



Effect of Religiosity, Job Stress, and Job Attitude on Performance

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Abstract

This study purposed to find antecedent variables that enhance performance. The object of this research was the manufacturing company in Indonesia. This research employed quantitative method in which there were 115 questionnaires spreaded to manufacturing company. Meanwhile, the method used to test the primary data was path analysis. The results of this study indicate that religiosity, job stress, and job attitudes can enhance performance. This research contributes to the development of employee performance theory through the developed model. The results of this study also have implications for managers in taking strategic actions in improving employee performance. This research is very important in developing the business especially in manufacturing company in Indonesia. The most important thing is that this research will contribute to the body of knowledge, especially in human resource management science.

Introduction

Human resources (HR) is an important resource that determines the success of the company. HR plays an important role compared to other resources, especially in companies that involve many employees. Due to the importance of HR in supporting the success of the company, problems related to HR must get priority to be resolved so that it can improve performance which ultimately impacts on the performance of the company (Peranginangin, 2015, 2018). According to Notoatmodjo (2009), one of the most relevant factors for measuring HR quality is employee performance. Colquitt (2009) defined performance as a set of values of worker behavior that contributes positively or negatively to the achievement of company goals.

Maintaining and improving employee performance are necessary to avoid the occurrence of stress among employees because work stress has implications for the decline in performance. Hasibuan (2014)) stated that high stress levels can reduce employee performance. Performance of stressed employee in general will decrease because they experience mental tension. According to Suswanti and Ayyubi (2008), stress is an adjustment response which is a consequence of every action, situation, or event in the outside environment that sets excessive demands on someone. The most potential environment to bring stress is a work environment where the workload of the work in question can really interfere with the employee or the work in question. Stress originating from and related to everything from the work environment is usually called

work stress. Individuals who experience work stress can influence the implementation of individual tasks and performance resulting from ineffective circumstances and feel they are required to get the job done better.

Research by Bashur and Ramay (2010) showed the results of the relationship between work stress and employee performance are negative, which means that low stress levels will improve employee performance and conversely, high stress levels will reduce employee performance. Their research results are supported by Ali, Raheem, Nawaz, and Imamuddin (2014) who found that in the private sector, excessive levels of stress can reduce employee performance, so organizations must reduce the level of stress on employees in order to improve employee performance by rearranging work tasks and providing decent wages in accordance with the work done and giving counseling on how to regulate excessive stress.

However, in the concept of Islam, it is revealed that human beings are created with perfect potential conditions to do their jobs as regulators of life on earth. Humans are created in their original nature (*fitrah*) to rely on God and to recover goodness and truth. This nature is better known as religiosity. Religiosity is very influential on human daily life because with the existence of religiosity, human can avoid various kinds of negative actions that tend to come out of the norms of everyday life. The definition of religiosity itself is derived from the Latin "relegare", which means "binding tightly" or "togetherness bonds".

The results of a study conducted by Carpenter, Laney, and Mezulis (2011) on religious coping with depression showed that religiosity can significantly overcome stress in depressive symptoms. One potential way of dealing with stress is religiosity, which has long been involved as a protective factor in mental health research. Commitment to religion influences stress. This research proves that increasing faith in dealing with stress can improve mental health and reduce stress levels in a person. Religiosity influences stress management. Stress can be managed positively with a religiosity approach, such as ablution, prayer, remembrance, prayer, and reading the Qur'an, so that stress does not have a significant impact. In addition, human resources in carrying out their role in an organization have a variety of work attitudes and work behavior. Each employee is not the same in appreciating their work attitude. The culture brought by each employee influences these employees in behaving. A work attitude contains a positive or negative evaluation that someone has about aspects of their work environment. In the science of human resource management, most research on work attitudes is focused on three attitudes, namely job satisfaction, work involvement, and organizational commitment (Robbins, 2006).

