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The role of religiosity in strengthening resilience, work involvement, and worker performance in Jombang Regency, East Java Indonesia

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Abstract. Strengthening the performance of workers is one of the main issues in efforts to increase work productivity. Various previous studies have identified various factors that affect the performance of workers. Work experience, work commitment, work motivation, job satisfaction, and work compensation are factors that have proven to have a significant effect on the performance of workers. Based on previous studies, few researchers have examined the role of individual religiosity in strengthening worker performance. This study aims to examine the role of individual religiosity in strengthening work involvement, resilience, and performance of workers in Jombang Regency. This research was conducted using a quantitative descriptive research approach, which examines religiosity as the main exogenous variable. While resilience and work involvement as mediating variables, and performance as endogenous variables. Descriptive analysis, path analysis, and univariate analysis were used to answer various research questions. This study reveals that religiosity is the main variable that has a direct effect on resilience, job involvement, and employee performance. Resilience and work involvement then affect the performance of workers. In other words, religiosity plays an important role as the main variable that triggers the performance of workers. Based on the findings in this study, it is suggested that strengthening religiosity can be done early, when prospective workers are studying, and when workers are first accepted into the workplace. It is suggested to other researchers to identify various variables related to the religiosity and performance of workers.

Keywords. Religiosity, resilience, work involvement, work performance

1. Introduction

Strengthening the performance of workers is one of the main issues in efforts to increase work productivity. Various previous studies have identified various factors that affect the performance of workers. Work experience, work commitment, work motivation, job satisfaction, and work compensation are factors that have proven to have a significant effect on the performance of workers [1, 2, 3]. Based on previous studies, few researchers have examined the role of individual religiosity in strengthening worker performance.

Various recent studies on religiosity emphasize the discussion on the role of religiosity in strengthening mental health, attitudes, and personality development [8, 9, 10, 11]. Recent studies on religiosity examine the role of a religious work environment in strengthening

workers' job involvement [12]. Various studies revealed that the degree of individual religiosity is the dominant factor that strengthens individual resilience. Individuals with strong resilience are characterized by the growth of a positive attitude, self-confidence, and not giving up when facing various difficulties [13, 14, 15, 16].

Religiosity is proven to be a guide, strengthens beliefs, and deepens the involvement of the emotions, mind and heart when someone carries out an activity. Someone with a high level of religiosity will enable him to carry out activities of very good quality. Religiosity will encourage individuals to optimize their strength potential; not only related to the ability to think, but also encourage individuals to carry out activities based on a sincere attitude [17].

Religiosity can be explained as an individual's effort to improve the quality of personality which is marked by a deep understanding of various things related to life, the meaning of self-existence in life, and how individuals establish a sacred relationship with God or transcendental aspects. Religiosity can also be seen how individuals carry out various religious practices [18].

Thus, individuals who are very religious have a deep intensity of behavior, which is shown by commitment and sincerity in activities. He not only understands the activity he is carrying out, but he also has a deep awareness for what purpose he must be involved in a particular activity. Individuals with strong religiosity will have a strong urge to be deeply and totally involved in an activity.

Jombang has long been called the "City of Santri". This is inseparable from the existence of various Islamic boarding schools in Jombang Regency. Many Jombang residents study at Islamic boarding schools. Islamic boarding schools are educational institutions where students gain religious knowledge, in addition to other sciences. Thus, residents in the Jombang Regency area are expected to have a strong religiosity, which colors their various behaviors in everyday life. This study aims to examine the role of individual religiosity in strengthening work involvement, resilience, and performance of workers in Jombang Regency.

2. Formulation of the problem

Based on the background of the problem, several research problems are proposed, namely:

1. Does individual religiosity have a significant effect on the resilience of workers in Jombang regency?
2. Does individual religiosity have a significant effect on the work involvement of workers in Jombang Regency?
3. Does individual religiosity have a significant effect on the performance of workers in Jombang Regency?
4. Does job resilience have a significant effect on the work involvement of workers in Jombang Regency?
5. Does work resilience have a significant effect on the performance of workers in Jombang Regency?
6. Does work involvement have a significant effect on the performance of workers in Jombang Regency?

