"The moderating role of intrinsic religiosity in the relationship of stressors and job performance: Evidence from Indonesia"

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THE MODERATING ROLE OF INTRINSIC RELIGIOSITY IN THE RELATIONSHIP OF STRESSORS AND JOB PERFORMANCE: EVIDENCE FROM INDONESIA

Abstract

Job performance is the ability to complete work according to predetermined standards. Stressful conditions at work can make job performance worse. An individual's intrinsic religiosity can weaken these stressful conditions. This study aims to empirically prove the influence of challenge and hindrance stressors on job performance and examine whether intrinsic religiosity can moderate this influence. This paper uses the method of administering online questionnaire surveys by distributing Google Form links to the eligible respondents without conducting the interview. It employs a non-probability sampling design with a purposive sampling method, in this case, judgment sampling. The criteria for selecting respondents are individuals who have the status of full-time employees and work in state-owned and private-owned organizations in the cities of Indonesia. This study proved all hypotheses. Higher challenge stressors result in higher job performance. At the same time, higher hindrance stressors result in lower job performance. Further, intrinsic religiosity weakens the positive influence of challenge stressors on job performance. Individuals who are always attached to God will use work as a means to please God. The characteristics of these individuals are having a positive mental attitude so that they are always ready and calm in facing various work situations and view work as a calling. Also, this study proves that the negative influence of hindrance stressors on job performance is weaker in people with intrinsic religiosity. Ambiguous job descriptions, conflicts, or excessive work are no longer burdensome.

Keywords	work behavior, work standard, work stress, religious beliefs, primary data
JEL Classification	M41, M12, J24

INTRODUCTION

Job performance has been a concern in behavioral research by management accountants over the past few decades. Good job performance must meet predetermined standards that influence organizational performance. Conversely, poor job performance can harm the organization.

For this reason, special attention needs to be paid to factors that influence job performance. Every job will undoubtedly have challenges or pressures that can trigger stress. There are two classifications of stressors: challenge and hindrance (Cavanaugh et al., 2000). Challenges in work that are responded to as opportunities for flourishing individuals are known as challenge stressors (for example, increased responsibility due to promotion), which are expected to improve job performance. Meanwhile, the pressure that is responded to as a threat or obstacle will cause hindrance stress (for example, work overload, work

conflict, work ambiguity), which can undoubtedly reduce job performance. Even though challenge stressors appear to positively influence job performance, it would be better if, for example, increased job responsibilities caused by a promotion did not cause stress. Therefore, both challenge and hindrance stress should be managed well.

Religiosity has been proven to manage the effect of challenge and hindrance stressors on job performance (Azeem et al., 2023). However, as is known, religiosity is divided into two types (Allport & Ross, 1967), namely extrinsic religiosity (for example, religion is used as a tool for socializing) and intrinsic religiosity (for example, religion is used as a guide to carrying out daily life). Therefore, it is pertinent to study how individuals who practice their religious teachings in everyday life can manage challenge and hindrance stressors.

1. LITERATURE REVIEW AND HYPOTHESES

To become sustained, companies have to pay attention to their employees' job performance. Job performance is an essential aspect of organizational life because poor performance can cause a deterioration in personal lives and even overall organizational performance (Prayogi et al., 2023). Completing tasks accurately based on knowledge and abilities following predetermined standards to achieve organizational goals is defined as job performance (Ateeq et al., 2023).

Seeing the vital role of job performance, management accountants can contribute to organizations, among other things, by paying attention to factors that influence job performance. Some previous research reveals that job performance can be influenced by emotional intelligence (Khraim, 2023), employee loyalty (Ateeq et al., 2023), new leadership style (Susita et al., 2023; Islam et al., 2023), work-family conflict (Aguirre et al., 2023), work crafting (Prayogi et al., 2023), human capital, and job satisfaction (Islam et al., 2023). Besides that, stressful working conditions will result in difficulties for employees in achieving good accomplishments (Azeem et al., 2023). There are challenge stressors and hindrance stressors (Cavanaugh et al., 2000). Stress triggers that encourage enthusiasm and self-confidence (Abbas & Raja, 2019) and are seen by employees as having potential and opportunities for growth (Azeem et al., 2023) are called challenge stressors. Meanwhile, hindrance stressors are stressors that employees consider as a threat to their progress and/or as obstacles (Azeem et al., 2023).

