and its findings support the notion that such leadership encourages such behavior. Spiritual leader operates as a salient referent for their subordinates, influencing staff members' behavior by emphasizing the transcendental significance of moral and ecological principles. Hence, inspire workers' initiative to engage in voluntary eco-friendly behavior. The findings of this study are consistent with Rezapouraghdam et al. (2017) , which found that spiritual leaders can favor staff members' voluntary eco-friendly behavior in the hotel context. Second, this study explored how spiritual leaders and harmonious green passion relate. Spiritual leadership values and behaviors that underpin a sense of wholeness and harmony were understood to positively impact front-line hotel staff members' green engagement and enjoyment of their work. The results are consistent with the social learning theory (Bandura & Walters,1977), which contends that salient referents influence how closely followers of leaders replicate their role models' behaviors (Anser et al., 2020). We claim that employees pick up and practice the altruistic qualities of spiritual leaders, such as humility, fairness, and care for others, which gives them the willingness to engage in work flexibly and shows them to be receptive to gaining positive experiences as a representation of harmonious passion. Third, research findings supported H3 by showing that spiritual leaders positively impacted employees' green voluntary behavior. This relationship suggests that resources for environmental protection offered by a spiritual leader with the value of altruistic love and a sense of transcendence inspire subordinates to develop individual ecological values. Therefore, help their team members create a climate for work meaningfulness, which will foster the employee connectedness to nature.

The fourth hypothesis proposed that harmonious green passion positively affected eco-friendly employee behavior. The findings offer support for the fourth hypothesis. Prior research proved that highly-harmonious green passion makes employees more aware of environmental issues, more likely to put their own needs aside to protect the natural environment, and more willing to perform green voluntary behavior. Furthermore, the fifth hypothesis revealed that connectedness to nature positively affected employee eco-friendly behavior. These findings are consistent with the theoretical underpinnings of the biophilia hypotheses, which indicate that people have a natural desire to feel a connection to and a sense of belonging to the larger natural world. Hence, employees' sense of ecological responsibility, concern over the outcomes of their green activities, and sense of connectedness to nature can stimulate their moral obligations and lead to voluntarily eco-friendly behavior.

Statistical results of hypothesis six (H6) for mediation analysis show that harmonious green passion mediates the relation between a spiritual leader and an employee's voluntary eco-friendly action. This result is consistent with an earlier study, indicating that a potential mediation mechanism exists between spiritual leadership and eco-friendly behavior in the form of harmonious green passion. Harmonious-passionate workers who report to spiritual leaders typically have interactions with their immediate leaders that fuel their drive to improve their workplaces' green activity. The role of a spiritual leader is to facilitate the internalization of ecological and spiritual principles by their followers. As a result, it motivates staff to engage in voluntary eco-friendly behaviors and inspires them to protect the natural environment.

Finally, the seventh hypothesis noted a partial mediating role of nature connectedness between spiritual leadership and employees' eco-friendly behavior. The findings suggest that high levels of employee connectedness strengthen the links between a spiritual leader and voluntary eco-friendly behavior actions to nature. When employees observe spiritual leaders acting with a feeling of transcendence and obligation toward society and nature, we proved that this condition would naturally drive workers to pay attention to environmental issues. Hence, they develop a sense of nature connectedness toward their surrounding environment. As a result, these employees are inspired to exert extra effort and give personal resources to encourage hotel management to adopt eco-friendly action.

7 Theoretical Implication

The suggested framework and the reported findings complement the existing research in tourism and hospitality. Our study focuses on including spiritual leadership and environmental issues in hospitality literature and how it advances knowledge by examining the causes of an employee's voluntary eco-friendly behavior. This discussion could help tourism businesses become more sustainable. According to researchers, the spirituality that unites people with one another and the environment helps develop sustainability's challenging concerns effectively. Hence, spiritual leaders who possess spiritual values, altruistic love and vision may more accurately assess how well their staff contributes to the organization's environmental goal.

By demonstrating a significant positive association between spiritual leadership and employee voluntary eco-friendly behavior, we add to the knowledge of leadership theory and employee behavior. Additionally, the results show that harmonious passion acts as a mediator between a spiritual leader and voluntary environmental behavior. This result is consistent with prior studies and indicates that spiritual leaders and employee environmental behav-

ior are mediated by harmonious passion (Rezapouraghdam,2017). Similarly, we discovered that connectedness to nature is a mediator between a spiritual leader and an employee's sustainable lifestyle. According to self-determination theory, people with an inner dimension of hope, value, or altruistic love tend to act more prosocial and ecologically friendly. Lastly, despite the extensive debate on employee spiritual leadership and voluntary eco-friendly behavior among the workforce in Western and European nations, its ramifications and discussion in South East Asia are largely unexplored. Hence, by testing these theories in an Asian context, it is anticipated that their generalizability would be increased.

8 Practical Implication

The current research offers several recommendations that can be implemented by hotel owners and managers interested in increasing the level of voluntary eco-friendly behavior involvement among their staff. Firms must promote such an atmosphere among employees because the results show that a spiritual leader influences voluntary green action from subordinates. Managers can learn more about supporting voluntary behavior among their staff members and lessen their companies' environmental impact by adhering to spiritual leadership. Additionally, managers can more precisely evaluate employees' contributions to the organization's environmental goals by emphasizing their participation and promotion of eco-friendly behaviors and their comprehension of the mission, altruistic love, and spiritual values of spiritual leadership. To fulfil the company's green goals, we propose that managers, as spiritual leaders, make it very clear why encouraging people to engage in environmentally conscious actions is crucial.

The results reveal that spiritual leadership can nurture employees' voluntary eco-friendly behavior by creating strong affective orientation and positive social emotion in hotel businesses. This condition can be the foundation for workers to be interested in harmonious green passion. Additionally, to encourage their voluntary eco-friendly activities, hotel leaders must continually facilitate their staff members' contact with nature or other natural factors. Managers may accomplish these goals by exerting social influence and cultivating a feeling of purpose and belonging in their staff that will help them control their behavior and deepen their connection to the ecological environment. In conclusion, Leaders must exhibit spiritual leadership beliefs and behaviors that foster a culture of hope/faith and altruistic love to direct the realization of a green vision.

9 Limitation and Further Research

There are certain limitations to our research. This research was restricted to a few hotels in Yogyakarta. The study may be expanded to include more samples, different service industries, and consideration of other regions to improve the model's generalizability. Our research was cross-sectional; as a result, we cannot draw any conclusions about cause and effect based on our findings. However, the design of further studies could be improved. We suggest that research on the factors that moderate the connection between spiritual leadership and another outcome (e.g., psychological well-being, engagement) might also reveal more insights. Future research could consider including these factors in the model to test separately the influences of these conditions on employees' voluntary eco-friendly behavior since this study did not distinguish between the emotional and cognitional connection.

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