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The Model of Religiosity and Hedonism Life through Work-life Balance towards Company's Performance in Asia

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Abstract--- The purpose of this study is to discuss the influence of Religiosity and Hedonism life on Employee Performance in Asia based on work-life balance. This is because multinational companies are expected to have high productivity due to the global competition in the era of the industrial revolution 4.0.

Design/Methodology/Approach – The analysis technique used Structure Equation Modeling (SEM) with the AMOS 18 program. A random sampling of company employees in Asia (Indonesia, Korea, Japan, China) with 685 respondents was used. However, the samples that met the required standards after the selection process was 378.

Finding and Implication – The results showed that Religiosity (beliefs, values, behavior) influenced work-life balance (work responsibilities, family life) but did not impact hedonism life. However, hedonism life (pleasure, satisfaction, worldly pleasure) had a positive effect on work-life balance, which positively impacted performance (quantity, quality, savings, observance of standard). Work-life balance is fulfilled in case there is a quality level of religiosity based on knowledge of beliefs and values of how the individuals obey religious rules. However, if the level of religiosity is low, individuals may never be grateful for rewards given based on work satisfaction. Although the work-life balance is fulfilled by the company, without religiosity, there would be no positive effect on employee performance. Therefore, the company is obliged to provide facilities, infrastructure, and moral support for the employees worship.

Limitations – Although there is justification for using samples based on religiosity and regions in Asian countries already in the literature, this sample may not reflect the overall employee population in companies across the Continent.

Originality – This study developed an influence model by prioritizing religiosity variables, especially the Islamic beliefs, which change the mindset of work-life balance in improving performance. It is supported by the latest literature and some essential explanations for further research.

Keywords--- Religiosity, Hedonism Life, Work-life Balance, Performance.

I. Introduction

The digitalization era changes a person's way of thinking, acting, innovating, and evaluating the principles of truth. Generally, ideas are used on discussions of scientific logic (Mubassher et al., 2015). Absolute truth can be proven by belief rather than facts studied in theology and religion (Petchsawang and Duchon, 2012). Truth needs to be proven to the public in order to boost the confidence level of people. There needs to be a link between truth in mind and reality (Zahrah et al. (2016). Nearly all companies have embraced the industrial revolution 4.0, which emphasizes building synergy and collaboration between national and international organizations rather than focusing on competitive advantage (Anies Baswedan; 2018).

Managers play significant roles in developing quality human resources and adapt to changes in technology, information, and communication (Khan, 2009; Savage, 2009; Heilman et al., 2009). The industrial revolution era takes advantage of digitalization and rapid development in science and technology. Changes in science depend on several factors since knowledge is interrelated and strengthened in solving problems. This is something that should be anticipated by managers since skills can be synergized and integrated to cop with fierce competition. The most critical aspect involves how to improve performance logically and nonlogically using the religious belief.

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Every human being has an aspect of religiosity or belief, which emerges from the desire for clarity regarding life and the universe. Religiosity is manifested in various aspects of human life (Pandey and Singh, 2019). It is a movement that involves faith in Allah SWT and a sense of responsibility for reason and belief to a higher level than moral. Ideally, it is meant to foster good relations with members of the society and eliminate all forms of discrimination. Holding fast to this understanding brings clarity on the need for belief in religion and its teachings.

Religious activities are manifest during events driven by supernatural forces under the realm of consciousness and help to avoid prohibitions. For instance, (Park, Holt, et al., 2017; Paika et al., 2017; Santos et al., 2017) established that people use their religious beliefs to deal with stress. This is a situation that has both psychological and sociological potential to influence individuals (Pandey and Gupta, 2018). However, aspects related to work in overcoming religious problems are largely unexplored. According to researchers, religiosity involves a human relationship with Almighty God, the Beneficent, and the Merciful (Allah SWT). It encourages people to please God by carrying out his will and avoiding what he prohibits.

A religious person has love, not only for God but also for other creatures, both humans and nature. Therefore, in daily life, there appear and grow attitudes and behaviors of mutual respect, love for each other, and compassion on the natural environment that impacts the "Physical and mental well-being of people. This can be achieved because religious people have the belief that "Fate-mate-Death" is determined by Allah SWT (Surah Ar-Ra'd verse 11: Surah Al-Baqarah verse 216: Surah Yunus verse 49).

This study used the Religiosity-Behavior variable, which expresses religion as a value, believes in its teachings (beliefs), forgives, practice private devout, and believes in religious preferences (Fetzer, 2009). A true believer needs to have confidence in the six pillars, including faith in the destiny of Allah, both good and bad. Misunderstanding of faith in destiny is fatal and often results in the loss of conviction. Every Muslim is expected to understand all the issues relating to destiny. The Qur'an (QS. Al Hajj: 70) says, "And with Him are the keys of the unseen treasures-- none knows them, but He; and He knows what is in the land and the sea, and there falls not a leaf, but He knows it, nor a grain in the darkness of the earth, nor anything green nor dry but (it is all) in a clear book (Lauh Mahfudz) (QS Al An'am:59).