An example of the occurrence of challenge stressors is when an individual receives a promotion. Of course, attached to this promotion is an increase in work responsibilities, which require more time and energy to ensure good job performance. So, a promotion provides a challenge for the individual, which should be used as an opportunity for growth. The conservation of resources theory introduced by Hobfoll (1989) can explain this situation. This theory explains that challenge stressors are understood as a state of "risky investment," namely a challenging situation to obtain resources (e.g., knowledge), but on the other hand, there is also the possibility of losing the invested resource (e.g., time). Because they see opportunities to obtain resources, individuals will try to show positive behavior through maximum job performance when faced with work demands. Ultimately, individuals can work confidently and improve their performance (Wallace et al., 2009).

Hindrance stressors occur when an individual (1) receives an assignment without a clear job description, so it is confusing (work ambiguity), (2) receives assignments that conflict with each other from various parties (work conflict), and (3) receives a complicated assignment excessively beyond the limits of ability and time available (work overload). This situation is explained by the conservation of resources theory, which states that hindrance stressors are hurdles that drain and prevent people from obtaining more resources, resulting in frustration (Hobfoll, 1989). Hindrance stressors will result in individuals tending to try to protect resources more strongly compared to efforts to obtain more resources (Yu et al., 2023), and they have been shown to show decreased job performance (Azeem et al., 2023; Liu & Ren, 2022).

Hindrance stressors can inhibit employee growth and disrupt employees' capacity to reach predetermined objectives (Cavanaugh et al., 2000).

Job performance is proven to be affected positively by challenge stressors and negatively by hindrance stressors (Azeem et al., 2023). Meanwhile, the relationship between challenge stressors and job performance has not shown convincing results, but hindrance stressors reduce the positive influence on job performance (Mazzola & Disselhorst, 2019). Thus, individuals view hindrance stressors as obstacles to demonstrating high job performance.

In addition, other studies have explored the positive influence of challenge stressors on several other consequences, namely on job satisfaction (Ito & Brotheridge, 2012; Cavanaugh et al., 2000) and enthusiasm (Tuckey et al., 2015). Meanwhile, other studies investigate the consequences of hindrance stressors, namely low citizenship behavior (Rodell & Judge, 2009), high job avoidance (Shang et al., 2023), and low survival (Jannesari & Sullivan, 2022).

Accordingly, managing challenge and hindrance stressors is important. Empirical evidence shows that religiosity is among many factors that encourage employees to show better work performance (Wu et al., 2017). Religiosity has been proven to reduce stress levels in the workplace (Weiß & Süß, 2019) because religiosity provides a psychological buffer for individuals (Wu et al., 2017). Religion provides spiritual support, enabling individuals to overcome the stress they face (Narsa & Wijayanti, 2021). Other empirical evidence proves that religiosity can manage challenge and hindrance stressors to increase job performance (Azeem et al., 2023). Thus, the positive influence of challenge stressors on job performance is strengthened by religiosity. Meanwhile, the negative influence of hindrance stressors on job performance is weakened by religiosity. However, religiosity is divided into extrinsic and intrinsic (Allport & Ross, 1967). People with extrinsic religiosity only use religion as a medium, for example, going to church just to socialize (Allport, 1963), but lack religious commitment (Davari et al., 2017). Meanwhile, individuals with intrinsic religiosity view religion as a guide to life and are based on internal beliefs that represent the core

values of religion (Allport, 1963; Allport & Ross, 1967; Jamali & Sdiani, 2013; Melita Prati et al., 2007; Chowdhury, 2018; Vitell et al., 2006; Davari et al., 2017). Apart from that, intrinsic religiosity is very helpful in maintaining positive psychology (Chowdhury, 2018). People with intrinsic religiosity have healthy mental, are calmer in facing various pressures (Donahue, 1985), realize that work is a calling (Brotheridge & Lee, 2007), and carry out their religious commands (Allport & Ross, 1967) so that these individuals are fully aware that God is omnipresent. Understanding the different meanings between extrinsic and intrinsic religiosity is vital; research that focuses only on religiosity without distinguishing between types is incomplete.

