

Linking Religiosity and Work-Family Conflict to Employee Performance via Job Satisfaction: A Structural Equation Modeling Approach

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Abstract - The objective of this study is to investigate the impact of religion and work-family conflict on employee performance by utilizing job satisfaction as an intervening variable. The workforce of the manufacturing industry will be used as the sample population, and there will be a total of 120 individuals involved in the study. For the purpose of this study, the data gathering method that was utilized was a questionnaire. The analysis method that was utilized was Structural Equation Modelling (SEM), and the SmartPLS version 3.0 was utilized. The result of this research showed that religiosity has a significant positive effect on job satisfaction, the work-family conflict has a significant negative effect on job satisfaction, religiosity has a significant positive effect on employee performance, work-family conflict does not significantly affect employee performance, job satisfaction has a significant positive effect to employee performance, religiosity has a significant positive effect to employee performance through job satisfaction as an intervening variable, work-family conflict does not significantly affect the employee performance through job satisfaction as an intervening variable. It is possible that the findings of this study could serve as a foundation for enhancing and sustaining the performance of an organization by focusing on religious improvement and addressing the work-family conflict that is encountered by working individuals.

Keywords: Work-family conflict, employee performance, religious beliefs, and job satisfaction.

I. INTRODUCTION

As a result of the fact that the success of a particular organization is closely connected to the quality of the performance of its members, the organization is obligated to continually develop its human resources and enhance the performance of its members by fostering a sense of job satisfaction among its employees (Hutagalung et al., 2020; Jumiran et al., 2020; Nuryanti et al., 2020; Sutardi et al., 2020; Yuwono et al., 2020; Yuwono, Novitasari, Hutagalung, et al., 2020). When it comes to managing human resources, one of the challenges that arises is the issue of job satisfaction. Therefore, consumers will frequently encounter familiar faces and obtain experienced service (Goestjahjanti et al., 2020; Novitasari, Asbari, et al., 2020; Silitonga et al., 2020; Sudiyono et al., 2020). This is because satisfied workers have a low likelihood of quitting their jobs. These features will contribute to the development of consumer satisfaction as well as client loyalty. The worker who is content with their job is more likely to have a better attendance record and to comply with regulations, but they are less likely to be actively involved in the activities of the labor union. In addition, this worker will typically have a higher level of achievement in comparison to workers who are dissatisfied with their job (Aminiar et al., 2020; Basuki et al., 2020; Hutagalung, Sopa, et al., 2020; Kamar et al., 2019; Lestari et al., 2020; Novitasari, Sasono, et al., 2020; Zaman et al., 2020 respectively).

According to a number of studies (Asbari et al., 2020a; Novitasari, Sasono, et al., 2020), performance is typically impacted by conflicts between work and family and other responsibilities. Work-family conflict arises when one of the responsibilities in a job requires or requires more attention than a position in a family. This can be a problematic situation. Nevertheless, not all of them are able to align duties in a job and family, which ultimately results in a conflict between work and family (Novitasari, Sasono, et al., 2020; Sutardi et al., 2020). Religion is another factor that may have an impact on the improvement of employee performance (Hutagalung, Asbari, et al., 2020; Maesaroh et al., 2020). This is in addition to the conflict that arises between work and family. The concept of religiosity refers to the concept of comprehending and appreciating the religious experiences and beliefs of another individual in their day-to-day actions. According to Aman et al. (2019), the values that are contained in religious teachings and norms have a tendency to be confined and should be obeyed by believers,

including young believers as well. One's level of religious devotion is directly proportional to the level of success they will achieve in their endeavors. The relationship between work-family conflict and religion, as well as job satisfaction and performance, is taken into consideration in order to ascertain the capacity of an organization to adapt to changes in the environment, which can even have an effect on the performance of its employees directly. One of the organizations that falls into this category is a manufacturing organization. By utilizing a measuring tool or indicator of Performance Assessment (PA), which should be able to be readily understood and performed, it is possible to measure the performance of employees working in the manufacturing business. A conclusion that can be drawn from the findings of the researcher's observations concerning the performance of employees is that the workers in the manufacturing service industry are generally distinct from one another. This can be seen by the varying quality of the work outputs, the expertise of the worker, and the independence with which they work.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. *Religiosity*

When it comes to individual conventions, religion and belief are among the most important. The understanding of the information and beliefs of a particular religion is the definition of religiosity, according to the conventional definition. This is in contrast to the impact that is associated with the emotional connection or feelings towards religion. The next aspect to be considered is the manifestation of religious behavior, which includes activities such as membership and attendance in religious activities, reading texts, and praying (Hichy et al., 2020; Rowatt & Al-Kire, 2021; Xia et al., 2021). According to Jiménez et al. (2019), the tendency toward belief demonstrates the degree to which an individual is religiously committed to a set of principles that provides some degree of social control to the individuals who are concerned. Ramlee et al. (2016) put up two typical features of religiosity, which are extrinsic religiosity and inner religiosity. Both of these aspects are considered to be aspects of religiosity. The extrinsic side of religious behavior refers to situations in which the employment of religiosity is in the interest of the individual, particularly for the purpose of gaining popularity, achieving certain business goals, or constructing friendships. While the intrinsic religious dimension is based on natural goals, such as directing someone to obey the religion teachings by praying or participating in a voluntary community service (Charan et al., 2020; Choy, 2020; Jiménez et al., 2019), the extrinsic religious dimension is based on the beliefs and practices of the individual. Indicator/items of the instrument from the variable of religiosity in this study are taken from Ramlee et al. (2016). The instrument consists of five indicators/items that are listed in Table 1.