Religiusitas-Behaviour is a personal intention based on the importance of religion and requires one to be submissive to God. In the scientific presentation of this phenomenon, several concepts of religiosity have emerged. According to Dister (in Alwi, 2014), individuals internalize, understand, and live based on religion, and therefore, it influences all their actions. Additionally, Ancok and Suroso (2011) established that the essence of Islam is monotheism or God's dominion and affirms God as the One, the Absolute Creator, Precedent, and the Ruler of all that exists. Religiosity has a positive influence on the religious life of an individual and substantially overcomes the tendency of conflict at work and in the family (Folkman et al., 2006). Previous works did not focus on how religiosity-behavior impacts the performance and work conflict due to separation between career demands and aspects that make employees' families happy. Current studies focus on work-family balance without considering the broader lives of individuals, including community, leisure, church, sports, and other activities (Hall, Kossek Brisco, Pichler, & Lee, 2013).

This study breaks the existing dichotomy by proposing a religiosity-behavior model using predictors for high productivity to moderate of life variables. Religiosity-Behavior is an effective, essential, and supportive social force in work-family. In this regard, behavior implies the belief in obeying the rules of religiosity. This assertion is supported by previous work with a moderator model of religiosity-prevention (Pargament, 2007). This study added the function of prevention-religious coping by focusing on both desirable and undesirable results in the workplace. This variable has not been examined in solving problems using religiosity-behavior, and this describes the continuum between work life and personal.

The religious beliefs of a person are negatively related to hedonism life. However, since the understanding used as a reference is different, it is assumed that pleasure, enjoyment, and material satisfaction are the main goals in life. For adherents of this understanding, having fun, debauchery, and luxury living are the main goals of life, irrespective of being fun or not. This is attributed to the assumption that people live only once, and therefore there is a need to enjoy life to a possible extent. Foreign cultures and rapid globalization greatly influence the millennial generation through information technology and communication (Sunatra: 2016). According to Hirshman and Holbrook (2012), the benefits of hedonism are noninstrumental and provide experience, emotions, and feelings. Furthermore, Engel et al., (2005) stated that the need for hedonic benefits includes subjective responses, pleasures, dreams, and aesthetic considerations. According to Babin et al., (2004), a benefit can be classified as hedonic benefits in case it provides intrinsic stimulation, pleasure, and self-esteem. According to Collins Gem (2013),

hedonism is a doctrine that perceives pleasure as the most critical thing in life or an understanding of people who seek the pleasure of life solely. Hedonic value is defined as a comprehensive evaluation of experiential benefits and sacrifices, such as entertainment and escapism. Consumers often shop for the appreciation of experience rather than just completing a task (Babin et al., 2004). The dimensions of hedonic values have been extensively investigated in in-store shopping literature (Babin and Attaway, 2012; Darden and Reynolds, 2011) and are recognized as a vital element of online shopping (Burke, 2009; Hoffman and Novak, 2006). Furthermore, hedonism is a self-concept that is identical to the Lifestyle and function of individual characteristics formed through social interaction. In other words, lifestyle is defined as a method used in living and includes activities, interests, likes/dislikes, attitudes, consumption, and expectations.

Lifestyle is a primary driver that influences the needs and attitudes of individuals, including purchasing and other activities. It is the main aspect that influences the decision-making process involving buying a product. It stimulates consumptive behavior and triggers an optimal work enthusiasm for life balance, ultimately improving performance. According to Hirschman and Holbrook (in Alba and Williams (2012), a hedonic motive is a form of consumer behavior related to the five human senses, fantasy, and the emotional aspects of consumers from experience in using a product or service. Factors that influence consumptive behavior are divided into two, external and internal (Engel, Blackwell & Miniard, 2005; Kotler, 2006). One of the main internal factors is lifestyle.

Hedonic is a concept that comes from the philosophy of hedonism and regards happiness as the most critical thing in life, though value ultimately depends on satisfaction, desires, and needs. This shows that prices are based on satisfaction obtained by consuming a product, regardless of the source of satisfaction. The term hedonism is used to indicate worldly behavior that focuses on pleasure as the most important thing. This is in line with economic development that impacts values in life and cultural influences from the outside. Without hedonism, the consumption level of the community is low, leading to slow economic progress.

The role of religiosity and hedonism on performance is to increase productivity. For this reason, the primary responsibility of a manager is to improve performance. The work-life balance has developed to be a different topic in the performance life literature and has been established using several methods (Greenhaus and Alen, 2010 in Helmle, Botero, and Seibold, 2014). For instance, Clark (2010) and Helmle, Botero, and Seibold (2014) described work-life balance as the level of satisfaction individuals feel at work and home with minimal role conflict. According to Grzywacz and Carlson (2007) in Helmle, Botero, and Seibold (2014), work-life balance is a fulfillment of expectations regarding roles are negotiated and divided between individuals and partners role in performance and family.