To answer research problems, this research was carried out using a quantitative descriptive research approach with a path analysis model. By using path analysis, this research is expected to reveal the role of religiosity variables in strengthening performance mediated by work resilience and work involvement variables.

Thus, this research is also intended to reveal the variables that have a dominant influence in strengthening the performance of workers in Jombang Regency. This study also intends to describe work resilience, work involvement, and performance in terms of the degree of religiosity of the workers.

This research is very urgent, in order to reveal the role of religiosity in various individual activities. So far, religiosity³¹ has been seen more as an individual domain associated with worship activities to God. This research aims to prove the role of religiosity in strengthening various aspects of employment, such as strengthening work resilience, strengthening work involvement, and improving performance.

3. Previous Research

3.1. Religiosity

For all people everywhere, religion is the moral basis of various activities of daily life. Religiosity describes the quality of faith as the foundation of behavior. Therefore, religiosity can also describe the level of individual morality. A common measure for identifying the degree of religiosity is by referring to the intensity, salience, and centrality of religious activity for individuals [18]. Previous research has proven that individual religiosity also influences the choice of occupation and economic activity of each individual [21].⁵

Other researchers explain that spirituality as a human aspect refers to the way individuals seek and express meaning and purpose, and the way they experience connectedness with the moment, with themselves, with others, with nature, and with God [19]. A person with strong religiosity is shown to have a positive outlook on life, believe in oneself, never give up, drive to do their best, be responsible, and mentally healthy [18, 20].

Individual religiosity is measured by the level of belief in the religion [22, 23]. Measurement of the level of religiosity is also carried out by paying attention to the cognitive aspect, which is related to the individual's level of understanding of the beliefs he adheres to; normative aspects, namely how individuals use the religion they adhere to as a guide to behaving; and regulative aspects, namely how individuals use their religion as a basis for action [24, 25].²³

Based on the results of various previous studies, in this study individual religiosity will be analyzed based on the following 5 indicators, namely: (1) understanding of religion and beliefs (UoRB), (2) belief in God (BiG), (3) emotional involvement in religious practices according to their beliefs (EI), (4) belief in the importance of divine guidance (BIDG), and (5) activities as a form of devotion to God (ADG).

²⁸. Resilience

¹² Associated with the world of work, resilience is shown by the individual's ability to survive, the ability to overcome difficulties, and the ability to get up immediately when he faces adverse situations that occur in the workplace [18, 26]. Various previous studies have revealed that religiosity is the main "resilience resource" that enables individuals to deal with various pressures and unpleasant situations; and turn it into something positive and productive.

Various previous studies examining resilience were mostly carried out on objects related to disaster, health, emergency situations, and in the security sector. These areas are more in contact with mental pressure and present a high degree of stress. Individuals with strong resilience are assumed to have resilience in dealing with pressure and are able to manage stress better [27, 28, 29, 30]. The results of previous studies revealed various sources of pressure and stress in the workplace including: the quality of relationships among fellow workers, excessive

workload, lack of supervision, lack of security guarantees at work, work conflicts, and rigid work communication [31, 32, 33]. Thus an individual who has strong resilience is assumed to be able to deal with various pressures and stress at work, so that he is able to be optimally involved in his field of work. ²⁷

Previous researchers revealed that there is a strong relationship between religiosity and resilience, which is shown by the following indicators: problem solving ability, optimistic attitude in dealing with various problems, being flexible, confident in facing work difficulties, fortitude in dealing with work pressure, never giving up attitude, a strong drive to seek breakthroughs and new ways of working, and the ability to adapt to new situations [34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44].

Based on various previous studies, this research proposes 5 indicators to measure worker resilience, namely: (1) optimism in dealing with various work situations (ODWS), (2) confidence in facing work difficulties (CFWD), (3) resilience in facing work pressure (RFP), (4) unyielding in the face of work pressure (UFWP), (5) encouragement to seek breakthroughs and new ways of working (ECB).

3.3. Work Involvement

Various previous studies have revealed that work involvement is one of the important factors that make an organization realize the goals set [45, 46, 47]. Various previous studies revealed that work involvement can be identified from various indicators such as: attitude prioritizing work, reliability in completing work, focus on work, intensity of involvement in work teams, employee support to realize organizational goals, participation in decision making, encouragement to work the best, work commitment, and workers' need for achievement [45, 48, 49, 50, 51, 52, 53].