B. *Work-Family Conflict*

According to Greenhaus and Beutell (1985), one of the kinds of inter-role conflict is the pressure or imbalance that exists among roles within a family. Work-family conflict is one of the forms of inter-role conflict. Because of the excessive amount of time and effort that is spent working, a direct indication of where the work-family conflict will develop is when the working hours and workload are high. It's possible that this will result in a loss of time and energy that can be used to participate in activities with the family. Greenhaus and Beutell (1985) provide a visual representation of the various forms of conflicts that are associated with the challenges of domestic and professional duties that women face. To begin, there is the time-based conflict, which is the conflict that arises when time is utilized to fulfill one job but cannot be used to complete the other responsibilities. This type of conflict involves the division of time, energy, and shifts between roles in the workplace and the household. With regard to this particular scenario, the process of scheduling is believed to be challenging and restricted to the period of time in which the demand and behavior required to depict both roles do not correspond to one other. A second type of conflict is known as strain-based conflict, and it is characterized by the emergence of tension or emotional condition that is the result of one of the roles that makes it difficult for someone to fulfill the requirements of the other position. While an illustration, a woman who works from nine in the morning until five in the afternoon would experience exhaustion, and it would be challenging for her to sit comfortably while following her children while they completed their homework. In addition to headaches, you could have stress, an increase in blood pressure, anxiety, and emotional state as a result of the strain associated with this work. The third type of conflict is known as behavior-based conflict, and it is the kind of conflict that arises when the expectations of one role are different from the expectations of another job. The difference in the rules of behavior followed by a career woman, which is typically difficult to switch between roles, is the root cause of the disparity in behavior that occurs between an individual's behavior at home and at their place of employment. VU (2020) has modified the indications and items of the instrument that are derived from a work-family conflict variable in this study. The instrument consists of five indicators and items that are stated in Table 1.

C. Job Satisfaction

According to Armstrong et al. (2015), Baluyos et al. (2019), Chordiya et al. (2017), Eliyana et al. (2019), Hedayat et al. (2018), Qureshi et al. (2019), and Sabahi and Sanai Dashti (2016), job satisfaction is an emotional condition that is exciting or pleasant and is the outcome of someone's assessment towards their job or experience. To put it another way, job satisfaction may be defined as the satisfaction, whether positive or bad, that an employee experiences as a result of their evaluation of the level of satisfaction they experience with their employment. Therefore, job satisfaction becomes one of the organizational variables that is frequently measured in research and has been studied extensively in organizational behavior. This is due to the fact that job satisfaction has the potential to be an important indicator of how the worker feels about their job and how work behavior predictors such as motivation, attendance, and performance are influenced by job satisfaction (Bogler, 2001; Onyemah, Rouzie, et al., 2018). There are five indicators or items that are referenced in Table 1 that are adapted from the instrument that was used in this study to measure the work satisfaction variable. This instrument was adapted by Armstrong et al. (2015).

D. Employee performance

According to M. Armstrong and Taylor (2014), performance is defined as behavior regarding how a target is reached. A goal-oriented process that is intended to ensure that the organizational processes are in their proper place in order to enhance the productivity of the worker, the team, and the organization itself is what is meant by the term "performance." However, according to a different point of view, performance is defined as the actions and inactions that are carried out by the employees (Luthans, 2005). Certain characteristics are required in order to gain an understanding of the performance of employees working for an organization. According to Babin and Boles (1998), performance is influenced by the variable that is associated with the job, which includes role-stress and conflict between work and non-work. As stated by Bernardin and Russell (1993), there are a few factors that are utilized in the process of measuring performance. These criteria include quality, quantity, punctuality, cost-effectiveness, and interpersonal relationships. During this time, Mathis and Jackson (2002) mentioned that there are a few components that make up employee performance. These components include elements such as number, quality, accuracy, attendance, cooperation ability, and loyalty. Indicator/items of the instrument from the employee performance variable in this study comprise fifteen indicators/items that are stated in Table 1. This instrument was adapted by Dessler (2006).

E. The Influence of Religiosity on Worker's Job Satisfaction

In the theory of religiosity, it was explained that religiosity is the mastery of the information, the strength of the belief, the perseverance of the worship implementation, and the enjoyment of the religion (Cohen et al., 2017; Hage & Posner, 2015; Koenig et al., 2015). These are the characteristics that make up the concepts of religiosity. Amaliah et al. (2015), Bednarczuk (2019), Darto et al. (2015), and Onyemah, Rouziès, et al. (2018) all found that the findings of their respective studies demonstrated that religiosity has a beneficial impact on the level of job satisfaction experienced by workers.