Greenhaus and Allen (2010) in Helmle, Botero, and Seibold (2014) defined work-life balance as the extent to which individual effectiveness and satisfaction in performance and family are compatible with their priorities. The empirical findings show that individual perceptions of performance life balance relate to performance and family satisfaction, work-life balance, family roles, and organizational commitment (Allen et al., 2010; Carlson et al., 2009 in Helmle, Botero, and Seibold, 2014). The researchers disagree with this assertion since the work-life balance is not limited, even though it is measurable. Individuals realize their careers without understanding and interpreting religious life, due to the belief that God destined fortune, match, and death.

The higher the responsibilities, the more difficult people enjoy life. Additionally, family and individual time are reduced, emotions are out of control, health decreases, and stress level increases. Work-life balance is a situation where the individual manage and divide work responsibilities, family life, and other accountabilities. Therefore, there is no conflict between family life and work career, though there is an increase in satisfaction and productivity, motivation, and loyalty to work. According to Parkes and Langford (2008), work-life balance is a condition where individuals commit to work and family and are responsible for non-work activities.

Performance is achieved when other factors need to be programmed by a manager in creating a balance of performance and family / personal life. The performance life balance is a critical issue that needs to be considered by all employees and organizations. This is because dealing with two or more demands is very tiring and may cause mayhem and influence employee productivity (Swift in Atheya&Arona; 2014). In general, when employees focus on performance and occupy positions, they often lose balance in life. Considering the balance between performance satisfaction and work-life balance, companies always strive to fulfill performance satisfaction. This involves meeting salary standards in line with government regulations and prioritizing to improve productivity based on company goals. Besides, it is also influenced by several things, including the hedonism's relationship, which is more emphasized from the emotional side.

Performance is one of the determining factors for the success of a company or realizing the organization's objectives. This is in line with Iswesvaran and Ones (2010) in Zahra and Ajmal's (2015), which stated that performance is an action, a measurable result that involves, relates to, and contribute to the achievement of company goals.

This study challenges previous works, which stated that hedonism and work-life balance significantly influence performance. This is because religiosity or beliefs can lead to performance improvement. Therefore, this study focuses on the issue of religiosity and hedonism, which results in work-life balance performance.

II. Review of Theories

2.1. Religiosity

Arnold (2004) stated that religiosity plays a vital role in shaping the attitudes and behavior of individuals and society. It is an essential factor since it influences individuals' cognitive and behavior. The previous study carefully documented the importance of belief factors influencing the attitudes of bank customers and their preferences on Islamic banking (Metwally: 2006, Dahari: 2015, Lutfi: 2016). According to Johnson (2011), religiosity is the extent to which a person commits to the religion recognized teachings, such as the attitudes and behavior of individuals that reflect the commitment. It is a personal intention that focuses on the importance of religion and an attitude of surrender to God. In the scientific presentation of this phenomenon, there are several concepts of religiosity.

The feelings towards performance are always positive, especially on the primary profession of an individual. According to Strauss and Sayles (in Handoko (2010), performance satisfaction is also vital for individual self-actualization. According to Edi (2011), dissatisfaction in performance influences aggressive behavior, especially opposing changes in support of how outcomes compete and in the next ten years. According to Greenhaus et al. Valen (2017), work-life balance involves the equilibrium between performance and life. A person is tied equally between responsibilities in work performance and the family or life. The study showed that when there is performance satisfaction on the income dimension, people are satisfied, feeling that their competencies have a significant relationship with performance.

Dister (in Alwi (2014) stated that religiosity shows the level of individual interest in religion, meaning that people internalize and live according to their religion. According to Ancok and Suroso (2011), the essence of Islam is monotheism or the perpetuation of God, affirming him as the Almighty, the Absolute Creator, Precedent, and the Ruler of all that exists. In this study, individual belief in religious teachings implies surrender, which involves accepting destiny, fortune, fate, and death. This influences the work-life balance and increases productivity in the organization. From this definition, religiosity is closely related to behavior or attitude, which is in line with Fishbein and Ajzen (2005) that perceive attitude as "a degree of liking for some objects." Fishbein and Ajzen (2005), based on the theory of reasoned action, assumed that belief represents the information possessed by a person regarding an object, and therefore religion and attitudes highly correlate. This was proven by Souiden and Rani's (2015), which established that the more people believe in Islamic law, the more the positive attitude toward employee performance in an organization. Based on the relationship between these two variables, the hypothesis for the study is proposed as follows;

H1: Religiosity variable has a significant influence on Work-life balance.

H2: There is a negative relationship between hedonism life and religiosity.

2.2. Hedonism Life

According to Schwartz (Wikipedia, 2006), hedonism life involves values that direct individuals to achieve pleasure or enjoy life, spend time outside, but less needed items, and always seeking attention. Moreover, people perceive lifestyle and hedonic life human disease since they lose their orientation and sensitivity to social-cultural situations and conditions in the surrounding community. However, the positive value is that lifestyle is a primary driver that influences the needs and attitudes of individuals, providing enthusiasm for obtaining it. It is also a motivation in life and encourages individuals to enjoy their desires and have fun living, following changes in the millennial era. What is carried out as something natural and the private matter is motivated by the advantages they offer.