Based on the above description, intrinsic religiosity is a form of attachment to God that enables individuals to perform well in every job. Individual attachment to God can be explained by the attachment theory. According to this theory, individuals need an attachment figure who will always be responsive and provide support so that the individual will always have a positive mindset and will show good behavior (Giddens, 1970). Religious people believe that God is an attachment figure who will always be available to provide support and enable individuals to behave positively in every situation, including in their work (Kirkpatrick, 1992; Cicirelli, 2004). Thus, an individual's intrinsic religiosity reflects a secure attachment to God. Religious individuals view work as a form of worship and will try harder and more seriously in their work to glorify God (Abu Bakar et al., 2018; Abualigah et al., 2024; Baker & Lee, 2020).

Therefore, based on the attachment theory, individuals with intrinsic religiosity are always aware of God's presence. This individual will continue to strive to implement the teachings of his religion in his life and work. A positive mental attitude is a characteristic of individuals with intrinsic religiosity so that they are always ready and calm in various work situations. At work, they are passionate.

An individual's intrinsic religiosity is expected to be the key to managing challenge stressors and hindrance stressors. By making work a passion
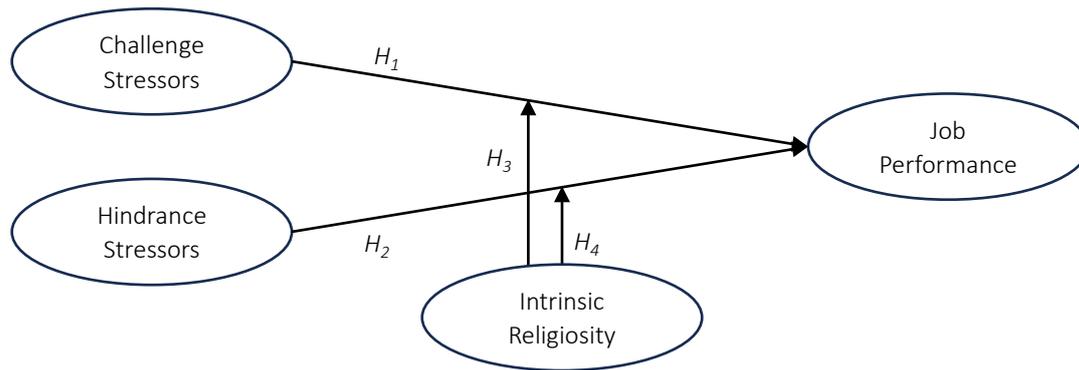
Figure 1. Conceptual model

and a calling to please God, an individual, for example, will assume a promotion to a position with all the big and inherent new responsibilities as a form of service to God. Furthermore, this individual will be able to face the hindrance stressors. Ambiguous job descriptions, conflicts, or excessive work are no longer burdensome.

Therefore, based on COR theory, this study aims to provide empirical evidence regarding the positive influence of challenge stressors on job performance and the negative influence of hindrance stressors on job performance. Furthermore, by using the attachment theory, this study also wants to provide empirical evidence regarding the role of intrinsic religiosity in moderating (1) the positive influence of challenge stressors and job performance and (2) the negative influence of hindrance stressors and job performance.