H1: Religiosity is significantly influenced job satisfaction.

F. The Influence of Work-Family Conflict on Worker's Job Satisfaction

According to the theory of roles, a work-family conflict is a type of conflict that occurs within the roles. This type of conflict occurs when the role demands that come from work and family are in conflict with one another due to the fact that involvement in one of the roles is more difficult due to the engagement of other roles. According to the findings of the study (Martinez-Sanchez et al., 2018), employees who experience conflict between their work and family lives report lower levels of job satisfaction. In a similar vein, research conducted by Rahman et al. (2018) came to the same conclusion, which is that the level of job satisfaction experienced by academicians working in private universities in Bangladesh is significantly impacted negatively by the presence of work-family conflict.

H2: Work-family conflict significantly influences employee performance.

G. The Influence of Religiosity on Employee performance

It was explained in the theory of religiosity that religiosity is extremely significant for workers. This is due to the fact that if workers have a high level of religiosity, then the workers should have a high level of motivation to produce a strong achievement or performance (Hage & Posner, 2015; Xia et al., 2021). For example,

Adi and Adawiyah (2018) and Onyemah, Rouziès, et al. (2018) found that the findings of their research demonstrated that religiosity had a favorable affect on performance.

H3: Religiosity significantly influences employee performance.

H. The Influence of Work-Family Conflict on Employee performance

The notion of roles lends itself to an explanation of the concept of conflict between work and family life. The expectation of behavior that individuals have is the primary factor that determines the level of behavior that an individual exhibits. According to Adi and Adawiyah (2018), the findings of a study demonstrated that a conflict between work and family life had a detrimental impact on employee performance. This conclusion is also corroborated by the research that was conducted by Warokka and Febrilia (2015), who discovered that work-family conflict has a detrimental affect on employee performance in Indonesia. Derks et al. (2016) and Wang et al. (2019) also discovered a result that was comparable to this one. On the other hand, Soomro et al. (2018) discovered a contrasting outcome, which established that a conflict between work and family had a favorable affect on performance.

H4: Work-family conflict significantly influences employee performance.

I. The Influence of Job Satisfaction on Employee performance

Performance in a public sector company is impacted by a number of elements, one of which is the level of job satisfaction experienced by employees. According to Robbins and Judge (2019), job satisfaction may be defined as an individual's reaction and sense of feeling towards their place of employment. According to the findings of research carried out by Asbari et al. (2020b), job happiness has the potential to boost employee performance. In the same vein, prior studies have discovered the same facts, which are that job satisfaction has a favorable influence on performance (Chummar et al., 2019; Inuwa, 2016; Kertiriasih et al., 2018).

H5: Job Satisfaction significantly influences employee performance.

J. The Influence of Religiosity on Employee performance Through Job Satisfaction as Intervening Variable

According to Amaliah et al. (2015), Choy (2020), and Onyemah, Rouziès, et al. (2018), a worker can use religiosity that places an emphasis on logical thinking skills in order to find facts that are objective and accurate, as well as to predict risks and identify consequences from every decision. This will result in the worker feeling satisfied with themselves, which will lead to further improvement in their performance. According to the findings of research carried out by Wening and Choerudin (2015), it has been discovered that the level of job satisfaction acts as an intervening variable that has a considerable impact on the overall performance of employees.

H6: Religiosity significantly influences employee performance through job satisfaction as an intervening variable.

K. The Influence of Work-Family Conflict on Employee performance through Job Satisfaction as Intervening Variable

According to the theory of roles, a work-family conflict is a type of conflict that occurs within roles when the pressures that come from work and family are in conflict with one another. This makes it more difficult to participate in one of the roles because of the engagement of other roles. The findings of a study conducted by Retnaningrum and Al Musadieq (2016) demonstrated that there is a correlation between work-family conflict and job satisfaction, and that this correlation is associated with unfavorable associations that would have an effect on performance. Similarly, study conducted by Asbari et al. (2020b) revealed that work-family conflict has a considerable influence on employee performance, and that job satisfaction acts as a mediating variable in this relationship.

H7: Work-Family conflict significantly influences employee performance through job satisfaction as an intervening variable.

L. Research Framework

According to Sekaran and Bougie (2003), the theoretical framework serves as a foundation upon which each and every research effort is built. Once the theoretical framework has been established, a hypothesis that can be tested can be developed in order to determine whether or not a theory that has been constructed is valid. After that, this

hypothesis will be evaluated using the methods of proper statistical analysis. Religiosity, work-family conflict, job happiness, and employee performance are some of the characteristics that have been identified to have correlations with one another, according to past study and theory. Religiosity is a research parameter that was developed by Ramlee et al. (2016), work-family conflict is a research parameter that was developed by VU in 2020, job satisfaction is a research parameter that was developed by G. S. Armstrong et al. in 2015, and employee performance is a research parameter that was developed by Dessler in 2006. The author constructed a research model in the following manner:

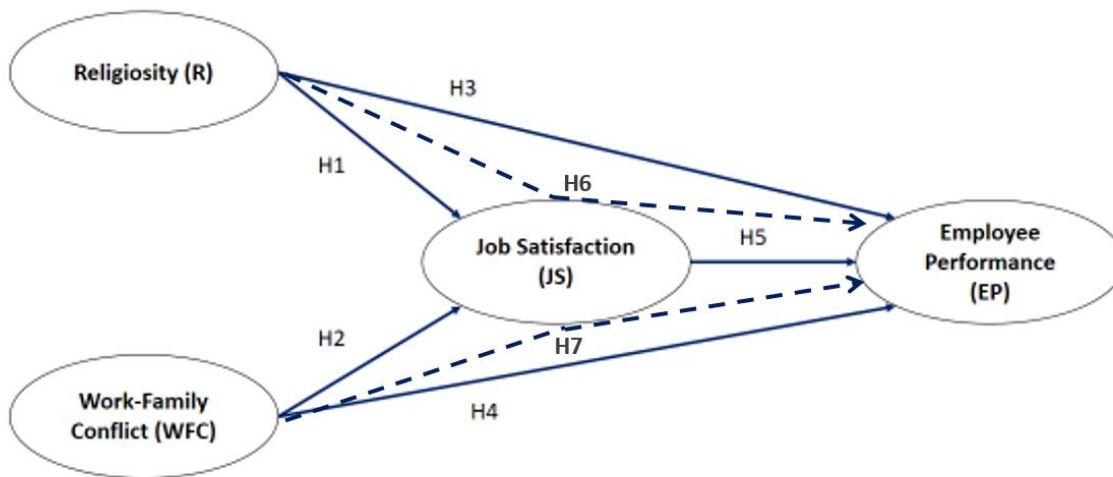


Figure 2. Research Model

III. METHOD OF RESEARCH

A. Definition of Operational Variable and Indicator

In this particular piece of study, the quantitative method was utilized. The collection of data is accomplished by distributing questionnaires to each and every woman worker who is employed in the manufacturing industry in Tangerang, Indonesia, and who has a permanent working status. In the research conducted by Ramlee et al. (2016), the instrument that is utilized for the purpose of measuring religiosity was modified to include five items (R1-R5). The research conducted by Vu (2020) has modified the work-family conflict instrument by incorporating five questions, which are referred to as WFC1-WFC5. According to the findings of Armstrong et al. (2015), the instrument of work satisfaction has been modified to include five items, which are referred to as JS1-JS5. In the meantime, Dessler (2006) has proposed an adaptation of the employee performance instrument that makes use of fifteen elements (EP1-EP15). With the exception of the questions and statements that pertain to the respondent's identity, which are a semi-open inquiry, the questionnaire has a very specific layout. There are five different answer alternatives that are provided for each closed question or statement. These possibilities include: strongly agree (SA) with five scores, agree (A) with four ratings, neutral (N) with three scores, disagree (DA) with two scores, and strongly disagree (SDA) with one score. Using PLS with SmartPLS 3.0 software as the instrument is the method that is utilized in the process of data processing.

Table 1. Variable and Items

Variables	Items	Items Description	References
Religiosity	R1	I strive to bring religious teachings to all of my business in my life.	Ramlee et al. (2016)
	R2	I need to spare my time for contemplation and pray	
	R3	I strive to undergo my daily activities correspond to my own belief.	
	R4	I feel that my religion gives me comfort whenever I struggle.	

Variables	Items	Items Description	References
Work-Family Conflict	R5	My religion is important because it answers my questions about the meaning of life.	VU (2020)
	WFC1	My work demand disrupts my family life	
	WFC2	High working hours make it difficult for me to fulfill my responsibility in the household.	
	WFC3	I'm unable to finish the activities that I've wanted to do due to the disruption from my work demand.	
	WFC4	My job results in tension that makes it difficult for me to fulfill household responsibility.	
Job Satisfaction	WFC5	I have to make a change in my plans for family activities, due to my work.	Armstrong et al. (2015)
	JS1	I feel pretty satisfied with my work now.	
	JS2	Almost every day, I feel enthusiastic about my work.	
	JS3	I spent most of my time in my workplace as if this job is never-ending.	
	JS4	I enjoy my job in the workplace.	
Employee Performance	JS5	I consider my job as a kind of unpleasant.	Dessler (2006)
	EP1	I have thoroughness when working.	
	EP2	I can fulfill the target set.	
	EP3	The level of success in finishing my work is high.	
	EP4	I am capable to finish my work according to my work standard.	
	EP5	I always finish my work on time.	
	EP6	My skill of finishing working overtime is outstanding	
	EP7	The knowledge that I have about my work is outstanding	
	EP8	The information that I have to finish my work is excellent.	
	EP9	I am capable to understand the work that is given.	
	EP10	My boss thinks that I am trustworthy.	
	EP11	I am responsible for the work that I should finish.	
	EP12	I am always on time in terms of attendance.	
	EP13	My dismissal time is always on schedule.	
	EP14	My attendance record is excellent.	
EP15	The punctuality of using break time is excellent.		