Work involvement can also be shown from the role and contribution of workers which psychologically will be seen from how their attitudes and policies towards their work [54]. Technically, the measurement of work involvement can also be done by looking at the level of attendance at work [55, 56].

Based on previous studies, 5 indicators of work involvement were determined in this study, namely: (1) the attitude of prioritizing work (APW), (2) the intensity of involvement in teamwork (IVT), (3) employee support for realizing organizational goals (ESRO), (4) encouragement to work best (EWB).

3.4. Work Performance

All organizations expect that all employees can display the best performance so that organizational goals can be realized optimally. Organizational success in realizing goals will be largely determined by the organization's ability to manage and optimize its various resources. One of the various resources that is very vital in determining the success of an organization is the existence of qualified workers. Organizational leaders must be able to provide encouragement so that all workers can contribute optimally to the realization of organizational goals [57, 58].

Performance is generally measured by what workers have done and produced according to their workload [59]. Performance can also be measured by sincerity in carrying out the tasks assigned to it. In this regard, performance is associated with the seriousness of the workers to carry out work in accordance with their duties. Employees who work seriously will make the work plan that has been set well implemented, work targets can be achieved, and can contribute optimally in realizing organizational goals [60].

Based on various previous studies, in this study 4 performance indicators were determined, namely: (1) Seriousness in carrying out work (SCW), (2) Level of achievement of work targets that can be realized (LAWR), (3) Seriousness in realizing the work plan set (SRWP), (4) contribution in realizing organizational goals (CROG).

3.5. Research Hypothesis Formulation

Someone with strong religiosity is shown to have a positive outlook on life, believe in themselves, never give up, drive to do their best, be responsible, and mentally healthy. Various researchers reveal that religiosity is the main "resilience resource" that makes individuals able to deal with various pressures and unpleasant situations; and turn it into something positive and producti⁷⁴

Resilience is the individual's ability to survive, try to overcome difficulties, and immediately get up when facing adverse situations that occur in the workplace. Various previous studies revealed that work involvement can be identified from various indicators such as: attitude prioritizing work, reliability in completing work, focus on work, intensity of involvement in work teams, employee support to realize organizational goals, participation in decision making, encouragement to work the best, work commitment, and workers' need for achievement.¹⁵

Performance is measured by the seriousness of the individual in carrying out the tasks assigned to him. In this regard, performance is associated with the seriousness of the workers to carry out work in accordance with their duties. Employees who work earnestly will make the work plan that has been set well implemented, work targets can be achieved, and can contribute optimally in realizing organizational goals.

Thus this study proposes 6 hypotheses, as follows:

- H1: Religiosity has a positive effect on the resilience of workers.
- H2: Religiosity has a positive effect on the work involvement of workers.
- H3: Religiosity has a positive effect on the performance of workers
- H4: Resilience has a positive effect on workers' work involvement
- H5: Resilience has a positive effect on workers' performance
- H6: Work involvement has a positive effect on workers' performance

4. Method

4.1. Research Design

This research was conducted using a quantitative descriptive research approach, which examines religiosity as the main exogenous variable. While resilience and work involvement as mediating variables, and performance as endogenous variables. The conceptual relationship between variables looks like the following scheme:

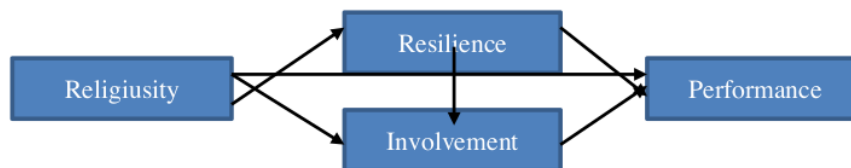


Figure 1: The Conceptual relationship between variables

29 4.2. Population and Sample

The population in this study are formal workers and informal workers in Jombang Regency. Formal workers are those who work in official institutions, such as government agencies, educational institutions, companies and social institutions. While informal workers are those who work as casual workers and street vendors. The sampling technique used in this study used multistage sampling [102].