The following are hypotheses developed based on theory and literature review. These hypotheses are also depicted in Figure 1, which describes the conceptual model:

H_1: *Challenge stressors have a positive influence on job performance.*

H_2: *Hindrance stressors have a negative influence on job performance.*

H_3: *Intrinsic religiosity moderates the positive influence of challenge stressors on job performance.*

H_4: *Intrinsic religiosity moderates the negative influence of hindrance stressors on job performance.*

2. METHOD

This quantitative study uses primary data. There are four principal methods of primary data collection: administering questionnaires, observations, experiments, and interviews (Sekaran & Bougie, 2016). Questionnaire survey methods are often used in social science research because they effectively provide relevant information based on the perceptions, beliefs, and attitudes of selected samples that align with research objectives (Speklé & Widener, 2018a, 2018b). Also, survey methods can produce aggregations of single individual assessments that help create a general picture of real-life settings in a selected sample (Rogelberg & Stanton, 2007).

Furthermore, there are two sampling designs: probability and non-probability. A non-probability sampling design is used because the elements in the population do not have any probability of being selected as sample subjects. One non-probability method that can be used is the purposive sampling method. This sampling method is limited to individuals who can provide the desired information because they meet specific criteria set by the researcher. One type of purposive sampling used is judgment sampling, which makes it possible to reach individuals from various industries quickly (Sekaran & Bougie, 2016; Cooper & Schindler, 2014). Thus, judgment sampling involves selecting individuals who can provide the required information quickly. Judgment sampling is the only feasible method for obtaining the information needed from a group of individuals who have the necessary facts and can provide the information sought.

Thus, this study uses online questionnaire surveys by distributing Google Form links to respondents.

No personal data were asked in the questionnaire, all information provided by respondents was kept confidential, and the data collected were used for academic research. This is an effort to prevent social desirability bias (Podsakoff et al., 2003; Spector, 2006). Furthermore, this paper uses a non-probability sampling design with a purposive sampling method, in this case, judgment sampling. During the data collection period, 181 responses were collected according to the established criteria. All of these responses can be used in data analysis.

The three criteria for selecting respondents in this study are described as follows. The first is individuals who are full-time employees. Full-time employees were chosen because they have the potential to experience stress at work (Azeem, 2023; Abbas & Raja, 2019; Song et al., 2017). They have inflexible working hours. They must come to the office on time (general working hours are 8 AM–5 PM). Apart from that, they also have a greater workload and broader job responsibilities. This description of the potential for stress at work for full-time employees prompted the paper to study challenge and hindrance stressors, which are thought to influence job performance. The second is full-time employees who work in various organizations. The selected full-time employees come from various organizations because collecting data from various organizations helps maximize variations in different work environments (Abbas & Raja, 2019; Song et al., 2017). The third is full-time employees working in various organizations spread across Jakarta, Bogor, Depok, Tangerang, and Bekasi in Indonesia. Jakarta, the capital city of Indonesia, is one of 10 cities with high levels of stress as reported by The Least and Most Stressful Cities Index 2021, which analyzes 100 cities in the world through four categories, namely government, city, finance, and public health (CNN Indonesia, 2022; Pusparisa, 2021). Jakarta was ranked 6th in the world as a city with high levels of stress in 2019 (Christy, 2020). Many offices are located in Jakarta, while many employees live around Jakarta (Bogor, Depok, Tangerang, and Bekasi). These are all functional cities in Indonesia and are known as Jabodetabek. Whether they live in Jakarta or their surroundings, employees generally leave for the office around 5.30 AM and return home at around 10.00 PM due to the traffic. Then, it is obvious that even though they are facing stress, still, they must be able to manage the work stress.