B. Population and Sample

The population in this research is the workers working in the manufacturing industry in Tangerang, Indonesia that consists of 171 workers. The questionnaire is given by a simple random sampling method. The questionnaire that was returned and valid as many as 120 samples (70.2% from the whole population)

IV. RESULTS AND DISCUSSION

A. Sample Description

Tabel 2. Descriptive Sample Information

Criteria		Total	%
Gender	Male	79	66%
	Female	41	34%
Age (per December 2020)	< 30 years old	90	75%
	30 - 40 years old	19	167%
	> 40 years old	11	9%
Years of Service	< 5 years	86	72%
	5-10 years	30	25%

Criteria		Total	%
	> 10 years	4	3%
Highest Education/Degree	≥ bachelor degree	26	22%
	= secondary high	93	77%
	< secondary high	1	1%

B. Results for Validity Test and Research Indicator Reliability

Two types of validity tests—convergent validity and discriminant validity—are included in the stages of assessing on testing models. It is necessary to determine the value of Cronbach's alpha and composite reliability while conducting tests to determine the dependability of construction. In the event that all of the indicators contained within the PLS model have satisfied the standards of convergent validity, discriminant validity, and reliability test, then the findings of the PLS analysis might be utilized to test the study hypothesis.

1. Convergent Validity Test

Therefore, in Table 3, all of the indicators have a loading factor that is greater than 0.7, as indicated by the findings from SmartPLS 3.0. This is the case after the items that do not comply with the terms and conditions have been removed. Therefore, the convergent validity of this study model has satisfied all of the requirements since it was developed. The following table, Table 3, provides information regarding the loading factor, Cronbach's alpha, composite reliability, and AVE for each and every construct:

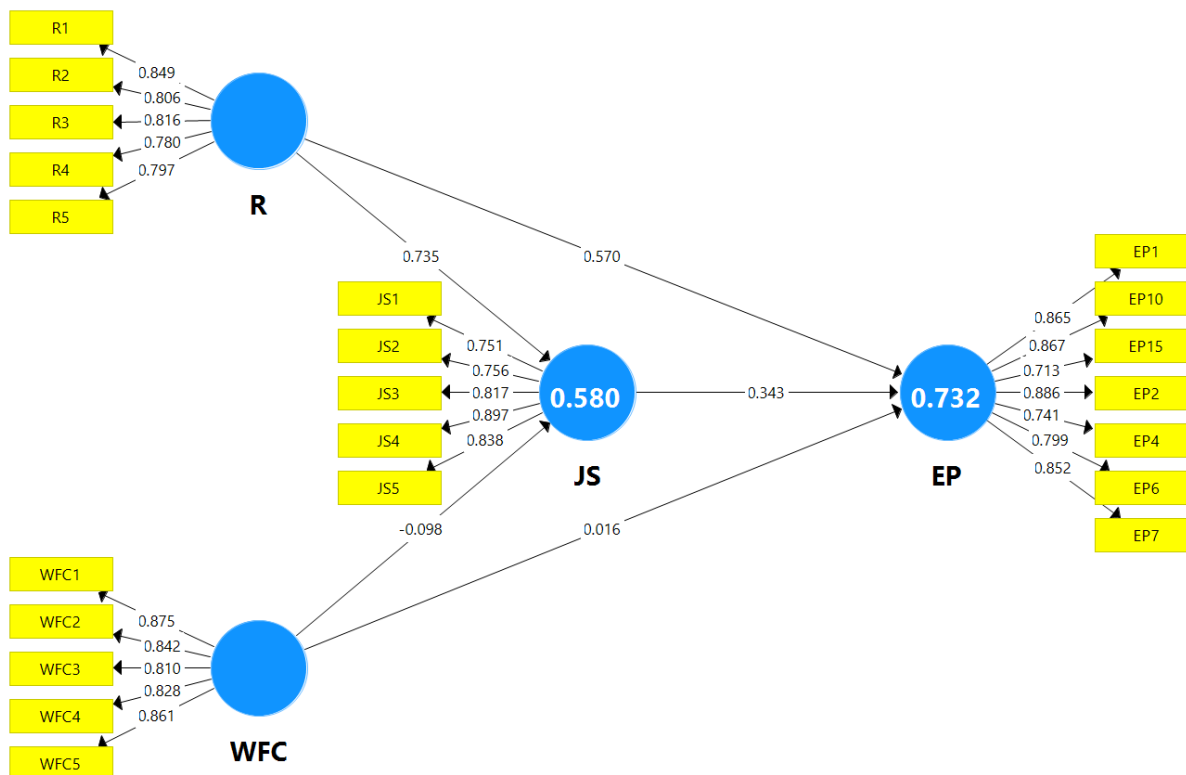


Figure 2. Research Model Fit

Tabel 3. Items Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach’s Alpha	Composite Reliability	AVE
Religiosity (R)	R1	0.849	0.869	0.905	0.656
	R2	0.806			

