The Role of Religiosity as a Moderation Variable on the Impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya Indonesia

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ABSTRACT: The aim of this research is to ascertain how religion functions as a moderating factor on the relationship between workload and competence and teacher job satisfaction. This is quantitative research using a likert scale for the measurement. This research uses saturated sampling technique which means the entire existing population used, namely 137 teachers consisting of elementary, middle, and high school teachers. The data collection technique uses questionnaires that are distributed directly to research subjects. Structural Equation Model – Partial Least Square (SEM-PLS) method was used for analysing data and examining hypothesis. The findings of this research concluded that workload positively influences job satisfaction, competence positively influences job satisfaction, religiosity does not increase or reduce the effect of workload and competence on Job Satisfaction.

KEYWORDS: job satisfaction, workload, competence, religiosity, moderation

INTRODUCTION

According to (Edison, Emron., Anwar, Y., 2018) Human resource management is management that focuses on organizational goals with developing the employee potentials through some strategies. The main goal of human resource management is to produce quality human resources. The superiority of the quality of human resources is a capital that is difficult for competitors or other organizations to imitate. Human resources (HR) are very valuable assets. Its existence can lead an organization to the peak of success as long as it is able to be managed properly and correctly.

The challenge for a company in managing change is maintaining and developing its assets, especially human resources. An organization can create job satisfaction for their employees and maximize employee's ability to overcome it. In this regard, Locke in (Luthans, 2011) declares that job satisfaction is a satisfying feeling resulting from great job experience. It is a result of employees' perception. If job satisfaction is not a priority for the organization, it can result in turnover. (As'ad, 2012) explained that job satisfaction can affect a company's productivity, performance, attendance rates, and employee turnover. Spector in (Saeed, Iqra, Waseem Momina, 2016) added that turnover has stronger relationship to job satisfaction than absenteeism.

According to (Gibson, 2012) A person's attitude toward their employment is reflected in their level of job satisfaction. It arises from how they view their occupations in light of aspects of the workplace, including the supervisor's management style, policies, and practices, membership in a particular work group, working conditions, and perks. Job satisfaction is understood as an attitude towards his work that is affected by the work environment such as supervisory style, policies and procedures, work groups, working conditions and benefits. In their research, (Paparang et al., 2021) concluded that the performance of employees is positively impacted by job satisfaction. The results reinforcing previous research was conducted by (Changgriawan, 2017) which stated that job satisfaction can increase employee performance and productivity so that it can make a positive contribution to the organization. The explanation above indicates that when employees feel job satisfaction, they will have high productivity, allowing the organization to realize its vision and mission. Creating job satisfaction for employees is not easy. According to (Yakup, 2017), to achieve a high level of job satisfaction, some factors are needed. Job satisfaction is not one variable that can stand alone. Job satisfaction is determined by various factors both from the organization and the employees themselves such as job involvement and the culture or value of organization.

According to (Hutabarat, 2017), An organizational unit or job holder's workload is the collection of tasks that must be accomplished by them in a predetermined amount of time. Disproportionate workload can make employees exhausted and use

The Role of Religiosity as a Moderation Variable on the Impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya Indonesia

their out of work time to complete their tasks. The employee will sacrifice time and opportunity to gather with family, to participate in social life, and to develop himself. (Pranata, 2016) states that workload significantly and favorably affects job satisfaction. This means that workload variables play an important role in increasing job satisfaction. Meanwhile, research conducted by (Wijaya, 2018) states that Work stress acts as a mediating factor, acting to offset the lack of a direct relationship between workload and job satisfaction..

In completing work, one must have qualified abilities in order to get good, efficient, and effective results. Good performance will encourage a person to continue to exist and contribute to the organization. Every responsibility that he has completed well can provide inner satisfaction and enthusiasm in working. This is relevant to the opinion of Amador, Nicolas, and Villa in (Deswarta, 2017) which states that incompatibility of competence will be able to reduce Job Satisfaction. On the other hand, (Meidita, 2019) states that competence does not directly affect job satisfaction, but it does indirectly through Work Motivation.