Studies on religiosity can be seen from two points of view, namely (1) religious commitment or (2) religious affiliation (McDaniel & Burnett, 1990). Religious commitment is measured by the extent to which a person holds his/her religious beliefs and carries out his/her religious teachings in everyday life. Meanwhile, religious affiliation is usually measured based on a person's denominational membership or religious identification. The definition of religious commitment aligns with the definition of intrinsic religiosity. Indonesia has six religions recognized by the state. However, tolerance and mutual respect between religions are still prioritized to maintain mutual peace and tranquility (CNN Indonesia, 2023). Therefore, this study does not ask about each respondent's religion. Several previous studies on intrinsic religiosity did not focus on a particular religion, for example, Vitell et al. (2006), Vitell et al. (2007), Mazereeuw-van der Duijn Schouten et al. (2014), Singhapakdi et al. (2013), Patwardhan et al. (2012), and Pieper et al. (2020).

Demographic data show that the majority of respondents were women. The millennial generation, with an age range of 23-43 years old, dominates this analysis. The majority of respondents' educational background is a bachelor's degree. Most of the respondents who participated in this survey were employees who worked in non-family-owned private organizations. 83.98 percent of respondents had a working period of less than ten years. Table 1 presents the complete demographic data of respondents.

This study uses the instrument of (1) job performance developed by Williams and Anderson (1991), (2) challenge stressors and hindrance stressors developed by Cavanaugh et al. (2000), and (3) intrinsic religiosity developed by Allport and Ross (1967) and modified by Gorsuch and McPherson (1989). The job performance instrument consists of seven statements, challenge stressors consist of six statements, hindrance stressors consist of five statements, and intrinsic religiosity consists of eight statements. All instruments use a Likert scale of one to five.

Structural equation modeling-partial least squares (SEM-PLS) using WarpPLS version 7.0 software was used to analyze the research data. SEM-PLS is an approach to maximize the variance of criterion latent variables (Sholihin & Ratmono, 2021).

The current analysis is exploratory empirical research or an extension of an existing theory to predict structural relationships. To achieve this goal, using SEM-PLS is the right choice (Sholihin & Ratmono, 2021).

Table 1. Respondents' demographic data

Description	Total	%
Gender		
Female	130	71.82
Male	51	28.18
Age		
< 23 years old	19	10.50
23-43 years old	144	79.56
44-58 years old	13	7.18
> 58 years old	5	2.76
Educational Background		
Bachelor's Degree	147	81.22
Master's Degree	32	17.68
Doctorate Degree	2	1.20
Employee Status		
Full-time employees of state-owned organizations	55	30.39
Full-time employees of private-owned organizations (non-family-owned)	94	51.93
Full-time employees of private-owned organizations (family-owned)	32	17.68
Length of Employment		
< 10 years	152	83.98
> 10 years	29	16.02

The evaluation of the measurement model and the structural model are part of the evaluation of the SEM-PLS model. Determining whether the variables used are categorized as formative or reflective constructs is the first step of evaluating the measurement model. Formative constructs have the characteristic that changes in constructs are caused by changes in indicators, and existing indicators cannot be exchanged for one another because each indicator captures a specific and unique aspect of the domain of a construct (Sholihin & Ratmono, 2021; Hair et al., 2019; Hair et al., 2014). Reflective constructs have the characteristic that changes in the indicators are caused by changes in the constructs so that each indicator can be removed from the model (Sholihin & Ratmono, 2021; Hair et al., 2019; Hair et al., 2014).

The challenge stressor variable and hindrance stressor variable are measured formatively. The criterion as a formative measure is having a p-value < 0.05 and a variance inflation factor (VIF) smaller

than 3.3 (Hair et al., 2019; Sholihin & Ratmono, 2021). Meanwhile, job performance variables and intrinsic religiosity variables are measured reflectively. Evaluation of reflective construct measurements is carried out by assessing (1) convergent validity, (2) discriminant validity, and (3) internal consistency reliability. Convergent validity testing refers to the factor loading value, p-value, and average variance extracted/AVE. Discriminant validity testing uses the cross-loading approach, Fornell-Larcker, and the heterotrait-monotrait (HTMT) ratio. The evaluation of internal consistency reliability uses two values: composite reliability and Cronbach's alpha.