According to Kluckhohn (Mulyana, 2004), the behavioral domain of hedonism life is a settled value that distinguishes individuals or group characteristics from how desires are fulfilled. It also influences actions, choices of methods, interagency, and final goals. Therefore, hedonism life is a significant aspect that influences a person's decision-making process in their lives. The hedonist lifestyle is an internal factor that influences consumptive

behavior (Engel, Blackwell & Miniard, 2005; Kotler, 2006). According to researchers, it has a positive relationship with work-life balance. Based on several references and the analysis, the third hypothesis for the study is;

H3: There is a positive relationship between the Hedonism life variable and Work-life balance.

2.3. Work-life Balance

According to Swift (in Atheya & Arora, 2014), work-life balance is an important issue that needs to be considered by all employees and organizations. This is because facing two or more demands that need to be fulfilled by the company or organization is very tiring. Apart from creating burdens for the organization, it decreases productivity. An essential part of work-life balance relates to how employees steady their lives and the effectiveness of policies and practices in the workplace to achieve goals. Shujat, Cheema, and Bhutto (2011) examined that work-life balance has a positive but minimal effect on job satisfaction.

The equilibrium between personal and work life is the understanding of work-life balance. According to Lockwood (2013), it is a balanced state in two demands where the work and life of an individual are in an equilibrium state. From the employees' standpoint, work-life balance is the choice of managing work and personal obligations or responsibilities of a family. From the company's perspective, work-life balance relates to how companies create a supportive culture in an organization where employees concentrate on their work. Based on Jobstreet (2016), the Central Bureau of Statistics of the Republic of Indonesia surveyed unemployment. The results showed that the number of unemployed people was around 7.2 million, and a total of 85% of respondents lacked work-life balance. According to the results of the study Redwood (2009), companies that require employees to have a work-life balance produce an annual income of 20% better than the ones that do not encourage it. Furthermore, a total of 60% of respondents in the same study stated that they lacked career development. 54% attributed this condition to failure to work based on their background, while 53 % stated that employees were dissatisfied with the character of their superiors.

Work-life balance is the primary goal of every individual, and therefore, people try to improve life both individually and in groups. The work-life balance of each person is always influenced by various social factors closely relates to their efforts to fulfill desired life needs, improving the socioeconomic status and social facilities. A study by IBM shows that people's nationality does not account for the difference in terms of expressed desire to achieve a balance of performance and family life (Hill et al., 2004).

People who experience a balance between work performance and personal life tend to be more satisfied and report better physical and spiritual health. (Brough et al., 2014; Carlson, Grzywacz, & Zivnuska; Ferguson, Carlson, Zivnuska, & Whitten, 2012; Greenhaus et al., 2008; Haar 2013; Lunau, Bamba, Eikemo, Van der Wel, & Dragano, 2014). Based on this rationale, life balance is significantly related to performance. In contrast, the satisfaction of luxury is negatively related to work-life balance. According to researchers, faith has a positive effect on work-life balance and performance. According to recent reference changes (eg, Frone, 2003; Greenhaus & Allen, 2011; Haar, 2013; Kossek et al., 2014), work-life balance relates to the steadiness of life. Individual conceptualization measures the balance between the performance professions. Guest (2012) is different from the prevailing assertion that relates balance to low role conflict, high role enrichment, or equal time and attention division, among other things that constitute living system (Duxbury & Higgins, 2011; Frone, 2013; Marks & MacDermid, 2008).

Performance is the implementation of functions demanded by an individual (John Whitmore, 2007: 104). It is an action, an achievement, and a comprehensive exhibition of skills. According to Barry Cushway (2012), performance assesses how a person has performed based on a predetermined target. In an institution of higher education, it relates to factors to be examined since it is perceived differently. For instance, it is considered to be the spearhead in producing with certain competencies based expertise and high integrity. It not only transfers knowledge but also provides ideas, concepts, strategies, and innovations related to learning, which impacts performance.

Cellular (2016) released the analysis results of the welfare levels of a multi-national company and established that employees with work-life balance are efficient. Furthermore, companies need to pay attention to the welfare of employees and that of their families, including gathering, communicating, and fulfilling economic needs. Therefore, work-life balance is the extent to which an individual is bound together in work and family, and is equally satisfied with both roles. The fulfillment of work-life balance increase productivity and performance.