According to (Przepiorka & Kwapinska, 2018), the role of religiosity in human life is very important because religiosity is related to happiness and life satisfaction. Religiosity helps a person reduce mental stress and also increases life satisfaction. In addition, (Mathew et al., 2020) that Religiosity is a factor that has been shown to improve performance, commitment, and job satisfaction. High levels of religiosity are typically accompanied by positive attitudes, like responsibility and dedication to one's job.

The explanation above leads to the conclusion that workload, competence, and religiosity are among elements that contribute to job satisfaction. The primary impact of this research is to fill the gap research in this field. Furthermore, there are many studies using religiosity as moderation variable, but studies that particularly look at its influence of workload and competence on job satisfaction are few. Therefore, the purpose of this study is to investigate the effect of workload and competence on job satisfaction, and the moderating effect of religiosity on the connection between workload and competence on job satisfaction.

REVIEW OF LITERATURE

Gartner and Murphy in (Aldilla et al., 2019) state that workload is a series of task demands, as effort, and as an activity or achievement. In simple terms, we can say that a workload is a task that needs to be finished in a given amount of time. that comes from a work system or the person who employs us. This is different from activities such as doing hobbies or vacations.

Competence is the capacity to do or complete a job or task based on one's skills and knowledge and supported by the work ethic necessitated by the employment. (Wibowo, 2018). Skills and knowledge are key factors in completing a task carried out by a person. Its factors must always be developed along with the demands of the job.

(Wahyudin. et al., 2018) stated that as a person's enthusiasm for religion, religiosity is concerned with signs, doctrines, moral principles, and conduct that is inspired by the supernatural. A slightly different understanding is stated by (Herminingsih, 2012). According to her, religiosity is an encouragement or motivation for humans in organizational or institutional activities, both in carrying out their duties as energy and other duties as caliphs on earth. From this understanding, we can conclude that religiosity is a person's encouragement or motivation to run the role of a human being as well as possible. All activities are a form of our servitude to Him. The theological aspect directs us to worship and surrender ourselves positively to Him, while the social aspect encourages man to work and accomplish his tasks well and correctly for his survival.

The Effect of Workload on Job Satisfaction

Mustapha in (Danendra & Rahyuda, 2019) states that daily workload influences on job satisfaction, and employees report higher job satisfaction when given a lighter task. Meanwhile, High workloads are connected with low job satisfaction (Mansoor et al., 2011). (Cahya & Zulaifah, 2019) stated that workload and job satisfaction are negatively correlated in lecturers at Islamic Universities. This shows that the higher workload on lecturers is, the lower job satisfaction for lecturers at Islamic Universities is, and vice versa, the lower the workload on lecturers is, the job satisfaction for lecturers at Islamic Universities will be high. However, a different statement was stated by (Hermingsih & Purwanti, 2020). They state that workload significantly and favorably affects job satisfaction. If there is an increase in workload, job satisfaction will be higher. A positive relationship indicates that it is possible that the workload of employees is not yet at an excessive stage so that the effect is positive on job satisfaction.

The Effect of Competence on Job Satisfaction

(Margarita Nikolajevaite & Egle Sabaityte, 2016) concludes that low influence of competence on job satisfaction among Lithunians. The relationship between the variables of job satisfaction and competence differed in the two groups interviewed.

The Role of Religiosity as a Moderation Variable on the Impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya Indonesia

Employees from Lithuania are solely impacted by the physical workplace, whereas those from the UK are influenced by the company's policies and commitments, the chance to accomplish work that benefits them and others, pay, and respect for one another. The competence of the Luthinia people correlates with two variables of job satisfaction, namely the opportunity to complete their tasks in accordance with beliefs and the physical work environment. Meanwhile, the competence of the British people relates to four variables of job satisfaction, namely the opportunity to complete tasks in accordance with beliefs and the physical work environment, the opportunity to get many jobs and to manage other jobs, the company's policy and treatment of its employees. The job satisfaction of the Lithunian people is related to one variable of competence, namely education and self-development contrasting with the British people that has a relationship with two variables of competence namely self-control and commitment.

Furthermore, competence's impact on workers' job satisfaction was stated by Bogner and Thomas in (Prasetya, 2018) that "competence as a special skill that the company has and knowledge directed towards achieving a high level of satisfaction." The statement indicates that the more competence someone possesses, the more satisfied he is with his jobs. Qualified competence can make it easier for someone to complete their work effectively and efficiently.

