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Religiosity as a Stress Buffer: An Investigation of Muslim Women's Work-Life Conflict and Job Stress among Minangkabau Women

Purbo Jadmiko^{1*}, Elfitra Azliyanti², Muhammad Rizky Prima Sakti³

^{1,2} Universitas Bung Hatta, Indonesia

³ University College of Bahrain, Bahrain

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Corresponding

Author:

purbojadmiko@bunghatta.ac.id

Abstract

This study investigates the impact of work-life conflict on work stress among Minangkabau women in diverse organizational settings. Data from 179 respondents were collected through purposive sampling using a survey approach. The research instrument incorporated variables such as perceived social support, work-life conflict, religiosity, and work stress. Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) were employed for data analysis. Results indicate a significant influence of work-life conflict and religiosity on work stress levels, underscoring its pivotal role in shaping employees' psychological well-being. However, hypotheses concerning perceived social support (PSS) were not supported, revealing the intricacy of these relationships. Hypothesis testing demonstrated a notable relationship between work-life conflict and work stress, while perceived social support exhibited no significant impact. The discussion highlights the imperative of managing work-life conflict for stress reduction. The complex interplay among religiosity, perceived social support, and stress levels, moderated by contextual factors, was acknowledged. Recommendations include further research on religiosity and stress, exploring factors influencing PSS, and an in-depth analysis of social support dynamics. In conclusion, this study enhances our comprehension of nuanced relationships impacting work stress, providing insights for future interventions and managerial strategies to foster a supportive work environment.

Keywords: *Job Stress, Perceived Social Support, Work-Life Conflict, Religiosity, Women Workers*

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I. Introduction

A general view of the role of working women can be found through the thoughts of a number of experts who have contributed their views and analysis regarding changes in gender dynamics in the world of work. According to Eagly & Carli (2007), changes in women's traditional roles in the workplace reflect transformations in broader social paradigms. They highlight that women, in carrying out their roles as workers, sometimes face challenges related to perceived gender stereotypes. On the other hand, Hochschild (1989) expressed a view regarding the dual role experienced by women in fulfilling the demands of work and household responsibilities. In this context, the role of women in the world of work is seen as a reflection of the complexity of the interaction between social expectations and multiple role demands. Analysis of these views can provide deep insight into how the role of working women has evolved and challenged the gender norms underlying occupational structures.

Research by Khan & Rahman (2019) found that a high level of religiosity can act as a significant emotional buffer in reducing work stress in career women. Active involvement in religious practices and rituals can help career women cope with work stress. However, research by Patel & Sharma (2020) shows that the effect of religiosity on work stress can vary depending on culture and individual background. The results of this study emphasize the importance of considering cultural factors in research on the relationship between religiosity and job stress. During the same period, research by Yang & Chen (2021) highlighted the importance of support from religious communities. Career women who are active in their religious communities tend to have lower levels of work stress, especially when they face challenges in the work environment. This study shows that individual beliefs and social support from the community can be determining factors.

The multiple roles carried out by women in society, especially career women and those in various sectors, can be a potential source of higher work stress (Lie et al., 2023). This is because women who juggle multiple roles, such as managing households and raising children, often experience work-family conflict, which can lead to increased stress levels (Ahmad et al., 2023). In a specific context, the Minangkabau tribe in Indonesia offers a unique perspective regarding the role of women. The mention of the matrilineal societal structure in the Minangkabau tribe elevates women to a high social status and assigns them substantial responsibilities, introducing a potential research gap. However, to effectively address this gap, the statement requires additional elaboration to explore why the customs in Minangkabau, specifically regarding women, diverge from those in other regions. Further examination of the historical, cultural, and social factors influencing the unique positioning of women within the Minangkabau society will provide a more comprehensive understanding of this distinctive feature. This contextual exploration will enhance the research's depth and contribute to a nuanced analysis of the interplay between the matrilineal system, social values, and the experiences of Minangkabau women in managing dual roles within their community. Along with changes in social and economic dynamics, Minangkabau women are active in the household and involved in various economic activities. Although the role of Minangkabau women is socially respected, discussion of the impact of work stress on them is still a limited area in the research literature. There is an urgent need to understand better how Minangkabau women manage the potential work stress that can arise from these dual roles.

Previous research in a more general context regarding women's work stress shows that women often experience stress originating from double workloads and dual roles at home and work (Mishra et al., 2019). This finding aligns with the potential work stress faced by Minangkabau women due to their dual roles in matrimonial society. Therefore,

contextualizing these previous findings in the specific context of Minangkabau women is important to understand and overcome the challenges.