2.4. Performance

Performance is the implementation of functions demanded by an individual (John Whitmore, 2010). It is an action, an achievement, and a comprehensive exhibition of skills. According to Barry Cushway (2012), performance assesses how a person performs concerning a predetermined target. It is an attractive factor for several indicators

such as (a) Quantity or the amount resolved; (b) Quality, which is in line with desired standards but without reject products, (c) Efficiency and effectiveness. Reflecting one's feelings towards performance, and it seems that a positive attitude is significant to the profession of an individual and everything that relates to performance. According to Strauss and Sayles in Handoko (2010), performance satisfaction is vital for individual self-actualization in getting. Edi (2011) established that dissatisfaction in performance influence aggressive behavior, especially opposing changes on how outcomes compete now and in the next ten years. According to Greenhaus et al. in Valen (2017), work-life balance requires an individual to be tied equally between responsibilities at work and in family or life. In case there is a performance satisfaction on income, expectations re more likely to be fulfilled, especially on performance.

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 H4: There is a positive relationship between work-life balance and employee performance in Asia.

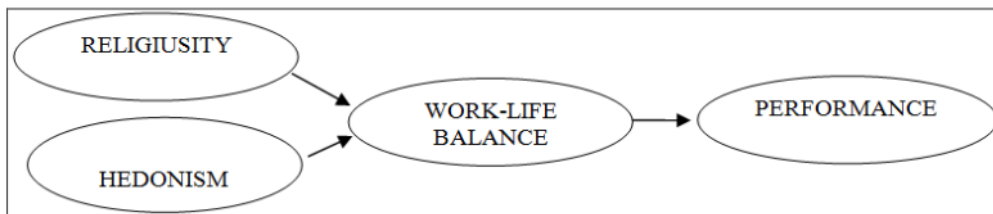


Figure 1: Framework of the Proposed Conceptual Model

III. Method of Research

3.1 Sampling and Data Collection

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 Table 1: Sample Characteristics (N= 415)

	Frequency	mean	Percent	Standard deviation
Age	23.58		5.51	
Gender				
Male	185		44.57	
Female	199		47.95	
No answer	31		7.46	
Ethnic background				
Chine's	218		52.53	
Indigenous	197		47.46	
Geographic background				
Megapolitan	112		26.98	
Metropolitan	138		33.25	
Less than once a month	109		26.26	
1-4 times per month	198		47.71	
More than once per week	68		16.38	
Once per day	15		3.61	
More than once per day	21		5.60	
No answer	4		0.96	
Online searching frequency				
Less than once a month	76		18.31	
1-4 times per month	269		64.81	
More than once per week	45		10.84	
Once per day	15		3.61	
More than once per day	10		2.40	
Types purchased				
Product	397		95.66	
services	18		4.33	

Data Source: Field Results

The sample used was made of company employees / MNCs with work experience of at least 3 years and be diploma 3 with majors on mechanical engineering, electrical, computer, and statistics. The study used Cluster Random Sampling based on certain groups/areas (Sugiyono, 2016). The questionnaire was provided to company employees as respondents using random cluster sampling. Selected respondents were asked to fill out questionnaires in relation to research variables, including religiosity, hedonism life, work-life balance, and performance at multinational companies (MNCs) in Asia. Additionally, they were also asked to state the extent to which each statement characterized their criteria, mind, and perceptions as well as how they interacted in teamwork, synergy, and collaboration.

The survey was conducted for 6 months, resulting in 415 usable answers. All items were measured on a 5 point Likert scale, ranging from "strongly disagree" to "strongly agree." Since the population was limited to employees with certain competencies, especially mastering skill techniques according to their specialization, starting from the input, production process, maintenance, finalization, expedition, or product delivery, the first part of the questionnaire was designed to filter the statements of employees as respondents. Afterward, employees were asked to convey experiences related to their work, including their responsibility in pursuing future careers. To ensure clarity, they were also asked to relate their experiences in the questionnaire according to the variables contained in the statement. The sample profiles presented in this table include (1) Religiosity (2) Hedonism life (3) Work-life balance (4) Performance. Table 1 Sample Characteristics (N=415).

3.2 Measuring Instrument

The measuring instrument and flexibility scales with nine statements were adopted from previous studies (Childers, 2010; Bollen and Long, 2003; and Byrne, 2008; Hoffman and Novak, 2006; Lynch and Ariely, 2010 and Rosen and Howard, 2010). The interactivity scale in this study was developed from previous works with ten statements (Liu, 2008 and Yoo et al., 2010). The scale of value perception with three statements was also developed from previous studies (To et al., 2007; Overby and Lee, 2006; Babin and Darden, 2005; Hirschman, 2006; Maddox, 2012, Unger and Kernan, 2003, Zeithaml, 2008). Also, the religiosity scale with three statement items was adopted from Yoo et al. (2010); and Eroglu and Machliet (2010). See Table 2.

3.3 Confirmatory Factor Analysis (CFA)

Structural Equation Modeling (SEM) with AMOS 16.0 was used for data processing, specifically to evaluate the suitability of the research model (figure 2). SEM was suitable since the proposed model can analyze the relationship simultaneously. Hair et al. (2010). Anderson and Gerbing (2008) and Hair et al. (2010), recommended a procedure with two stages of analysis. First, each scale was tested for adequacy, which consisted of many statements covering each of the constructs described previously in the measuring instrument. The residuals and scales show significant standard loading, implying convergent validity. As table 3 shows, each construct has construct reliability of above 0.70, showing internal consistency. Additionally, the average variance extracted (AVE) ranges from 0.71 to 0.85. This shows that each construct has a good discriminant validity, or the variance captured by the construct is greater than the one caused by measurement errors (Fornell and Larcker, 2010).