The number of samples is determined using the Lemeshow technique because it considers the very large population. By setting a value of $z = 1.96$; maximum estimate = 50%, and sampling error = 10%. The number of samples in this study were 192 workers. There are 4 groups of workers who are members of the sample in this study, namely: educators, government employees, entrepreneurs, and informal workers. The sampling technique was carried out using an accidental sampling approach. Workers in each group who answered the research questionnaire were immediately used as research respondents.

4.3. Data collection

Data collection techniques were carried out using a questionnaire which was distributed to respondents via the Google form device. Respondents were asked to express their opinions about their level of religiosity, resilience, work involvement, and performance. Respondents in this study were workers, those who had graduated from high school or graduated from college, so they were assumed to be able to express various things related to this research.

4.4. Data analysis technique

Descriptive analysis, path analysis, and univariate analysis were used to answer various research questions. Descriptive analysis is used to describe the level of religiosity, resilience, work involvement, and employee performance based on each of the indicators proposed in this study. Path analysis was used in this study to determine the direct, indirect, and total effects various exogenous variables on endogenous variables. By using path analysis techniques, this study intends to reveal the path of the relationship between variables that has the strongest influence the performance of workers. Univariate analysis was used to reveal whether the degree of religiosity has a significant effect on resilience, job involvement, and worker performance.

5. Results

5.1. Workers' Religiosity

The results of the descriptive analysis of the religiosity of workers can be expressed as follows: (1) understanding of religion and beliefs (UoRB), and (2) emotional involvement in religious practices according to their beliefs (EI) is in the "high degree" category. Whereas (3) activities as a form of devotion to God (ADG), (4) belief in God's intervention in every activity, and (5) (4) belief in the importance of divine guidance (BIDG) is in the "very high degree" category. The religiosity of workers is more manifested by belief in God's intervention in every activity, and belief in the importance of divine guidance (see figure 1).

The degree of religiosity of workers based on the group of workers revealed that the religiosity of informal sector workers and entrepreneurs was in the very high category, with a religiosity score of 4.469 and 4.460 respectively (score range 1-5); then followed by government employees and educators with a religiosity score of 4.473 and 4.387 respectively (score range 1-5). This research has revealed that the religiosity of workers in the local

government employee group > the religiosity of workers in the entrepreneur group > the religiosity of workers in the informal sector group > the religiosity of workers in the educator group.

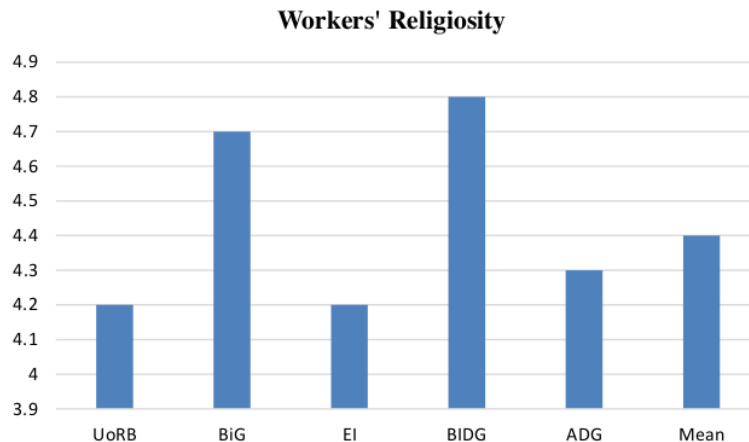


Figure 1. Workers' Religiosity based on each indicator

5.2. Workers' Resilience

This study reveals that worker resilience based on levels of (1) optimism in dealing with various work situations (ODWS), (2) confidence in facing work difficulties (CFWD), (3) resilience in facing work pressure (RFPW), (4) unyielding in the face of work pressure (UFWP), (5) encouragement to seek breakthroughs and new ways of working (ECB) is at a "very high" degree, mean score 4.4 (score range 1-5). However, this study reveals that the resilience of workers in Jombang is more dominantly manifested by self-confidence and never giving up (see figure 202).