Meanwhile, (Silitonga & Widodo, 2019) in their research concluded that the job is affected by competence together with motivations, innate factors, self-concept, knowledge, and abilities, a degree of satisfaction with the work's performance metrics, relationships with superiors, coworkers, promotions, and remuneration. It means that employees with higher levels of competency will be happier at work. From the above conclusions it can be seen that Job indicators, connections with superiors, coworkers, promotions, and pay all have an impact on job satisfaction to some extent, as do motivations, innate factors, self-concept, knowledge, and abilities.. This indicates that a high level of competence will increase employee job satisfaction.

The Role of Religiosity in Moderating the Influence of Workload and Competence on Job Satisfaction

(Ekizler & Galifanova, 2020) state that religion is able to change a person's perspective on his work. Work is not always seen as an economic affair but is also a form of one's devotion to one's God. The workload is considered a noble task that we must complete and a sign that God believes that we will be able to complete it. Meanwhile, the intellectual aspect encourages human beings to continue learning and become a better person than the previous day. This suggests that humans must constantly improve their competence and capacity to be able to complete work effectively and efficiently. Every job that is completed properly will provide satisfaction to employees.

In their research, (Bal & Kökalan, 2021) states that The negative relationship between workload and job satisfaction is mitigated by intrinsic religiosity. Meanwhile, extrinsic religiosity has no moderation impact on the negative relationship between workload and job satisfaction. A high level of intrinsic religiosity is able to overcome work stress easily. This is because there is an urge to do a good job. In addition, a person will have a higher work motivation and be better able to feel job satisfaction. The results of the study are relevant to (Wijayanti, 2021) which states that intrinsic religiosity moderates the influence of work stress on life satisfaction. Intrinsic religiosity can overcome or suppress work stress which has an impact on increasing employee life satisfaction.

OBJECTIVES OF THE STUDY

The objectives of present study are to eximine the effect of workload on job satisfaction, the effect of competence on job satisfaction, the moderation role of religiosity on the effect of workload on Job Satisfaction, and the moderation role of religiosity the effect of competence on Job Satisfaction.

Hypotheses
- There is an negative effect of workload on job satisfaction
- There is an positive effect of competence on job satisfaction
- Religiosity moderates the effect of workload on job satisfaction.
- Religiosity moderates the effect of competence on job satisfaction.

RESEARCH METHODOLOGY

This study adopted a quantitative research methodology. A likert scale is used by the variable measurement tool. The 137 teachers at the Ukhuwah Islamiyah Foundation (SD, SMP, and SMA Al-Uswah Surabaya) comprised the study's population. There are 34 teachers from high school, 31 teachers from middle school, and 72 teachers from elementary school. All members of the population are used as samples because the sampling method is a saturation sampling method. Questionnaires are used to

The Role of Religiosity as a Moderation Variable on the Impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya Indonesia

collect data. This study employed the Structural Equation Model - Partial Least Square (SEM-PLS) method for data analysis and hypothesis testing. This study uses path analysis to test relationship patterns that reveal the influence of variables, both direct and indirect influences.