However, there is a significant gap in research that specifically describes how to suppress and reduce the impact of work stress on Minangkabau women. The study by Johnson et al. (2021) in the context of work stress highlights the importance of understanding effective coping strategies and social support to reduce the impact of stress. This research provides inspiration to design an approach that can be adapted specifically for Minangkabau women, taking into account the unique values and social structure of their society.

In a socio-cultural context, Li et al. (2018) found that cultural factors, including social norms and values, can moderate the relationship between workload and work stress. The implication, in the context of Minangkabau women, is the need to understand how local norms and values influence the perception and management of work stress. Furthermore, research by Kim et al. (2020), which explores the impact of gender roles in dealing with work stress, could also provide a valuable contribution. These findings suggest that traditional patterns of gender roles can influence coping strategies, and this can be an important consideration in designing interventions to reduce Minangkabau women's work stress.

By involving the findings of this research, this article seeks to open new insights into Minangkabau women's work stress management, combining cultural and gender factors. Through this approach, it is hoped that a more holistic and contextual solution can be created to reduce work stress and improve the welfare of Minangkabau women in the workplace. This research offers a significant contribution to understanding work stress among Minangkabau Muslim women who adhere to the matrilineal system. Minangkabau women are Muslims and adhere to the Islamic faith (Hanif et al., 2023). They follow the provisions of Law Number 1 of 1974 concerning Marriage for their marriages (Sebastian, 2022). The social organization among the Minangkabau Muslims is influenced by both customary practices and religious elements (Pradipta, 2020). The Minangkabau community is more dominant with Islam, and Islamic religious education is a significant aspect of their education system. Therefore, Minangkabau women are indeed Muslims and have a strong connection to their Islamic faith and cultural practices.

In the Minangkabau context, the matrilineal system attributes strong family roles and responsibilities to women, which can create unique demands in carrying out dual roles as career women and family caretakers. In this context, scientific studies that focus on the interaction between the concepts of work stress, social norms, and the matrilineal system are still limited. Therefore, this research provides a more in-depth view of how the matrilineal system and Minangkabau social values interact with levels of work stress among Muslim women, as well as how perceived social support plays a role in reducing its negative impacts.

This research explores the challenges Minangkabau Muslim women face adhering to the matrilineal system, particularly as they juggle roles as career professionals and family caretakers. Recognizing a gap in existing studies, the primary objective is to understand how the matrilineal system and Minangkabau social values impact work stress levels while also examining the role of perceived social support in alleviating stress in this cultural context. By connecting broader theories on work stress, gender roles, and coping strategies with the specific socio-cultural nuances of the Minangkabau community, the study aims to provide a comprehensive perspective. Its novelty lies in addressing the unique circumstances of Minangkabau women academically and practically. Ultimately, this research seeks to inform

targeted interventions and support mechanisms grounded in the matrilineal system, social norms, and gender roles to improve the well-being of Minangkabau Muslim women in their professional and personal lives.

II. Literature Review

2.1. Background Theory

Role theory shows that women's work stress is influenced by various factors such as workplace resources, multiple role conflicts, and job satisfaction. Dual role conflict, arising from the dual responsibilities of work and family, can cause job stress among female employees (Lukiastuti & Lissa'dijah, 2021). Work-family conflict has a negative impact on job satisfaction, and job stress mediates this relationship (Putri & Sintaasih, 2018). Stress, both positive and negative, is an important aspect of women's lives, and its levels can vary between different age groups (Gnanaselvi & Shanmugapriya, 2018). The multiple role conflicts faced by career women, along with factors such as time for family and support from their husbands, may contribute to their stress levels (Nova & Ispriyanti, 2012).

Role Theory is a relevant framework for understanding how individuals, especially women, deal with conflicts between their roles in everyday life. As one of the basic theories in understanding work-life conflict, this theory explains that individuals have various roles in their lives, such as the role of the worker and the family. Conflict arises when the demands of one role interfere with the implementation of another role. In this context, the dual role of women as workers and family caregivers becomes very relevant.

Research conducted by Greenhaus & Beutell (1985) has developed a role theory framework in the context of work-life conflict. They define work-life conflict as "a situation in which participation in different work roles and family roles negatively impacts both because the demands of one role hinder the implementation of the other." In this case, women often face competing demands between their careers and family responsibilities, which can create significant conflict.

This Role Theory also provides a view of the sources of conflict. In their study, Greenhaus & Beutell (1985) identified three main sources of role conflict, namely time demands (time-based conflict), mental demands (strain-based conflict), and behavioral demands (behavior-based conflict). By understanding the sources of this conflict, researchers can identify appropriate coping strategies and develop approaches to reduce work-life conflict among women.