3. RESULTS

The challenge stressor variables and hindrance stressor variables are measured formatively. To meet the criteria as a formative measure, all indicators should have a p-value < 0.05 and a VIF value smaller than 3.3. Table 2 shows that all indicators have met the criteria as formative measures.

Table 2. P-value and VIF value of the formative construct

Variable	Item	P-Value	VIF
Challenge Stressors	C.S_1	< 0.001	1.339
	C.S_2	0.001	1.327
	C.S_3	< 0.001	1.791
	C.S_4	< 0.001	1.631
	C.S_5	< 0.001	1.687
	C.S_6	0.001	1.557
Hindrance Stressors	H.S_1	< 0.001	1.229
	H.S_2	< 0.001	1.102
	H.S_3	< 0.001	1.221
	H.S_4	< 0.001	1.304
	H.S_5	< 0.001	1.268

Note: C.S: Challenge Stressors, H.S: Hindrance Stressors.

The job performance and intrinsic religiosity variables are measured reflectively. Evaluation of the reflective model measurement is carried out by assessing (1) convergent validity, (2) discriminant validity, and (3) internal consistency reliability. Convergent validity assessment refers to the loading factor value, p-value, and average variance extracted/AVE. Table 3 shows that all indicators have loading factor values above 0.40, and the AVE value for both variables is above 0.50. The conclusion is that convergent validity criteria have been met.

Table 3. Convergent validity results

Variable	Item	Loading Factor	P-Value	AVE
Job Performance	J.P_1	0.785	< 0.001	0.531
	J.P_2	0.871	< 0.001	
	J.P_3	0.844	< 0.001	
	J.P_4	0.825	< 0.001	
	J.P_5	0.464	< 0.001	
	J.P_6	0.758	< 0.001	
	J.P_7	0.403	< 0.001	
Intrinsic Religiosity	I.R_1	0.662	< 0.001	0.570
	I.R_2	0.684	< 0.001	
	I.R_3	0.529	< 0.001	
	I.R_4	0.661	< 0.001	
	I.R_5	0.837	< 0.001	
	I.R_6	0.871	< 0.001	
	I.R_7	0.876	< 0.001	
	I.R_8	0.845	< 0.001	

Note: J.P: Job Performance, I.R: Intrinsic Religiosity.

Discriminant validity testing uses the cross-loading approach, Fornell-Larcker criterion, and the HTMT approach. The test results using the cross-loading approach are presented in Table 4. All indicators have lower cross-loading values than their factor loading. It means that the discriminant validity criteria have been met.

Table 4. Discriminant validity results using the cross-loading

Variable	Item	Job Performance	Intrinsic Religiosity
Job Performance	J.P_1	**0.785**	−0.062
	J.P_2	**0.871**	−0.015
	J.P_3	**0.844**	−0.032
	J.P_4	**0.825**	−0.056
	J.P_5	**0.464**	0.108
	J.P_6	**0.758**	0.080
	J.P_7	**0.403**	−0.059
Intrinsic Religiosity	I.R_1	−0.045	**0.662**
	I.R_2	−0.138	**0.684**
	I.R_3	0.179	**0.529**
	I.R_4	0.054	**0.661**
	I.R_5	0.017	**0.837**
	I.R_6	0.004	**0.871**
	I.R_7	0.038	**0.876**
	I.R_8	−0.067	**0.845**

Note: J.P: Job Performance, I.R: Intrinsic Religiosity. Bold means factor loading of the variable.

Table 5 shows that the AVE root in the diagonal column is higher than the correlation between constructs tested reflectively. It means that the discriminant validity criteria have been met.

Table 5. Discriminant validity results using the Fornell-Larcker approach

Variable	Job Performance	Intrinsic Religiosity
Job Performance	**0.729**	
Intrinsic Religiosity	0.227	**0.755**

Note: Bold means the AVE value.

The HTMT ratio is one of the criteria for fulfilling discriminant validity presented in Table 6. The guideline for a good HTMT ratio limit value to meet the discriminant validity criterion is 0.90 (Henseler et al., 2015; Kock, 2021). The test results show that these criteria have been fulfilled.