The results of the study revealed that there was no difference in the level of resilience between the four groups of workers. Nonetheless, the results of this study also revealed that the resilience of workers in the local government employee group > the informal sector workers group > the entrepreneur group > the educator group.

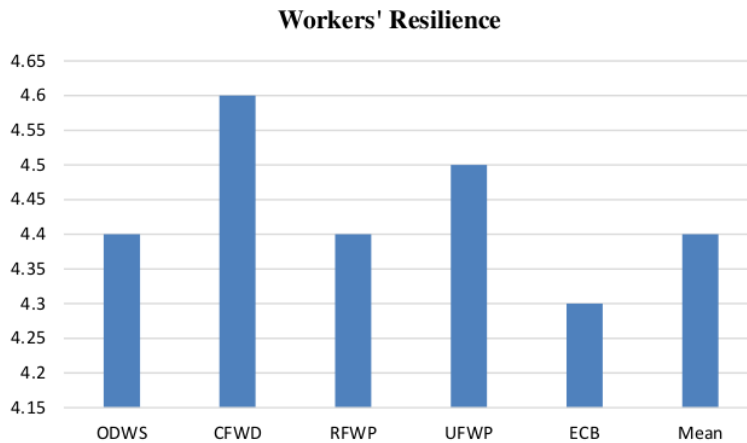


Figure 2. Workers' resilience based on each indicator

5.3. Job Involvement

This study reveals the degree of work involvement of workers based on the level of (1) the attitude of prioritizing work (APW), (2) the intensity of involvement in teamwork (IVT), (3) employee support for realizing organizational goals (ESRO), (4) encouragement to work on the best level (EWB); in "very high" degrees, mean score 4.4 (score range 1-5). This research also reveals that the resilience of workers in Jombang is more dominantly manifested by an attitude of encouragement to do the best and be involved in work teams (see figure 3).

This study revealed that there were significant differences in work involvement between the educator worker group and the government employee group and the informal sector worker group. Work involvement of workers in the informal sector > local government employees > entrepreneurs > educators.

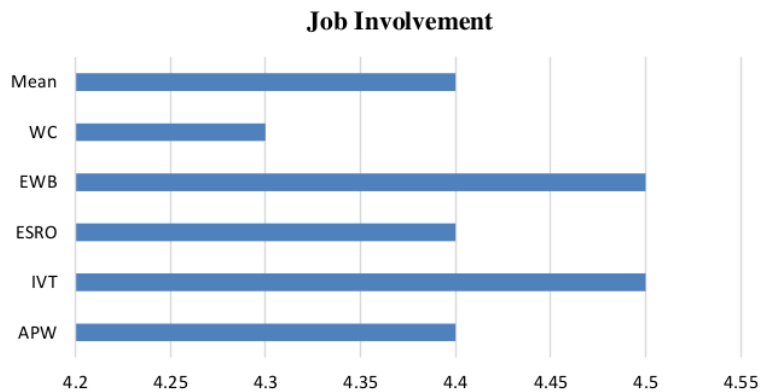


Figure 3. Workers' job involvement based on each indicator

5.4. Job Performance

Overall, the performance of workers in Jombang is in the “very high” category, although there are variations between groups of workers, as shown in Figure 4. Based on the results of data analysis, it can be revealed that there is a significant difference in the performance of workers between the educator group and the group of local government employees, entrepreneurs, and groups of informal sector workers. This study reveals that the performance of workers in the informal sector > entrepreneur groups > regional government workers > educator groups.

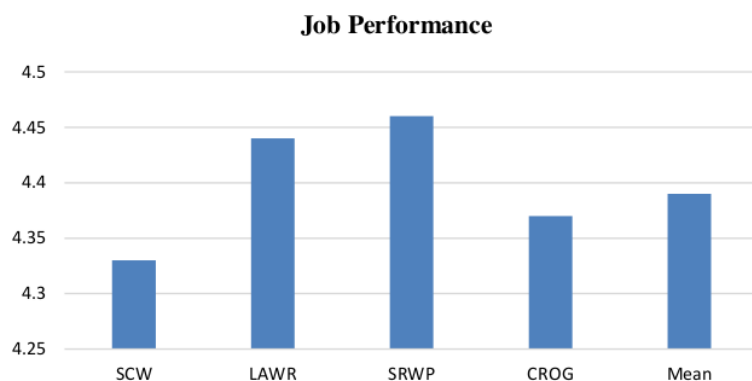


Figure 4. Workers’ job performance based on each indicator

This study reveals that the performance of workers in Jombang is more dominantly manifested by the level of achievement of work targets (LAWR) and encouragement to realize work plans (SRWP).