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
	R3	0.816			
	R4	0.780			
	R5	0.797			
<i>Work-Family Conflict (WFC)</i>	WFC1	0.875	0.899	0.925	0.712
	WFC2	0.842			
	WFC3	0.810			
	WFC4	0.828			
	WFC5	0.861			
<i>Job Satisfaction (JS)</i>	JS1	0.751	0.872	0.907	0.662
	JS2	0.756			
	JS3	0.817			
	JS4	0.897			
	JS5	0.838			
<i>Employee Performance (EP)</i>	EP1	0.865	0.917	0.935	0.672
	EP2	0.886			
	EP4	0.741			
	EP6	0.799			
	EP7	0.852			
	EP10	0.867			
	EP15	0.713			

2. Discriminant Validity Test

It is necessary to do discriminant validity in order to guarantee that every concept of every latent variable is in contrast with the concepts of the other latent variables. If the quadratic value of AVE in each exogenous construct (value on the diagonal) is greater than the correlation between the construct with the other construct (value below the diagonal), then the discriminant validity of the model is considered to be high (Ghozali, 2014). The quadratic value of AVE is used to determine the outcome of discriminant validity testing. This implies that the Fornell-Larcker Criterion Value, which is obtained in the same manner as indicated below, is used to determine the result.

Table 4. Discriminant Validity

Variables	EP	JS	R	WFC
EP	0.820			
JS	0.770	0.813		
R	0.806	0.756	0.810	
WFC	-0.192	-0.254	-0.212	0.844

Using the Fornell-Larcker Criterion, it is possible to draw the conclusion that a model has satisfied the criteria for discriminant validity (Fornell & Larcker, 1981). The results of the discriminant validity test are displayed in Table 4, which can be found above. This indicates that the entire construct has a square root value of AVE that is higher than the correlation value with the other latent construct. In the following step, an analysis of collinearity is carried out in order to determine whether or not the model has collinearity. In each and every construct, the computation of the VIF id is required in order to discover collinearity. According to Hair et al. (2014), the presence of collinearity in the model is indicated by a value of the VIF that is more than 5. It is clear from looking at Table 5 that every single VIF value is less than 5, which indicates that the model does not have any problems with collinearity.

Table 5. Collinearity Statistics (VIF)

Variables	EP	JS	R	WFC
EP				
JS	2.382			
R	2.334	1.047		
WFC	1.070	1.047		

3. Construct Reliability Test

It is possible to evaluate the construct reliability by calculating the value of Cronbach's alpha and the composite reliability of each individual construct. Based on the findings of Gozali (2014), it is recommended that the value of composite reliability and Cronbach's alpha be more than this figure. According to the findings of the reliability tests presented in Table 3, which can be found above, every construct possesses a composite reliability value and a Cronbach's alpha value that is greater than 0.7 (> 0.7). I would like to state that all of the constructs have achieved the required level of reliability.

C. Hypothesis Examination

Within the framework of PLS, the hypothesis test is sometimes referred to as an inner model test. The significance test that is covered by this test includes both direct and indirect impacts, as well as the evaluation of the extent to which the exogenous variable has an impact on the endogenous variable. Both a direct and a moderating impact test are required in order to determine the effect that the study variable brings about. With the assistance of the SmartPLS 3.0 software, the impact test is carried out by employing a t-statistic test within an analysis model known as Partial Least Squared (PLS). The R square value and the significance test value can be derived by the use of the bootstrapping approach, as it is demonstrated in the table that follows:

Tabel 6. R Square Value

	R Square	R Square Adjusted
EP	0.732	0.725
JS	0.580	0.573

Table 7. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	R -> JS	0.735	0.046	16.041	0.000	Supported
H2	WFC -> JS	-0.098	0.049	2.016	0.044	Supported
H3	R -> EP	0.570	0.069	8.297	0.000	Supported
H4	WFC -> EP	0.016	0.039	0.413	0.680	Not Supported
H5	JS -> EP	0.343	0.073	4.732	0.000	Supported
H6	R -> JS -> EP	0.252	0.055	4.574	0.000	Supported

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H7	WFC -> JS -> EP	-0.034	0.021	1.614	0.107	Not Supported

The R Square value for Job Satisfaction (JS) is 0.580, as shown in Table 5 above. This indicates that the Job Satisfaction (JS) variable can be explained by the Religiosity (R) and Work-Family Conflict (WFC) variables, each of which has a value of 58.0%. The remaining 42.0% of the variance is explained by other variables that are not discussed in this research. The R Square value of EP is 0.732, which indicates that the Employee Performance (EP) variable can be explained by the variables of Religiosity (R), Work-Family Conflict (WFC), and Job Satisfaction (JS), which have a percentage of 73.2%. The remaining 26.8% of the variance in the EP variable is explained by other variables that are not discussed in this research. In the meantime, Table 7 presents T-Statistics and P-Values that provide an explanation for the influence that was previously discussed inside the variables of research.