Table 6. Discriminant validity results using the HTMT ratio approach

Variable	Challenge Stressors	Hindrance Stressors	Job Performance
Hindrance Stressors	0.315		
Job Performance	0.455	0.259	
Intrinsic Religiosity	0.170	0.195	0.293

The reliability test is presented in Table 7. The composite reliability and Cronbach's alpha values of all variables are greater than 0.70 but do not exceed 0.95. It means that all variables have met the reliability testing criteria.

Table 7. Reliability test

Variable	Composite Reliability	Cronbach's Alpha
Job Performance	0.840	0.743
Intrinsic Religiosity	0.912	0.887

The first hypothesis, which suspects that challenge stressors positively influence job performance, is accepted. This result can be seen from the p-value < 0.01 with a coefficient of 0.270. This study also succeeded in proving the second hypothesis, which states that hindrance stressors have a negative influence on job performance. The p-value and coefficient, respectively, show values of 0.030 and −0.142. This study proved the third hypothesis, which states that intrinsic religiosity moderates the positive influence of challenge stressors and job performance. The p-value is significant at the 10% alpha level, namely 0.056, and the path coefficient value shows a negative value, namely −0.116. The moderating role of intrinsic religiosity on the negative influence of hindrance stressors

Table 8. Path coefficient and p-value of hypotheses testing

Description	Path Coefficient	P-value	Conclusion
H1: Challenge Stressors → Job Performance	0.270	< 0.01***	H1 Accepted
H2: Hindrance Stressors → Job Performance	−0.142	0.030**	H2 Accepted
H3: Challenge Stressors*Intrinsic Religiosity → Job Performance	−0.116	0.056*	H3 Accepted
H4: Hindrance Stressors*Intrinsic Religiosity → Job Performance	−0.107	0.072*	H4 Accepted

Note: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$.

and job performance was successfully proven in this study, which means the fourth hypothesis is supported. The p-value and coefficient value are 0.072 and –0.107, respectively. The hypotheses tests are presented in Table 8.

4. DISCUSSION

This study succeeded in proving the first hypothesis, which states that challenge stressors have a positive influence on job performance. Azeem et al. (2023) revealed the same result. When facing challenging stressors, individuals are confident that they can overcome them. Even though this stress also takes up their resources and energy, they realize that these challenging stressors benefit their organizational development. For example, individuals who receive a promotion will realize that the promotion comes with greater responsibility. This individual will view this as an opportunity to continue learning even though the consequence is that a greater sacrifice of time and energy is required. The result is that the challenges in this new position will trigger persistence in carrying out the tasks given so optimal job performance is achieved. The exciting thing about challenge stressors is that individuals can view them as potential for personal growth, so they will be motivated to persist and overcome difficulties in achieving their goals. Thus, these individuals are experiencing stress, but they still perform well. This point of view is in accordance with conservation of resources theory.

The second hypothesis, which states that hindrance stressors negatively influence job performance, was successfully proven. Azeem et al. (2023) and Cavanaugh et al. (2000) showed the same result. Hindrance stressors interfere with people achieving their target and do not provide positive benefits for individual development in the organization. When facing hindrance stress-

ors, individuals believe that they cannot overcome them through personal effort, so their investment of effort is inevitably reduced in achieving the set goals. In general, hindrance stressors encourage worry and lead to feelings of fear in achieving goals, thus leading individuals to withdraw from activities. This situation aligns with conservation of resources theory, which explains that hindrance stressors inhibit individuals from obtaining more resources. In the end, it can cause frustration that decreases job performance and may force individuals to quit their jobs.