Literature Review

1. Religiosity

Religiosity means being obedient to religion, so that it can be said that religiosity is obedience of an individual to the commands of the religion they believes in. Another definition of religiosity is how far the knowledge, beliefs, implementation of worship and rules are, and how far appreciation of the religion they embrace (Zahrah, Hamid, Rani, & Kamil, 2016). Whereas, according to Schaeffer and Mattis (2012), religiosity is individual rituals and the highest practice of organized personal worship associated with system rigidity.

In the point of view of an individual, the definition of religiosity is how strongly individuals adhere to religion, experience daily religious experiences, experience the meaningfulness of life in religion, express religion as a value, believe in their religion, forgive, practice religion, or worship alone (Peranginangin & Kusumawardhani, 2018). According to

Ramlee et al. (2016), dimensions of religiosity are beliefs, religious practices, religious experiences, general knowledge, and religious experience.

2 Job Stress

Stress is defined as the interaction of individuals with the environment, but is further broken down into adaptive responses that are connected by individual differences and/or psychological processes that are consequences of external actions (situations) or events that place psychological and/or physical demands on someone (Khuong & Yen, 2016). Job stress is a condition that arises from the interaction between men and work and is characterized by "human change that forces them to deviate from their normal functions".

Stress is defined as a response or internal or external process that reaches a level of physical and psychological tension to the limit or exceeds the limits of the subject's ability. Job stress can be interpreted as a source or work stressor that causes individual reactions in the form of physiological, psychological, and behavioral reactions. Stress is an individual response to external environmental conditions in the form of opportunities, constraints, or demands, which produce psychological and physiological responses, so that it can result in abnormal deviation of function or achievement of something that is very desirable and the results are perceived as uncertain and important.

Factors that affect work stress are all things related to work, among others, excessive workload, insistence on time, poor supervision, unsafe politics, role ambiguity, frustration, interpersonal conflict, differences between values, and insufficient authority. In general, job stress is more detrimental to employees and companies (Vijayan, 2017).

3 Job Attitude

Job attitude is a time when people in the work environment can actualize themselves through work behavior. The first factor that can influence the attitude of work in the workplace, according to Judge and Mueller (2004), is work environment that must truly provide a sense of security, comfort, cleanliness, and a minimum level of interference so that workers will enjoy the environment in which they work. The second factor is communication, understanding work behavior. Communication is one of the most important factors that acts as the delivery and understanding of a meaning.

The inherent feelings and beliefs in employees determine how they deal with and understand the surrounding environment, obliging themselves to the intended movement and behavior. From a mental point of view, the attitude shapes the way we see things. This file is not excessive if the attitude of employees is shaken by their perception of assessing their environment at work. Exhibition of positive working attitudes among employees is noteworthy in achieving the goals and objectives of the organization. Work attitudes do not affect the overall performance of workers.

Overall, attitudes of satisfaction of special employee and involvement are very important in achieving better performance (Hettiararchchi & Jayarathna, 2014). In shipping services, work attitude is part of the basic characteristics along with age, gender, occupational level, education level, and employment status that will ultimately bring about a transformation of work attitude. This shows that employees who have stayed longer in organizations are vulnerable to developing negative work attitudes compared to students. However, workers tend to develop negative attitudes towards their careers as long as the organization does not meet their expectations (Ramlee et al., 2016).

4. Performance

Performance is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission statements of the organization as outlined through the strategic planning of an organization (White & Bryson, 2014). Performance means the act of forging or carrying out an activity. Therefore, performance can often also be interpreted as the appearance of work or work behavior. So, performance is a work performance that is involved by someone in obtaining optimal work results.

Pradhan and Jena (2017) stated that performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Becker, Antuar, and Everett (2011) revealed that performance is the level of achievement of a person or employee in an organization or company that can increase the productivity of an organization or company. Performance is the ability to do something in order to achieve a predetermined goal or the results of the implementation of a work process of a person or group of people and is a record of acquisition resulting from certain job functions or activities over a period of time (Setiawan, Rahardian, Novela, Utami, & Peranginangin, 2019). Based on the description, it can be stated that the performance of employees is both quality and quantity of work achieved by employees in carrying out tasks assigned to them based on their skills, experience, and sincerity as well as time.