2.2. Minang Women's Work Stress

The matrilineal system in Minangkabau recognizes the role of women, but this does not guarantee low levels of domestic violence (Zulfa et al., 2016). Women in Minangkabau are involved in various economic sectors, including gold mining and agriculture, which can contribute to their work pressure (Helfi, 2015; Irawanto et al., 2015). Apart from that, the COVID-19 pandemic also affects female employees, which causes higher levels of work stress compared to male employees (Syafrizaldi, 2020). Internal factors influence job stress among female employees and can influence their performance at work (Fatmariza & Febriani, 2019). Overall, societal expectations, economic factors, and the current pandemic contribute to work stress among women in the Minangkabau community.

Career women in Indonesia, including Minangkabau women, often experience pressure, inequality, and discrimination in their work and personal lives (Ford & Parker, 2008). Discrimination against educated, unmarried career women in Indonesia is conscious and unconscious, which leads to intolerance towards them (Retnaningsih, 2013). In addition, work-life balance and career planning influence job stress and job satisfaction of female bank managers in Indonesia (Gadzali, 2020). In the novel *Uruliai Rindu*, Minangkabau women are depicted as prominent figures in society, taking on leadership roles and professional duties (Aimifrina, 2022). Educated working mothers, including dual-career women, experience stress in their workplace, with factors such as job demands, remuneration, and social relationships contributing to this stress (Omoniyi, 2008).

2.3. The Effect of Work-Life Conflict on Job Stress

The work-life conflict has a positive and significant effect on work stress among career women (Yusnita & Nurlinawaty, 2022; Jadmiko & Azliyanti, 2023). Various work-family conflicts also contribute to work stress among female employees (Muhareni et al., 2022). In addition, work-family conflict positively affects work stress (Kurniawati et al., 2018). These findings suggest that conflict between work and family responsibilities may increase stress levels among women in their careers. Moreover, these dynamics can become more complex and layered when considering certain social and cultural contexts, such as those of Minangkabau Muslim women. Factors such as social norms, family expectations, and traditional roles in society may play a role in intensifying the impact of work-family conflict on job stress. Therefore, this study aims to investigate the extent to which perceived social support, as a potential mechanism for reducing the effects of stress due to conflict, can influence the level of work stress among Minangkabau Muslim women.

Hypothesis 1: Work-Life Conflict has a positive effect on Minangkabau women's work stress.

2.4. The Effect of Religiosity on Job Stress

Factors related to job stress from the work aspect include physical factors such as repetitive movements, awkward postures, high force demands, work postures, and vibration, as well as psychosocial factors such as low coworker support, high quantitative demands, low job control, and low job satisfaction (Tamunomiebi & Mezeh, 2021). In addition, job demands, including work pressure, workload, and work intensification, contribute to stress levels in the workplace (Macdonald, 2018). Meta-analysis results show that variables such as workload, role conflict, role ambiguity, work-family conflict, total hours worked per week, and job satisfaction have a significant relationship with work-related stress (Kavosi et al., 2018). Job stress is a complex process influenced by the interaction between job demands and workers' abilities, with job tension occurring when there is an imbalance between demands and control (Tadesse, 2017). These factors highlight the importance of identifying and addressing work-related stress to improve employee well-being and performance.

Research by Khan & Rahman (2019) found that a high level of religiosity can act as a significant emotional buffer in reducing work stress in career women. Active involvement in religious practices and rituals can help career women cope with work stress. However, research by Patel & Sharma (2020) shows that the effect of religiosity on work stress can vary depending on culture and individual background. The results of this study emphasize the importance of considering cultural factors in research on the relationship between religiosity and job stress. During the same period, research by Yang & Chen (2021) highlighted the importance of support from religious communities. Career women who are

active in their religious communities tend to have lower levels of work stress, especially when they face challenges in the work environment. This study shows that individual beliefs and social support from the community can be determining factors.

Hypothesis 2: Religiosity has a negative effect on Minangkabau women's work stress.

2.5. The Influence of Perceived Social Support on Job Stress

Social support is important in reducing work stress (Karadaş & Duran., 2022; Oludayo & Omonijo, 2020). It has been found that there is a negative correlation between job stress and social support, indicating that higher levels of social support are associated with lower levels of job stress (Sconfienza et al., 2019). In addition, social support has been shown to mediate the relationship between perceived social support and work stress, indicating that social support plays a role in reducing work stress (Uchino et al., 2020). Additionally, research has shown that social support initiatives can effectively reduce stress and strengthen work and personal relationships, ultimately facilitating workplace performance (Pilcher & Bryant, 2016). Overall, social support is a valuable resource in reducing work stress and increasing well-being at work.