5.5. Research Findings

This study accepted the 5 hypotheses proposed, namely: hypothesis 1 (religiosity has a positive effect on the resilience of workers), hypothesis 2 (religiosity has a positive effect on the work involvement of workers), hypothesis 3 (religiosity has a positive effect on the performance of workers), hypothesis 4 (resilience has a positive effect on workers' work involvement), and hypothesis 6 (work involvement has a positive effect on workers' performance). Hypothesis 5 (resilience has a positive effect on workers' performance) was rejected

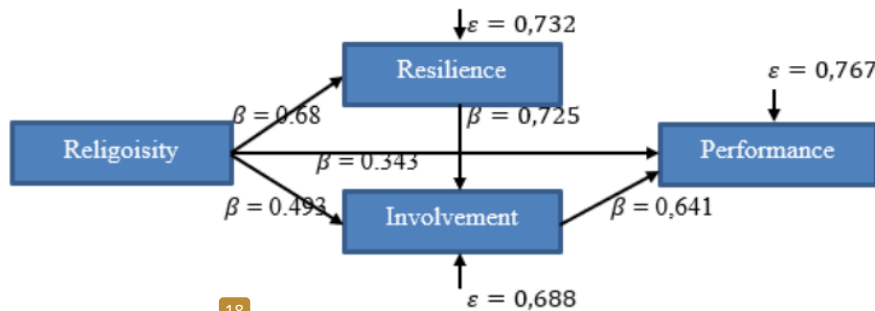


Figure 5. Findings of the relationship between religiosity, resilience, and engagement on Performance

Thus this study succeeded in identifying 3 paths of relationship, both direct and indirect; which has a significant effect on the performance of workers in Jombang.

Pathway 1: There is a direct relationship between religiosity and performance, with a path coefficient of 0.343 with $r^2 = 0.118$. The contribution of religiosity in shaping the performance of workers in Jombang is 11.8%.

Pathway 2: There is an indirect relationship between religiosity on performance through the variables of resilience and work involvement, with an indirect correlation path coefficient of $(0.68 * 0.725 * 0.641) = 0.316$. Thus it is known that the r^2 value of the pathway 2 is 0.099. Thus, it is known that the indirect contribution between religiosity on performance through resilience and work involvement is 9.9%.

Pathway 3: There is an indirect relationship between religiosity on performance through the work involvement variable, with an indirect correlation path coefficient of $(0.493 * 0.641) = 0.316$. Thus it is known that the r^2 value of pathway 3 is 0.099. Thus, it is known that the indirect contribution between religiosity on performance through resilience and work involvement is 9.9%. This research proves that direct relationship between religiosity and performance is the best pathway that can be used to improve the performance of workers. That is, religiosity plays a major role in improving the performance of workers in Jombang Regency.

6. Discussion

This study succeeded in revealing that religiosity can be a trigger and strengthen the performance of workers in Jombang Regency. There are two main indicators that form the religiosity of workers, namely: first, belief in God's intervention in every activity; and second, belief in the importance of divine guidance in every activity. Workers who have strong religiosity have a positive impact on performance, especially related to the efforts of workers to realize work plans and work achievements. Various previous studies have revealed that religiosity can be the main driving force for individuals to carry out activities based on a passion to serve their social environment, both when individuals are workers and when carrying out business activities [18, 19, 21, 22].

Individuals with stronger religiosity are shown to have a stronger drive to show their best performance. For individuals with strong religiosity, the best work is considered as a calling in life in accordance with the beliefs of their religious teachings [9, 12, 25]. Among educators, those who have strong religiosity are proven to be more motivated to carry out their duties as a ground for providing the best service [61]. Likewise among Muslim business actors, that

religiosity is an important aspect that will further motivate individuals to work with enthusiasm [62, 67]. Strong religiosity enables workers to demonstrate work behavior with integrity and responsibility [41, 63, 64]. Strong religiosity has also been proven to encourage workers to work based on an attitude of sincerity and sincerity [65, 66].