This study proved the third hypothesis, which states that intrinsic religiosity moderates the positive influence of challenge stressors on job performance. Intrinsic religiosity weakened the positive influence of challenge stressors on job performance. This is the first analysis that proved intrinsic religiosity can be used to manage the challenge stressors. Previous research only proved religiosity (not intrinsic religiosity) as a moderator in the relationship between challenge stressors and job performance (Azeem et al., 2023). Following the attachment theory, people with intrinsic religiosity are attached to God and carry out their religious teachings. These individuals believe that closeness and attachment to God can be a buffer in facing various challenges, including challenges at work that can cause stress. These individuals believe that attachment to God can be a solution to stress because this form of attachment offers spiritual support that provides hope and strength. Individuals with intrinsic religiosity will view promotion as a gift from God, and with a positive mental attitude, they will always be ready and calm in various work situations. Even though it requires a lot of additional time and energy, they always recognize work as a calling and consider it an opportunity to please God. Under ideal conditions, individuals with intrinsic religiosity no longer view challenge stressors as aspects that can cause stress but only purely as a challenge.

This paper also proved the fourth hypothesis, which states that intrinsic religiosity moderates the negative influence of hindrance stressors on job performance. The test results show that the negative influence of hindrance stressors can be weakened by intrinsic religiosity. Thus, this is the first analysis that proved intrinsic religiosity can be used to manage the hindrance stressors. According to the attachment theory, every individual needs an attachment figure to provide support. This form of attachment is reflected in individuals who have intrinsic religiosity. This individual believes that attachment to God can be a solution when stress arises, including stress at work. A close relationship with God can provide spiritual support and hope and guide behavior. Belief in religion can help maintain an individual's mental state, especially when facing difficult times. The influence of stressors can be weaker because of intrinsic religiosity, which becomes a buffer for individuals when experiencing stress. Individuals with intrinsic religiosity believe that the strength from God enables them to overcome the stress that arises. In the end, the negative impact of hindrance stress on job performance can be minimized when individuals can focus and rely on God. Intrinsic religiosity, which reflects attachment to God, helps individuals survive when facing challenges, including stress at work. They experience stress but will not give up and quit their job.

The empirical evidence shows that intrinsic religiosity can manage challenge and hindrance stressors. It would be interesting to study whether there are differences if extrinsic religiosity is used as a moderating variable. It would also be interesting to study the influence of stressors on burnout and then look at their impact on work attitude and/or work behavior. Furthermore, this study uses a sample of employees without distinguishing their specific fields of work. It is suspected that there will be differences in stress levels in certain professions, such as lecturers and doctors.

CONCLUSION

This study succeeded in proving that challenge stressors have a positive influence on job performance, supporting the conservation of resources theory. It means that individuals view challenge stressors as opportunities to demonstrate their maximum performance. Using the example of an individual who received a promotion and a bigger responsibility that needs more effort and time, this result means that this individual will do his/her best to achieve the best job performance. Thus, these individuals are experiencing stress, but they still perform well.

Using the conservation of resources theory, this study successfully proved that hindrance stressors negatively influence job performance. It means that hindrance stressors inhibit individuals from obtaining more resources, causing frustration and ultimately reducing performance. In other words, these individuals will experience stress if there is an ambiguous job description, job conflict, and job overload. In the end, hindrance stressors can cause frustration, decrease job performance, and force individuals to quit.

Confirming the attachment theory, this analysis proves that intrinsic religiosity moderates the positive influence of challenge stressors on job performance. Intrinsic religiosity weakened the positive influence of challenge stressors on job performance. It means, using the example of an individual who received a promotion and a bigger responsibility that requires more effort and time, challenge stressors will be weakened in individuals with intrinsic religiosity. Under ideal conditions, individuals with intrinsic religiosity no longer view challenge stressors as aspects that can cause stress but only purely as a challenge.

Further, this study proved that intrinsic religiosity moderates the negative influence of hindrance stressors on job performance according to the attachment theory. Intrinsic religiosity weakened the negative influence of hindrance stressors on job performance. Intrinsic religiosity, which reflects attachment to God, helps individuals survive when facing challenges, including stress at work.

AUTHOR CONTRIBUTIONS

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