D. Discussion

1. The Influence of Religiosity Towards Worker's Job Satisfaction

The construct of religiosity positively influences job satisfaction, as evidenced by the original sample value (Beta) of 0.735, indicating a positive link between the two constructs. The T-Statistics value of this established relationship is 16.041, with a T value of 1.96 at a significance level of 5%. Since the criteria for this T-statistics value is >1.96 and the P-Value is $0.000 < 0.05$, the aforementioned calculation indicates that the relationship between religiosity and job satisfaction is deemed significant. Consequently, religiosity positively affects job satisfaction, thereby validating the first hypothesis (H1). This outcome aligns with research demonstrating that religiosity favorably affects job satisfaction among workers (Zahrah, Abdul Hamid, Abdul Rani, et al., 2016:195-198; Zotti et al., 2016:1-19). The existence of religiosity will undoubtedly affect and enhance worker job happiness. The promotion of religiosity among workers through religious studies, social services, and related activities may augment their understanding of religion and heighten their sensitivity to applying religious teachings in everyday life. Consequently, affirmative levels of religiosity will cultivate and impact the conduct of the employees.

2. The Influence of Work-Family Conflict Towards Worker's Job Satisfaction

The concept of work-family conflict adversely affects job satisfaction. The initial sample result (Beta) of -0.098 demonstrates a negative association between the constructs. The T-Statistics value of this established relationship is 2.016, with a T value of 1.96 at a significance level of 5%. Since the criterion for this T-statistics value is >1.96 and the P-Value is $0.000 < 0.05$, the aforementioned calculation indicates that the relationship between work-family conflict and job satisfaction is deemed significant. Consequently, work-family conflict adversely affects job satisfaction, thereby validating the second hypothesis (H2). This finding aligns with research indicating that work-family conflict adversely affects job satisfaction (Martinez-Sanchez et al., 2018: 268-394; Thi et al., 2016: 63-72; Mihelic, 2014: 446-466). Work-family conflict adversely affects employee job satisfaction. A family-oriented management policy program is required to address this issue. One approach is to implement a flexible job-sharing time policy. Flexible working hours allow employees to determine their work schedule, optimizing time for family obligations and responsibilities (Martinez-Sanchez et al., 2018: 268-394; Thi et al., 2016:63-72; Mihelic, 2014: 446-466).

3. The Influence of Religiosity Towards Employee performance

The construct of religiosity positively influences the construct of performance, as evidenced by the original sample value (Beta) of 0.570, indicating a positive link between the two constructs. The T-Statistics value of this established relationship is 8.297, with a T value of 1.96 at a significance level of 5%. Since the criterion for this T-statistics value is >1.96 and the P-Value is $0.000 < 0.05$, the aforementioned calculation indicates that the relationship between religiosity and performance is deemed significant. Consequently, religiosity positively affects the performance construct, thus validating the third hypothesis (H3). This outcome aligns with research indicating that religiosity favorably affects performance (Wening & Choerudin, 2015: 181-191; Zahrah, Norasyikin, Abdul, et al. 2016: 195-198; Osman-Gani et al. 2012: 360-376). To achieve optimal performance, the company's management should enhance and refine the framework incorporating religious traditions. The existence

of religiosity undoubtedly influences and enhances employee performance. An exemplary attitude of spirituality may serve as the foundation for result-oriented commercial activity. Consequently, a strategy to enhance the company's ideals of religiosity is required. For instance, by allocating time and space for marketing personnel to perform religious rituals, designating appropriate areas for Muslim prayer in each marketing office, allowing individuals to engage in prayer, prohibiting work or other activities during religious celebrations, and collectively commemorating significant religious events.

4. *The Influence of Work-Family Conflict Towards Employee performance*

The concept of work-family conflict does not significantly affect employee performance, as evidenced by the original sample value (Beta) of 0.016, indicating a minimal association between the two variables. The T-Statistics value of this established relationship is 0.413, with a critical T value of 1.96 at a 5% significance level. Since the T-Statistics value is below 1.96 and the P-Value is 0.680, which exceeds 0.05, the impact of work-family conflict on performance is deemed insignificant. Consequently, the fourth hypothesis (H4) is dismissed. The research findings of Adi & Adawiyah (2018) and Zain & Setiawati (2017) indicate a minor discrepancy, revealing that work-family conflict adversely affects employee performance.

5. *The Influence of Job Satisfaction Towards Employee performance*

The concept of job pleasure positively impacts employee performance. The initial sample value (beta) of 0.343 demonstrates a positive association between the two constructs. The T-Statistics value of this established relationship is 4.732, exceeding the T value of 1.96 at a 5% significance level, as the criterion for this T-statistics value is >1.96 , and the P-Value is 0.000, which is <0.05 . Consequently, the aforementioned calculation indicates that the relationship between job satisfaction and performance is deemed significant. Consequently, job satisfaction positively affects performance, leading to the acceptance of the fifth hypothesis (H5). Employee job satisfaction can be assessed post-task completion. A worker's job satisfaction pertains to the post-employment assessment resulting from a comparison between their work accomplishments and their expectations. This indicates that a worker's job happiness is a result of their work outcomes, which may meet or exceed their expectations. From this satisfaction threshold, a business should be capable of identifying and determining the expectations of employees based on their performance outcomes. Worker expectations can be accurately discerned if the leader comprehends the worker's perceptions of satisfaction. Comprehending a worker's perspective of satisfaction is crucial to prevent a perception gap between the leader and the employee in the workplace (Handayani & Suhartini, 2005:38-39). This outcome aligns with several studies demonstrating that job happiness can enhance employee performance (Siengthai & Pila-ngarm, 2016: 162-180; Gu & Chi Sen Siu, 2009: 561-578; Onyebu & Otomayi, 2017: 48-60). When a worker's level of satisfaction declines, it is prudent to conduct an evaluation and provide counseling to enhance job satisfaction. This can lead to recognition of the worker's efforts through promotions, bonuses, or gifts, with the anticipation that such incentives will elevate their morale, thereby fostering job satisfaction and improving performance.