CONCEPTUAL MODEL
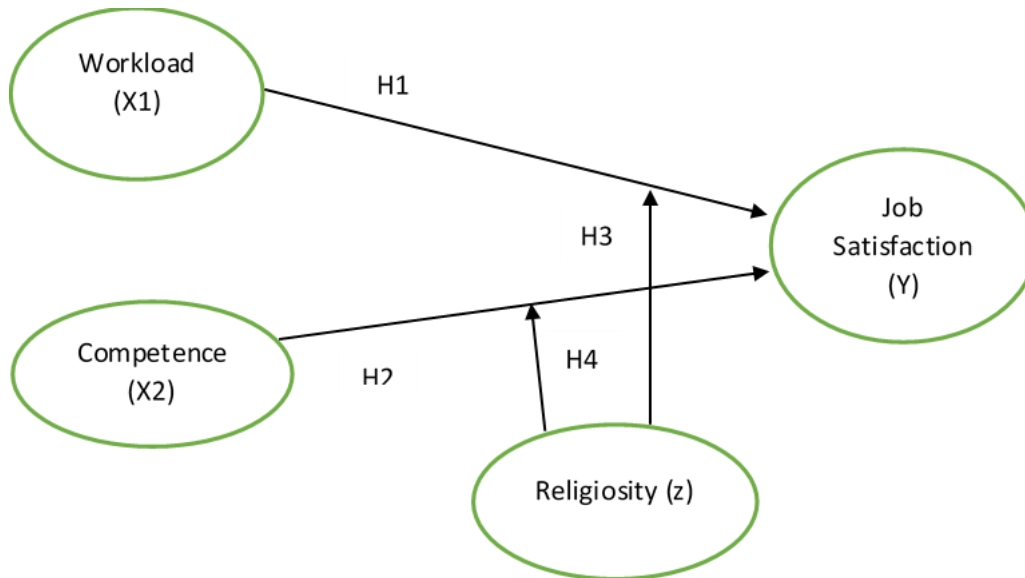
PROFILE OF RESPONDENTS

Considering the outcomes of the questionnaire distribution to 137 respondents, a picture of respondents was obtained, such as the majority of respondents in this study is teachers who are female with a total of 79 people (57.7%), the majority of respondents is a bachelor's education level with a total of 129 people (94.2%), the majority of respondents is the age of 22-29 years with a total of 57 people (41.6%).

DATA ANALYSIS RESULTS
Convergent Validity
Table 1. Outer Loadings

	WORKLOAD (X1)	JOB SATISFACTION (Y)	COMPETENCE (X2)	MODERATING-1 (X1*Z)	MODERATING-2 (X2*Z)	RELIGIOSITY (Z)
WORKLOAD (X1) RELIGIOSITY (Z)	*			0.903		
COMPETENCE (X2) RELIGIOSITY (Z)	*				1.100	
X1.1	0.803					
X1.2	0.913					
X1.3	0.888					
X2.1			0.889			
X2.2			0.879			
X2.3			0.848			
X2.4			0.826			
X2.5			0.828			
Y1		0.820				
Y2		0.787				
Y3		0.724				
Y4		0.782				
Y5		0.621				
Z1						0.636
Z2						0.749

Z3	0.808
Z4	0.728
Z5	0.744

Loading Factor (load factor) for indicators on the variable Workload (X1), X1.1 = 0.803); X1.2 = 0.913; FX1.3 = 0888; > 0.5 then fulfills convergent validity based on the outer loading table above. All indicators in the research variables, according to the analysis's findings, namely Workload, Competence, Religiosity and Job Satisfaction, Moderation-1 (X1*Z), and Moderation-2 (X2*Z) have a loading factor of > 0.5 (Hair et al., 2013), then the indicator meets convergent validity.

Discriminant Validity
Table 2. Discriminant Validity

	WORKLOAD (X1)	JOB SATISFACTION (Y)	COMPETENCE (X2)	MODERAT1NG-1 (X1*Z)	MODERATİNG-2 (X2*Z)	RELIGIOSITY (Z)
WORKLOAD (X1)	0 869					
JOB SATISFACTION (Y)	0.467	0.750				
COMPETENCE (X2)	0.380	0.752	0 855			
MODERAT1NG-1 (X1*Z)	0.071	0.013	0.062	1.000		
MODERATİNG-2 (X2*Z)	0 051	-0.170	-0.273	0.394	1.000	
RELIGIOSITY (Z)	0.174	0.594	0.512	0.045	-0.031	0.735

The discriminant validity is attained if the root of AVE is higher than the correlation of the variable. For instance, the Workload variable (X1) with 3 indicators (X1.1 to X1.3) has an AVE root of 0.869 greater than its correlation value with another variable (0.467; 0.380; 0.071; 0.051; 0.174) as well as for other variables such that the Workload variable (X1) fulfilled discriminant validity. Overall, it demonstrates that all research variables, specifically Workload, Competence, Religiosity, and Job Satisfaction, Moderation-1 (X1*Z), and Moderation-2 (X2*Z), have a higher AVE square root value than the correlation value with other variables, thereby demonstrating the discriminant validity.