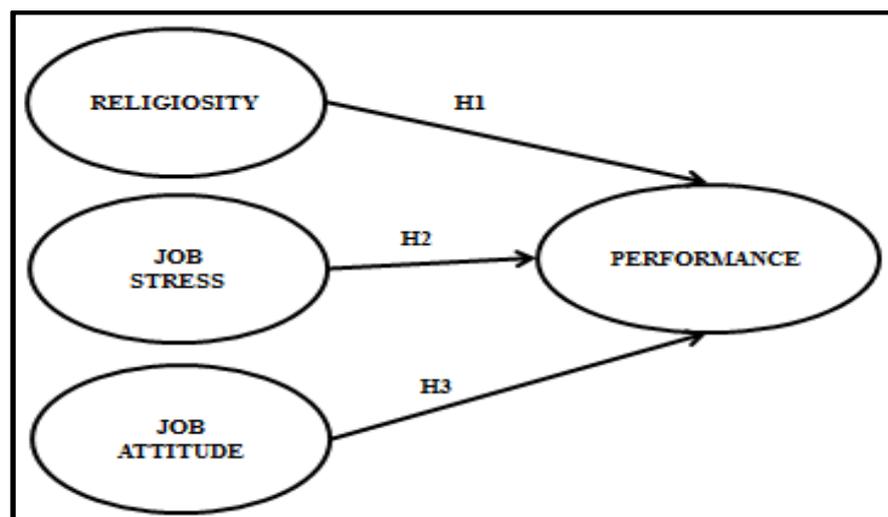


Figure 1. Proposed model

Based on the theoretical foundation and assumptions that have been stated, then in this study, the following hypothesis is proposed;

- H1: There is a positive relationship between religiosity and employee performance, meaning that religiosity has a positive effect on employee performance.
- H2: There is a negative relationship between stress and employee performance, meaning that the higher the work stress of the employee becomes, the more chaotic the employee's performance is in the organization.
- H3: There is a positive relationship between work attitude and employee performance, meaning that the better the work attitude of an employee is, the better the employee's performance becomes.

Research Methodology

This study used a quantitative research approach. By using a quantitative research approach, researchers expected to get more specific and accurate data besides that it can produce robust interpretations. The assumption of quantitative research is the facts that the object of research has reality and variables that can be identified and whose relationship can be measured (Hair, Black, Babin, & Anderson, 2014).

1. *Sample and Sampling Technique*

The population in this study were employees who work in an agency or company. The number of samples in this study were 150 people, 35 samples were used for face validity while 115 samples were used for research.

The technique used in this study was non-probability sampling where each individual in the population did not have the same opportunity to be chosen as the research sample. The technique used was purposive sampling. Researchers used certain characteristics in this study (Sekaran & Bougie, 2016).

2. *Data Processing Technique*

In this study, researchers used primary data because the data were obtained directly from respondents or research objects by asking respondents to fill out the questionnaire that had been given. The scale used in this study was 10-point scale, whereas data were processed using path analysis.

Data Analysis and Discussion

1. Respondent Demographics

1. *Respondent by Gender*

The presentation of the respondent's primary data based on the sex is as follows:

Table 1. Gender Type

Gender	Number	Percentage
Male	29	25%
Female	86	75%
Total	115	100%

Source: Primary data processed, 2019

2. *Respondent by Age*

Presentation of respondents' data based on Age is as follows:

Table 2. Respondent by Age

Age	Number	Percentage
<20	3	3%
20-29	74	64%
30-39	28	24%
40-49	8	6,96%
50-59	2	1,74%
Total	115	100%

Source: Primary data processed, 2019

3. *Educational Background of Respondents*

The presentation of respondents' data based on their latest education is as follows:

Table 3. Educational Background of Respondents

Education	Number	Percentage
Elementary school graduate	1	0,87%
Junior high school graduate	10	8,70%
High School graduate or the equivalent	93	80,87%
Vocational degree	6	5,22%
Bachelor's degree	4	3,48%
Master's degree	1	0,87%
Total	115	100%

Source: Primary data processed, 2019

4. *Marital Status of Respondents*

The presentation of respondents' data based on their marital status is as follows:

Table 4. Marital Status

Marital Status	Number	Percentage
Single	57	49,57%
Married	58	50,43%
Total	115	100%

Source: Primary data processed, 2019

5. *Religion of Respondents*

Presentation of respondents' data based on religion is as follows:

Table 5. Respondents' Religion

Religion	Number	Percentage
Islam	115	100%
Cristian	0	-
Hindu	0	-
Budha	0	-
Total	115	100%

Source: Primary data processed, 2019

2. Result of Data Analysis

1. Validity Test and Reliability Test

1. Validity Test

Validity test is used to test the extent of the measuring instrument in measuring events/symptoms. If r count is greater than r table and positive value, then the item statement or indicator is said to be valid. If r count $>$ r table (at a significant level of 5%), then the statement is said to be valid. Validity testing can be seen as follows:

Table 6. Religiosity

Parameter	Corrected Item-Total Correlation	r_{tabel}
R1	0,347	0,1832
R2	0,454	0,1832
R3	0,341	0,1832
R4	0,501	0,1832
R5	0,523	0,1832
R6	0,396	0,1832
R7	0,193	0,1832
R8	0,345	0,1832
R9	0,376	0,1832
R10	0,208	0,1832

Source: Primary data processed, 2019

Based on Table 6, it can be seen that the calculated values of R1, R2, R3, R4, R5, R6, R7, R8, R9, and R10 are 0,347; 0,454; 0,341; 0,501; 0,523, 0,396; 0,193; 0,345; 0,376; and 0,208. These values were then compared with the r value of the table sought at a significance of 0,05 with a 2-sided test and the number of data (n) = 115, $df = n - 2$. The r table was then found to be 0,1832. From the table, it is known as a whole that r count $>$ r table, meaning that the data is valid.

Table 7. Job Stress

Parameter	Corrected Item-Total Correlation	r_{tabel}
JS 1	0,81	0,1832
JS 2	0,809	0,1832
JS 3	0,912	0,1832
JS 4	0,93	0,1832
JS 5	0,895	0,1832
JS 6	0,793	0,1832
JS 7	0,744	0,1832
JS 8	0,889	0,1832
JS 9	0,722	0,1832

Source: Primary data processed, 2019

Based on Table 7, it can be seen that the calculated values of JS1, JS2, JS3, JS4, JS5, JS6, JS7, JS8, and JS9 were 0,810; 0,809; 0,912; 0,930, 0,895; 0,793; 0,744; 0,889; and 0,722. These values were then compared with the r_{tabel} value sought at a significance of 0,05 with a 2-sided test and the number of data (n) = 115, df = n - 2. The r_{tabel} was 0,1832. From the table, it is known as a whole that r count > r table, meaning the data is valid.

Table 8. Job Attitude

Parameter	Corrected Item-Total Correlation	r_{tabel}
JA1	0,701	0,1832
JA2	0,82	0,1832
JA3	0,764	0,1832
JA4	0,65	0,1832
JA5	0,425	0,1832
JA6	0,388	0,1832
JA7	0,759	0,1832
JA8	0,708	0,1832
JA9	0,566	0,1832
JA10	0,802	0,1832

Source: Primary data processed, 2019

Based on Table 8, it can be seen that the calculated values of JA1, JA2, JA3, JA4, JA5, JA6, JA7, JA8, JA9, and JA10 were 0,701; 0,820; 0,764; 0,650; 0,425; 0,388; 0,759; 0,708; 0,566; and 0,802. These values were then compared with the r_{tabel} value sought at a significance of 0,05 with a 2-sided test and the number of data (n) = 115, df = n - 2. Thus, the r_{tabel} was 0,1832. From the table, it is known as a whole that r count > r table, meaning the data is valid.