6. *The Influence of Religiosity Towards Employee performance Through Job Satisfaction as Intervening Variable*

The findings from Table 7 indicate that religion affects employee performance, evidenced by a Beta value of 0.570 and a T-statistics value of 8.297, which exceeds 1.96. Religiosity affects job happiness, evidenced by a Beta value of 0.735 and a T-statistics value of 16.041, which exceeds 1.96. Job satisfaction exerts a substantial positive effect on employee performance, evidenced by a Beta value of 0.343 and a T-statistic of 4.732, which exceeds 1.96. The impact of religion on employee performance via work satisfaction is quantified as 0.252 ($0.735 \times 0.343 = 0.252$). The PLS analysis indicates that the sixth hypothesis posits that religiosity affects employee performance through work satisfaction as a moderating or intervening variable. This indicates that H6 is accepted. In general, religiosity is at a commendable level; however, slight enhancements are necessary to sustain and augment the current religiosity among workers through religious instruction, social services, and other initiatives that could elevate religious knowledge and sensitivity in daily practice. This would foster the positive values of religiosity, thereby influencing workers' performance and job satisfaction.

7. *The Influence of Work-Family Conflict Towards Employee performance through Job Satisfaction as Intervening Variable*

Analysis of Table 7 reveals that work-family conflict exerts no significant impact on employee performance, as evidenced by a Beta value of 0.016 and a T-statistics value of 0.413, which is less than 1.96

(conclusion: unimportant). Work-family conflict exerts a substantial adverse effect on job satisfaction, evidenced by a Beta value of -0.049 and T-statistics value of 2.016, which exceeds 1.96. Job satisfaction exerts a substantial positive effect on employee performance, evidenced by a Beta value of 0.343 and a T-statistic of 4.732, which exceeds 1.96. Consequently, the impact of work-family conflict on employee performance via job satisfaction is quantified at -0.034 ($-0.098 \times 0.343 = -0.034$). The PLS analysis indicates that work-family conflict does not significantly affect employee performance via job satisfaction as a mediating variable. The seventh hypothesis (H7) is dismissed. The organization's changes and challenges necessitate the company's adoption of further work-family rules. A corporation should prioritize addressing work-family conflict, as it significantly impacts work outcomes, including performance and job satisfaction. The deterioration of performance and job happiness can adversely affect both employees and the organization; therefore, a family-friendly policy is essential for enhancing employee satisfaction.

V. CONCLUSION

It is possible to draw the following conclusion based on the findings of the analysis and the debate that took place regarding the influence of work-family conflict and religiosity on employee performance and job satisfaction as an intervening variable in the manufacturing industry: (1) Religiosity is significantly influenced job satisfaction, (2) Work-family conflict has significant negative influence towards job satisfaction, (3) Religiosity has significant positive influence towards employee performance, (4) work-family conflict does not significantly influence employee performance, (5) job satisfaction has significant positive influence towards employee performance, (6) religiosity has significant positive influence towards employee performance through job satisfaction as intervening variable, (7) work-family conflict does not significantly influence employee performance through job satisfaction as intervening variable.

The findings of this study have several theoretical, practical, and managerial implications. Theoretically, the study validates existing theories on the relationship between religiosity, work-family conflict, job satisfaction, and employee performance. It highlights the mediating role of job satisfaction, demonstrating how intrinsic factors like religiosity positively impact employee performance. This adds depth to organizational behavior literature and contributes to the global understanding of these relationships, particularly in the context of a developing economy like Indonesia, which has unique cultural and religious dimensions. The study also reinforces the theory of inter-role conflict by showing how work-family conflict negatively affects job satisfaction.

Practically, the study provides actionable insights for organizations to improve employee well-being and performance. Companies can promote job satisfaction and employee performance by fostering religiosity through initiatives like flexible work policies accommodating religious practices and providing spaces for prayer or reflection. Additionally, addressing work-family conflict by implementing family-friendly policies, such as flexible working hours or childcare support, can mitigate its adverse effects on job satisfaction. These measures not only improve employee satisfaction but also enhance retention by reducing turnover rates and associated costs.

From a managerial perspective, the study emphasizes the importance of cultural and religious sensitivity in leadership and organizational policies. Managers should receive training to understand the motivational role of religiosity and integrate this understanding into their leadership approach. HR policies should be designed to balance work and family responsibilities to minimize conflicts and improve organizational outcomes. Furthermore, recognizing and rewarding employee contributions, whether through monetary incentives or culturally relevant acknowledgments, can foster job satisfaction and enhance performance. By cultivating an inclusive and supportive workplace environment, organizations can effectively leverage the positive impacts of religiosity and address challenges like work-family conflict to achieve better overall performance.

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