This research proves that religiosity is an important factor that can strengthen the resilience of workers. Resilience is the endurance of workers in facing and overcoming various obstacles, pressures, challenges and emergency situations caused by various changes that occur in the workplace; so that they will continue to exist and continue to be able to develop themselves and play an optimal role for the progress of the organization in which they work. This study reveals the contribution of religiosity in strengthening the resilience of workers by 46.3%. In addition, this study also revealed that the resilience of workers is mainly shown by their attitude of not giving up and self-confidence in facing work challenges. This proves the important role of religiosity in strengthening the resilience of workers in carrying out work with various challenges that will continue to be faced.

The results of this study are in line with various previous studies which showed a positive and significant relationship between religiosity and resilience [8, 9, 10, 18, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79]. At any time, all employees will face challenges and pressures to be able to complete work and achieve work targets set by the organization where they work. This causes all workers to face exhaustion, both mentally and physically; and in the end will create stress among the workers. Work stress is one of the labor problems that occur in various fields of work, and a solution needs to be found to overcome it immediately [68].

This study reveals that religiosity is a variable that has a significant effect on the work involvement of workers. The contribution of religiosity in strengthening work involvement is 24.3%. In addition, this study also revealed that workers with strong religiosity would especially encourage workers to show their best performance and be totally involved in the work team. Employee involvement is demonstrated by work enthusiasm, dedication, encouragement to do their best, and involvement in the work team as a whole. The results of this study are findings that can enrich the repertoire of studies on human resource development, particularly in relation to efforts to strengthen workers' work involvement.

There have been many results of previous research that examined the importance of work involvement in efforts to improve performance [82, 83, 84, 85]. However, studies that specifically address the role of religiosity in strengthening work involvement are still very limited. Various previous studies have generally revealed an indirect relationship between religiosity and work involvement mediated by various other variables, such as work behavior, work stress, and resilience [72, 76, 86]. In addition, previous research has examined the relationship between religious atmosphere in the workplace and workers' job involvement [87, 88, 89].

This study reveals that mediated work involvement variables, resilience has an indirect effect on performance. Resilience has a very strong effect on work involvement. This proves that workers who have strong resilience in facing various pressures, challenges and emergency situations that occur in the workplace; will enable them to engage more intensively in carrying out the work. Resilience can be a resource within the individual that foster the self-confidence of workers to be actively involved in carrying out work tasks. The results of this study also reveal that the intensity of workers' involvement in carrying out work tasks has a positive impact on performance.

The results of this study support various previous research studies that analyzed various factors that influence work engagement and performance [90, 91, 92, 93]. Various

previous studies revealed that workers who have an optimistic attitude, are confident, and have the courage to face challenges have a positive impact on work involvement, which is manifested by an attitude of enthusiasm at work, dedication, and being totally involved in the work process. Workers who are actively involved in work have a positive impact on their performance [94, 95, 96, 97, 98, 99, 100, 101].

This research proves the importance of the aspect of religiosity in strengthening resilience and work involvement in an effort to improve performance. Meanwhile, resilience is also a strong trigger for the growth of work involvement. Thus various efforts aimed at improving performance can be carried out by strengthening the religiosity of the workers.

6. Conclusion and recommendations

This study found various empirical facts related to the performance of workers. This study reveals that religiosity is the main variable that has a direct effect on resilience, job involvement, and employee performance. Resilience and work involvement then affect the performance of workers. In other words, religiosity plays an important role as the main variable that triggers the performance of workers.

This study reveals that religiosity has a direct effect on the performance of workers. This shows that religiosity is the main key that will strengthen performance. In addition, religiosity also affects other variables which will further strengthen performance; such as resilience, work involvement, and various other variables that have not been studied in this study.

Based on the findings in this study, it is suggested that strengthening religiosity can be done early, when prospective workers are studying, and when workers are first accepted into the workplace. It is suggested to other researchers to identify various variables related to the religiosity and performance of workers.

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