Table 9. Performance

Parameter	Corrected Item-Total Correlation	r _{tabel}
P1	0,636	0,1832
P2	0,749	0,1832
P3	0,404	0,1832
P4	0,721	0,1832
P5	0,591	0,1832
P6	0,533	0,1832
P7	0,721	0,1832
P8	0,571	0,1832
P9	0,815	0,1832
P10	0,633	0,1832

Source: Primary data processed, 2019

Based on Table 9, it can be seen that the calculated values of P1, P2, P3, P4, P5, P6, P7, P8, P9 and P10 were 0,636; 0,749; 0,404; 0,721, 0,591; 0,533; 0,721; 0,571; 0,815 and 0,633. These values were then compared with the r_{tabel} value sought at a significance of 0,05 with a 2-sided test and the number of data (n) = 115, df = n - 2. The r_{tabel} was found to be 0,1832. From the table, it is known as a whole that r count > r_{tabel}, meaning the data is valid.

2. Reliability Test

Reliability test is a test used to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable if the answer to the question is consistent over time. Reliability measurements in this study were carried out by means of one shot test or only one measurement. Here, measurements were only conducted once and then the results were compared with other statements or reliability was measured with the Cronbach's alpha statistical test. A variable is said to be realistic if the Cronbach's alpha value is > 0,60.

The reliability test results for each variable are summarized in the following table:

Table 10. Result of Reliability Test

Variable	Cronbach's Alpha	N of Items
Religiosity (X1)	0,678	10
Job Stress (X2)	0,956	9
Job Attitude (X3)	0,902	10
Performance (Y)	0,886	10

Source: Primary data processed, 2019

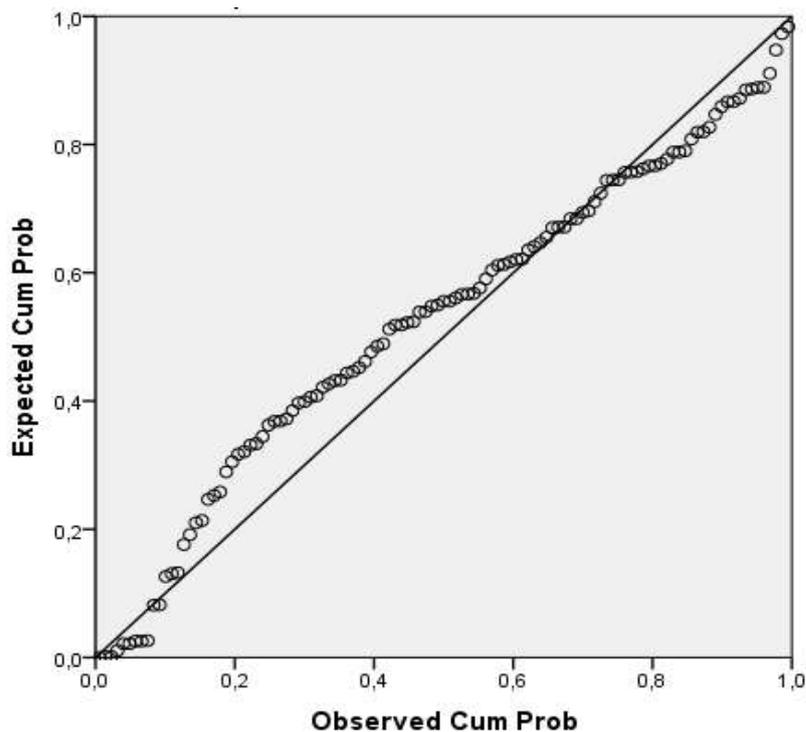
The results of the reliability test show that all variables were declared reliable because they have crossed the limits of the reliability coefficient (0,60) so that the items in each of these variable concepts were then used as a measuring instrument.

3. Test of Classical Assumption

The classic assumption test is used to detect the presence or absence of classic assumption deviations. This test consists of multicollinearity test, statistical residual test, and normality test. The results will be explained in the following sections.

1. Normality Test

Normality test in a regression model aims to test whether both free and bound variables have a normal distribution or not. A good regression model is a model that has normal data distribution or a model whose the distribution of statistical data is on the diagonal axis of the graph of normal distribution. Normality can use the normal P-P plot graph analysis.