Table 2: Correlation between Constructs and Square Roots AVE

	Religiosity	Hedonism life	Work-life balance	Performance
Religiosity	0.791			
Hedonism life	0.241	0.852		
Work-life balance	-0.021	0.111	0.734	
Performance	0.222	0.111	0.004	0.780

Second, model fit hypothesized test showed the level of goodness of fit indices (GOF) did not match between the first and the recommended one (χ^2 / df 4.135, GFI 0.78, AGFI 0.75, TLI = 0.81, CFI-0.83, RMSEA-0.08). Therefore, a modification of the Min and Mentzer modes, 2004, Hair et al., 2010; Anderson and Gerbing, 2008) was needed. In the second measurement as a model modification process, the results showed a reasonable fit. Given no single recommended measure of fit for SEM, the fit of the overall was estimated based on various indices (Yoo et al., 2010). Empirical estimates for the research model are shown in Table 4.

The χ^2/df value for the model is 2.135, which is below the generally desired cut-off value of 3.0 (Segars and Grover, 2013). The results were respectively χ^2 / df 2.135, GFI 0.907, TLI 0.921, CFI 0.927, and RMSEA 0.074, which were in line with those recommended in the fit model. Therefore, these results showed that the data were compatible with the conceptual model of the researcher (Hayduk, 2007; Hair et al., 2010; Browne and Cudeck, 2013).

Table 3: Fit Model

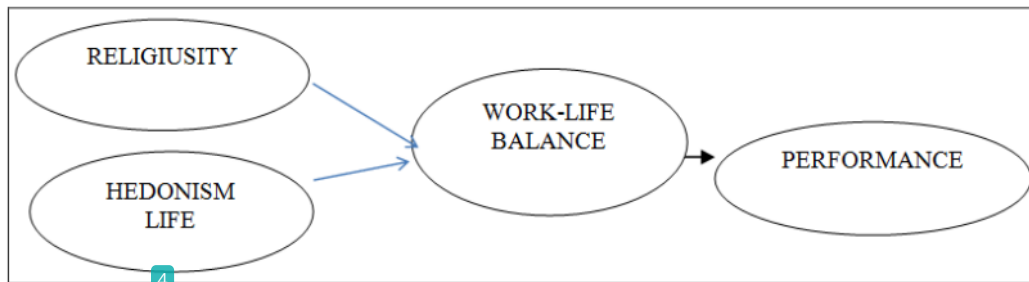
The goodness of fit indices	Fit guidelines	Proposed model
χ^2/df	≤ 3	2.1359
The goodness of fit index (GFT)	≥ 0.90	0.907
Adjusted Goodness of fit index (AGFT)	≥ 0.90	0.903
RMSEA	≤ 0.08	0.074
TLI	≥ 0.95	0.921
CFI	≥ 0.95	0.927

Data source: SEM processing results

A test of common method variance was not performed, as suggested by some literature (Podsakoff, MacKenzie, & Podsakoff, 2012). According to Spector (2007), there was little evidence showing that the variance method was a problem that refracted the results. Therefore, according to the researchers, the problem of common methods was a myth. Although they found evidence of method effects, the study concluded that it did not significantly influence the parameters of the structural relationship model (Williams and Anderson 2004). Reio (2010) also argued that if studies need to use multi-methods (as a solution to a single method), quantitative exploratory works in organizations, time, and cost considerations can seriously limit the choice of researchers for data collection methods. It can be looked down upon as valid theory-building research, although steps may have been taken to minimize the potential for CMV bias. Therefore, this was a behavioral study that could not avoid the potential occurrence of common method bias and variance caused by the use of measurement instruments that were the single source and self-reported. For this reason, the potential for common method bias in this study was reduced by not displaying the research title and variable names in the questionnaire (Kammeyer-Mueller et al., 2010; Richardson et al., 2009; Doty & Glick, 2008).

IV. Result of Research

The proposed conceptual model in Figure 1 was tested using SEM, and the path is follow.



The proposed conceptual model in Figure 1 was tested using SEM, and the path coefficients are presented in Table 5. Religiosity had a significant effect on work-life balance. However, hedonism life had no significant effect on religiosity. Therefore, H1 was accepted, while H2 was rejected.

The test result shows that hedonism life had a significant effect on work-life balance. For this reason, H3 was accepted. Also, the work-life balance had a significant effect on employee performance in Asia in multi-national companies. Therefore, H4 was accepted.