Construct Validity
Table 3. Construct Validity

	Average Variance Extracted (AVE)
Workload (X1)	0.756
Job Satisfaction (Y)	0.563
Competence (X2)	0.730
MODERAT1NG-1 (X1*Z)	1.000
MODERATİNG-2 (X2*Z)	1.000
Religiosity (Z)	0.541

The following measurement model yields the Average Variance Extracted (AVE) value, which represents the size of the indicator variance contained by its latent variable. Convergent AVE values greater than 0.5 are another indicator of a sufficient level of validity for latent variables. The reflecting indicator variables' average variance extracted (AVE) values for each construct reveal (variable). Any construct with an AVE greater than 0.5 requires a decent model. The test results show the Workload,

The Role of Religiosity as a Moderation Variable on the Impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya Indonesia

Competence, Religiosity, and Job Satisfaction variables' Moderation-1 (X1*Z) and Moderation-2 (X2*Z) AVE values have values more than 0.5, suggesting their validity.

Construct Reliability

Table 4. Construct Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Workload (X1)	0.844	0.913	0.903
Job Satisfaction (Y)	0.803	0.800	0.864
Competence (X2)	0.908	0.916	0.931
MODERAT1NG-1 (X1*Z)	1.000	1.000	1.000
MODERATING-2 (X2*Z)	1.000	1.000	1.000
Religiosity (Z)	0.800	0.814	0.854

Composite reliability value and dependable construct are used to measure construct dependability. If the indicator consistently measures its latent variables, the composite reliability score must be more than 0.70. According to the test results, the constructs (variables) of the variable variables Workload, Competence, Religiosity, and Job Satisfaction, Moderation-1 (X1*Z), and Moderation-2 (X2*Z), (X3*Z), are trustworthy since their composite reliability value is larger than 0.7.

Coefficient of Determination

Table 5. R Square

	R Square	R Square Adjusted
Job Satisfaction (Y)	0 668	0.655

Job satisfaction R^2 Value = 0.668. It can be inferred that the model can account for the phenomena or issue of 66.80% job satisfaction. While the remaining factors (other than the factors Workload, Competence, and Religiosity) that have not been included in the model and error account for the remaining 33.20 percent. This indicates that the variables Workload, Competence, and Religiosity, or 66.80%, have an impact on Job Satisfaction, whereas other factors have an impact on 33.20% of employees.

Path Coefficients

Table 6. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload (X1)-> Job Satisfaction (Y)	0.223	0.225	0 052	4.309	0.000
Competence (X2) -> Job Satisfaction (Y)	0.517	0.516	0.078	6.587	0.000
MODERATING-1 (X1*Z) -> Job Satisfaction (Y)	-0.046	-0.049	0 047	0.978	0-329
MODERAT1N-2 (X2*Z) -> Job Satisfaction (Y)	-0.014	-0.016	0.066	0.208	0.835
Religiosity (Z) -> Job Satisfaction (Y)	0.292	0.294	0.062	4.738	0.000

According to table 5 above, workload (X1) has a significant positive impact on job satisfaction by a path coefficient of 0.223 and a p-value of 0.000 that is less than that of 0.05 (5%). By a path coefficient of 0.517, competence (X2) has a Significant Positive impact on job satisfaction where p-values are less than 0.000 and less than 0.05 (5%). When p-values are more than 0.05 (5%),

The Role of Religiosity as a Moderation Variable on the Impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya Indonesia

moderating-1 (X1*Z) has a Non-Significant effect on job satisfaction by a path coefficient of -0.046. When p-values are more than 0.05 (5%), moderating-2 (X2*Z) has a Non-Significant impact on job satisfaction with a path coefficient of -0.014.

CONCLUSION

Several conclusions were drawn regarding the importance of workload in boosting job satisfaction based on the research and analytical findings of the impact of Workload and Competence on Teacher Job Satisfaction at the Ukhuwah Islamiyah Foundation Surabaya. Increased workload will result in greater job satisfaction. A person is more likely to be satisfied with their employment when they are more competent. If someone is very competent, they will be able to complete their job effectively and efficiently. The impact of workload and competence on job satisfaction cannot be strengthened or weakened by religiosity as a moderating variable.

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