Source: Primary data processed, 2019

Figure 2. Normal P-P of Regression Standardized Residual Dependent Variable: TOTKK

The results of the above normality test show that all data as a whole were normally distributed. The data distribution was in line with the direction of the histogram line and the data did not spread far from the diagonal line, so the regression model met the assumption of normality.

2. Multicollinearity Test

Multicollinearity test aims to test whether the regression model is found to have a correlation with independent variables. The results of the multicollinearity test can be seen as follows:

Table 11. Multicollinearity Test

Variable	VIF	Tolerance	Condition Index
Religiosity (X1)	1,024	0,977	7,767
Job Stress (X2)	3,13	0,32	20,913
Job Attitude (X3)	3,087	0,324	51,601

Source: Primary data processed, 2019

VIF is shown in Table 11. The VIFs of TOTR, TOTJS, and TOTJA variables were 1,024; 3,130; and 3,087. If VIF exceeds 10, colinearity is said to occur. Of the three variables, the value was still below 10. So, it can be concluded that there was no multicollinearity between independent variables. Tolerance is shown in the Coefficients table. The tolerances for TOTR, TOTJS, and TOTJA variables were 0,977; 0,320; and 0,324. If the Tolerance is less than 0,1, colinearity is said to occur. Of the three variables, the value was still above 0,1. So, it can be concluded that there was no multicollinearity between independent variables.

Condition indices (CI) of the TOTR, TOTJA, and TOTJS variables in the table above were 7,767; 20,913; and 51,601. If the condition index is between 10-30, it can be said that there is moderate multicollinearity. If the index is more than 30, it can be said that there is strong multicollinearity. Meanwhile, if the index is less than 10, it can be said that there is weak multicollinearity. Of the three variables above, the value was different, which was <10-> 30. So, it can be concluded that there was a strong multicollinearity because there was one value above 30.

Because the value of VIF and Tolerance did not show multicollinearity and the value of CI showed multicollinearity, it can be concluded that there was no multicollinearity between independent variables.

3. *Residual Test*

Table 12. Residual Test Results

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	66,64	93,41	80,66	7,446	115
Residual	-27,459	14,96	0	6,944	115
Std. Predicted Value	-1,883	1,713	0	1	115
Std. Residual	-3,902	2,126	0	0,987	115

Dependent Variable: TOTP

Source: Primary data processed, 2019

Based on the statistical residual table, the results of the analysis are as follows. The number of respondents studied was 115 respondents. Predicted value had a minimum value of 66,64; maximum value of 93,41; the mean of 80,66 and std. deviation of 7,446. Residual had a minimum value of -27,459; maximum value of 14,960; the mean of 0,000 and std. deviation of 6,944. Std. Predicted Value had a minimum value of -1,883 and maximum value of 1,713 while

the mean was 0,000 and std.deviation was 1,000. Std. Residual had a minimum value of -3,902 and maximum value of 2,126 while the mean was 0,000 and std.deviation was equal to 0,987. The average was equal to or close to zero (0). From the results of residual processing in the Residual Statistics table, it is known that the average residuals were equal to 0. That is, the assumption that the average residual is equal to or close to zero (0) could be met.

4. Model Assessment Test

1. Coefficient of Determination (R^2)

The coefficient of determination is used to measure the ability of the independent variable to describe the dependent variable. The coefficient of determination is between zero and one. If the value is getting closer to one, it means the ability of the model to explain the dependent variable is getting higher. The analysis carried out using regression analysis in SPSS 22.0 software obtains the following results:

Table 13. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0,731 ^a	0,535	0,522	7,037	1,123

a. Predictors: (Constant), TOTJS, TOTR, TOTJA

b. Dependent Variable: TOTP

Source: Primary data processed, 2019

Based on Table 13, the Adjusted R Square value was 0,522 or 52,2%, which means that the relationship between R, JS, JA, and P can be explained by 52,2%. This relationship will be perfect (100%) or close if there are other independent variables included in the model. In other words, religiosity, work stress, and work attitude together influenced about 52,2% of employee performance. The 47,8% was influenced by other variables not included in the model.