Table 4: Hypothesis test

Hypothesis estimate	Paths	Result
H1a	Religiosity–Work-life balance	Significant
0.044		
H1b	Religiosity–Hedonism life	Un-Significant
0.010		
H2a	Hedonism life–Work-life balance	Significant
-0.18		
H2b	Work-life balance - Performance	Significant
0.011		

Note: *p<0.05

V. Discussion

The responses to the Religiosity-Behavior on carrying out orders, avoiding prohibitions, and faith in their teachings impact behavior and shows that respondents had a high level of beliefs. The test results of SEM showed that employees with high religiosity-behavior beliefs had a significant relationship with work-life balance. This was more encouraging since they had enthusiasm and motivation, as well as the belief that work is worship and fortune has existed since humans were born. (Qs.Hud {11}: 6) says, "And there is not a beast in the earth but the sustenance thereof dependent on Allah. He knoweth its habitation and its repository. All is in a clear Record (Lauh mahfuzh).

The previous works stated that religiosity-work stress and religiosity-anxiety influenced individual satisfaction and productivity (Larson, Milano, and Lu, 2008; Planted a Sarma, 2011; Vail et al., 2009). Although researchers had looked at the relationship between religiosity-family income, their study "tested the A.S-based theory using the A.S sample" (Powell, Francesco, and Ling, 2009). This study focused on employees, especially in Indonesia, where 87.2% of the majority were Muslim (BPS data, 2018). Individuals' lives at work and in the family were strongly influenced by religiosity in daily life. The prevalence and potential of religiosity affect essential factors that also influence performance in the company. Individuals can balance performance with personal needs and that of their families (Schermerhorn, 2015 in Ramadhani: 2). According to Greenhaus Collins, Shaw (2012 in Widayari et al., 2015), balance is perceived as the absence of conflict. However, if associated with work-life balance, it includes productivity and satisfaction, both for performance life or family roles (Direnzo, 2010). In case work-life balance has not been fulfilled, loyalty decreases by around 20% (Hyekyoung Kim, 2014: 40 in Anisa, 2016: 1).

Performance life balance results in feelings of loyalty to the organization and increases affective commitment (emotional bonding). The balance between life in quality work impacts high-performance enthusiasm, the emergence of satisfaction with the profession, and a sense of full responsibility, both in the profession and in personal life. According to Edi (2011: 77), dissatisfaction in performance leads to aggressive behavior or an attitude of withdrawal from contact with the social environment. According to Greenhaus et al. in Valen (2017:10), Work-life balance is the stability of performance and life where individuals are tied equally between responsibilities in the family or life (Carlos et al. in Valen, 2017, Lazar et al. in Valen 2017).

Theoretically, there is a positive or negative relationship between the level of income received and performance satisfaction (Smith, Kendal, & Hulin, 2009). Performance satisfaction reflects feelings towards work, which is evident in the positive attitude of the individual towards work and everything encountered in the performance environment. Each individual has a different level of satisfaction based on the applicable values. In case a higher career is in line with the wishes of the individual, performance satisfaction is likely to be greater. According to Strauss and Sayles (in Handoko, 2010), performance satisfaction is also crucial for self-actualization. Individuals lacking performance satisfaction never reach psychological maturity, and this leads to frustration, low-performance enthusiasm, fatigue, boredom, and unstable emotion. Performance satisfaction is the emotional state of individuals, which is either pleasant or unpleasant based on their work (Handoko, 2010).

Over the past two decades, the field results of work-life balance on performance had been discussed and showed that there was a relationship between various disciplines and economics (e.g., Johnson & Provan, 2005; Whitehouse & Zetlin, 2009). Work-life balance is the primary goal of each individual, and therefore they try their best to improve life individually or in groups, psychologically and sociologically (Allen & Russell, 2009; Hegtvedt, Clay-Warner, & Ferrigno, 2002; Blair_Loy & Wharton, 2002; Glass & Ester, 2007). The work-life balance of each individual is influenced by various social factors related to beliefs and hedonism. People carry out various activities to fulfill their desired life needs, socioeconomic status, and social facilities.

Performance is the implementation of functions demanded by an individual (John Whitmore, 2007). It is an action, an achievement, and a comprehensive exhibition of skills. According to Barry Cushway (2012), performance assesses what a person has accomplished compared to a predetermined target. In an institution of higher education is interesting factors to be studied for several indicators. For instance, it spearheads the production of outputs with certain competencies based on expertise and high integrity. It only transfers knowledge but also provides ideas, concepts, strategies, and innovations related to learning, which impact the performance of lectures in international classes. Also, the quality of performance is not a final and can be improved because individuals always grow and change.