2. F-Test

The F- test shows whether all the independent variables included in the model have a joint effect on the dependent variable or not. The F-statistic test results are as follows.

Tabel 14. ANOVA

	Mode	Sum of Squares	F	Sig.
1	Regression	6321,15	42,55	0,000 ^b
	Residual	5496,63		
	Total	11817,8		

a. Dependent Variable: TOTP

b. Predictors: (Constant), TOTJA, TOTR, TOTJS

Source: Primary data processed, 2019

From the Table 14, it can be seen that the sig value was 0,000 while value of α was 0,05. Because the value of $\text{sig} < \alpha$, the model created is correct. So, religiosity, job stress, and job attitudes together influenced employee performance.

3. T-Test

The t-test shows how far the influence of one independent variable individually explains variables. The t-test intends to examine the effect of independent variables on the dependent variable. The results of the t-test can be seen as follows:

Tabel 15. Statistical T-Test

Hypothesis	T	Sig.	t _{table}	Exp
Religiosity towards employee performance	2.403	0,018	1,98157	The higher the Religiosity is, the higher the performance becomes
Job stress towards employee performance	2.952	0,004	1,98157	The higher the job stress is, the higher the performance becomes
Job attitude towards employee performance	3.752	0,000	1,98157	The higher the job attitude is, the higher the performance becomes

Source: Primary data processed, 2019

Religiosity variables were obtained by the value of t count of 2.403 with a significance level of 0,018. When the value of t count was compared with t table (1,98157), then $t \text{ count} > t \text{ table}$ and $\rho > 0,05$. This shows that, H1 is accepted and H0 is not accepted meaning that religiosity had a significant effect on employee performance because H1 is accepted.

Job stress variable was obtained by the value of t count of 2.952 with a significance level of 0,004. When t count was compared with t table (1,98157), then $t \text{ count} > t \text{ table}$ and $\rho < 0,05$. This shows that H2 is accepted and H0 is rejected, meaning that work stress had a very significant effect on employee performance.

Variables of job attitudes were obtained by t count of 3.752 with a significance level of 0,000. When t count was compared with t table (1,98157), then $t \text{ count} > t \text{ table}$ and $\rho < 0,05$. This shows that H2 is accepted and H0 is rejected, meaning that the work attitude had a very significant effect on employee performance.

From the results of the F-test, it was found that all variables including religiosity, work stress, and work attitudes, influenced employee performance. Whereas from the results of the t test conducted, the partially influential variables were religiosity, job stress, and job attitude that simultaneously influenced employee performance. Religiosity had a significant influence on employee performance, meaning that the higher the religiosity of employees was, the higher the quality of employee performance became. Job stress had a very significant effect on employee performance, meaning that the higher the job stress of the employee was, the more chaotic employee performance became. Furthermore, the job attitude of employees had a very

significant influence on employee performance, meaning that the better the employee's job attitude was, the better the employee's performance became.

Conclusions

Based on the results of research on the effect of religiosity, work stress, and work attitudes on employee performance, conclusions can be drawn that religiosity has a significant influence on the performance of employees, job stress has a very significant influence on the performance, and job attitude has a very significant influence on the performance.

1. Implication For Theory

This research contributes to the body of knowledge about employee performance. This study also confirms that scientifically, the role of religiosity is very important in improving employee performance, although this may be generally not accepted in the western world. This study also confirms the importance of managing employee stress, planning employee attitude in improving performance.

2. Implication For Manager

Using the manager's perspective, in order to improve employee performance sequentially, it is necessary to take strategic actions ranging from improving employee good attitude. Next, employee stress levels should be managed in a measured manner to determine the level of endurance of employees in managing stress to improve employee performance. Finally, employee religiosity should be managed as well because at this time, religious identity and worship needs are basic needs, so managers must be able to facilitate these matters to gain a convincing leap in performance.

3. Limitation and Future Research

Based on the conclusions above, the authors submit some suggestions to the parties involved in this study. Variables used in this study were several variables that are proven to influence performance. It is suggested for further research to be able to examine by using variables other than the variables that have been studied in order to obtain more varied results and enrich existing theories.

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