5.1 Hedonism Life

The hypothesis H2, which stated based that hedonism life had a significant effect on work-life balance, was accepted. This is because when people have higher incomes, spree, fun, and pleasure is the primary goal of life since

they assume that we only live once, and therefore there is need to enjoy life to the possible extent. With a high enthusiasm in life, they certainly have the motivation and innovation in work performance. Therefore, they perform better, expecting to receive additional income from rewards, which has a direct positive impact on work-life balance. In this case, hedonism is based on the motivation of individuals to strive for a higher quality of life. In general, a higher quality life refers to an individual's dissatisfaction with the lives of consumerism and materialism, leading to an urge to fulfill various needs. There are two forms of hedonism, including selfish and ethical. Selfish hedonism is based on individual pleasure, while ethical hedonism involves both individual well-being as well as the welfare of others (Sidwick, 2011). This assertion is in line with McGoldrick and Pieros (in Sit and Merriless, 2005) which stated that someone with a strong motive for spending money (hedonists) had more fun and enthusiasm compared to an individual with a low spending motive. In case employees get high income, they are likely to improve their performance. Besides, in case individuals are classified as having a hedonic life, fulfilling extraordinary expectations evoke feelings of confidence and security, which influences the satisfaction of emotions and increased enthusiasm (Hunt, 2007; Oliver, 2007; Russel, 2010). In case the hedonist's life goals for a person have not been fulfilled as expected, negative emotions and dissatisfaction emerge and ultimately influence work-family satisfaction (Chitturi, Raghunathan and Mahajan, 2007).

5.2 Work-life Balance

The results of the SEM analysis show that the work-life balance significantly influenced the performance of employees in multinational companies in Asia. This is in line with Ganipathi and Gilang (2016), which stated that work-life balance significantly influenced job satisfaction. Therefore, companies need to pay attention to the workspace condition, including a clean worship room. This is based on the respondent's answer regarding the condition of the employee's workspace, which makes them comfortable. The quality of the work environment that is good and line with human conditions supports work performance and productivity. Based on Jobstreet (in Singapore, 2013) the government supports the demand of employees, especially on work-life balance in their lives. Importantly, the balance system is implemented in several government departments. According to the American Sociological Review (2014), the conflict between work and family was not entirely an individual problem but could also be solved systematically with leadership management in the company. Other works also dispute the concept of Work-life balance with fulfillment on aspects that support a career, family life, and joy with the concept of communication without gaps to describe a harmonious relationship without separating work from family (Benyamin Honigman, MD, 2017). These assertions were refuted alongside some previous studies with the concept of Religiosity-Behavior. In case worship space facilities and supporting infrastructure are available and guaranteed based on the available time dimensions, it impacts motivation, work enthusiasm, comfort, commitment, and integrity to its performance. This is because it was based on quality religiosity that fortune, mate, and death are determined before being born in the world.

5.3 Theoretical and Managerial Implications

In contrast to previous research, this study contributes to the existing literature by implementing Religiosity in forming a work-life balance between work-family by sharpening religious beliefs in finding satisfaction in the workplace and the family. It also contributes to the importance of increasing belief by adhering to religious teachings- behavior that carries out His commands and avoids prohibitions. This study is different for other researchers, where work-life balance needs to be fulfilled for income between work satisfaction and family life and balance with commitment (Greenhaus et al. in Valen (2017; Parkes & Langford, 2008). According to other researchers, balance is obtained because of position/role (Allen, 2010). Helme, Botero, and Seibold, (2014) and (Benyamin Honigman, MD, 2017), established that balance is built with communication without gaps in the family. However, it also determined by leadership in the organization (American sociology review, 2104). The results of this study show that essential religiosity-behavior contributes significantly to improving performance incorporates. Apart from theoretical implications, several other benefits, especially for managers, can be drawn from the findings of this study. For instance, they can be used to improve employee performance by increasing belief. This can be achieved by providing facilities and opportunities to practice worship according to the time available and other facilities relating to the belief of the adherents.

5.4 Weaknesses and Further Research

This study did not dichotomize previous research on work-life balance from aspects of income and position/role fulfillment, commitment, communication concept without gaps in the family and leadership-related factors. However, this study added theoretical insight into the future works on religiosity by sharpening the indicator of the value of how adherents understand the norms of religious quality. This study only focuses on behavior and relies on avoiding prohibitions and obeying commands without understanding the reason. Future studies should use a

qualitative approach to produce in-depth and reliable descriptions, which adds knowledge (Mayal, 2010; Thaichon and Quach, 2016).

VI. Conclusion

The results of this research showed that Religiosity (beliefs, values, behavior) influenced work-life balance (work responsibilities, family life) but did not impact hedonism life. However, hedonism life (pleasure, satisfaction, worldly pleasure) had a positive effect on work-life balance, which positively impacted performance (quantity, quality, savings, observance of standard). Work-life balance is fulfilled in case there is a quality level of religiosity based on knowledge of beliefs and values of how the individuals obey religious rules. So, if the level of religiosity is low, individuals may never be grateful for rewards given based on work satisfaction. Although the work-life balance is fulfilled by the company, without religiosity, there would be no positive effect on employee performance. Therefore, the company is obliged to provide facilities, infrastructure, and moral support for the employees worship.

Limitations of this research, although there is justification for using samples based on religiosity and regions in Asian countries already in the literature, this sample may not reflect the overall employee population in companies across the continent.

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