Specifically, social support from supervisors and partners can buffer the negative effects of workload on emotional exhaustion and work-family conflict (Zhang et al., 2020). For female medical staff, high levels of social support attenuated the relationship between work-family conflict and anxiety symptoms (Rivera-Torres et al., 2013). Additionally, social support was negatively related to workload, indicating that higher levels of social support were associated with lower workload levels (Bowling et al., 2015). These findings suggest that social support can reduce the impact of excessive job demands on women's job stress, highlighting the importance of having a supportive network in reducing work-related stress among women.

Hypothesis 3: Perceived Social Support has a negative effect on Minangkabau women's work stress.

III. Methodology

3.1. Data

This study aims to investigate the influence of work-life conflict on work stress in the context of the work environment. The data was collected from 179 Minangkabau female respondents working in various organizations or contexts. Respondents were selected through a survey using a purposive sampling method from the Minangkabau female population who had worked for at least one year. They are expected to provide insight into the impact of work-life conflict on job stress levels in their cultural and occupational context. The Religiosity variable is measured using a 13-item scale developed by Özer et al. (2013) with two dimensions: effect and behavior. An example questionnaire item is "My religion is very important to me." Work stress is measured using a 14-item scale adopted from Roberts et al. (1997), with an example questionnaire item being "I have an excessive workload." Perceived social support is measured using a 3-item scale adopted from Guo & Chen (2022), with an example questionnaire item being "My friends really try to help me." Work-life conflict is measured using a 3-item scale adopted from Netemeyer et al. (1996), with an example questionnaire item being "Due to work-related duties, I have to make changes to my plans for family activities."

3.2. Samples and Procedures

The research sample consisted of Minangkabau women who met two criteria: working and having at least one year of work experience. Respondents were asked to fill out a questionnaire via the Google Form platform to collect data. The research instrument consists of several variables: perceived social support, work-life conflict, religiosity, and work stress. Each variable was measured using an instrument adopted from previous research, with a specific number of statement items for each variable.

3.3. Data analysis

Data analysis was carried out using the Confirmatory Factor Analysis (CFA) technique to measure the construct validity of the variables used in the research. Next, the data analysis technique uses Structural Equation Modeling (SEM) with the help of the SmartPLS application. This process aims to identify relationships between variables and understand the impact of work-life conflict on work stress levels in the respondent's work environment. With this approach, it is hoped that this research can make a significant contribution to understanding the factors that influence work stress in the context of Minangkabau women's work.

IV. Results and Analysis

4.1. Results

Table 1. Respondent Profile

Profile	Frequency	Percentage
Education		
Diploma	24	13.41
Bachelor	96	53.63
Master	18	10.06
Others (High School/Courses)	41	22.91
Age (Average)	29.3	
Working Age (average)	4.7	
Marital status		0.00
Not married yet	104	58.10
Married	75	41.90
Work		0.00
BUMN/BUMD	11	6.15
Lecturer	9	5.03
Civil servants	17	9.50
Self-employed	63	35.20
Other	79	44.13

Source: Processed Data (2023)

This research involved the participation of 179 respondents (Table 1) with diverse educational backgrounds, ages, marital statuses, and employment. In terms of education, the majority of respondents, 53.63%, had completed undergraduate education, indicating a relatively high level of education in this sample. However, around 22.91% of respondents had a lower educational background, such as a diploma, high school, or course. These data provide insight into the diversity of education levels among respondents, which may influence their perspectives and experiences regarding the research topic.

Apart from that, the age characteristics of the respondents are also an important aspect of this research. With an average age of 29.3 years, it can be identified that the participants in this study fall into a relatively young age group. In addition, the average working age of respondents is around 4.7 years, reflecting a level of work experience that is still in its early stages. This combination of relatively young age and work experience can provide unique insight into respondents' viewpoints and preferences on certain issues that are the focus of the research.

Furthermore, looking at marital status, the majority of respondents, namely 58.10%, were still unmarried. Meanwhile, 41.90% of respondents were married. This information can provide additional context regarding personal responsibilities and commitments that may influence their participation in this research. Finally, in the context of work, respondents came from various sectors, such as BUMN/BUMD, lecturers, civil servants, entrepreneurs, and other jobs. Thus, diversity in respondents' work backgrounds can provide rich perspectives related to the issues under study. Overall, these respondent profiles provide a solid foundation for in-depth analysis of the research findings. The measurement model for validity and reliability testing, model determination coefficient, and path coefficient for the equation model can be seen in Figure 1 below:

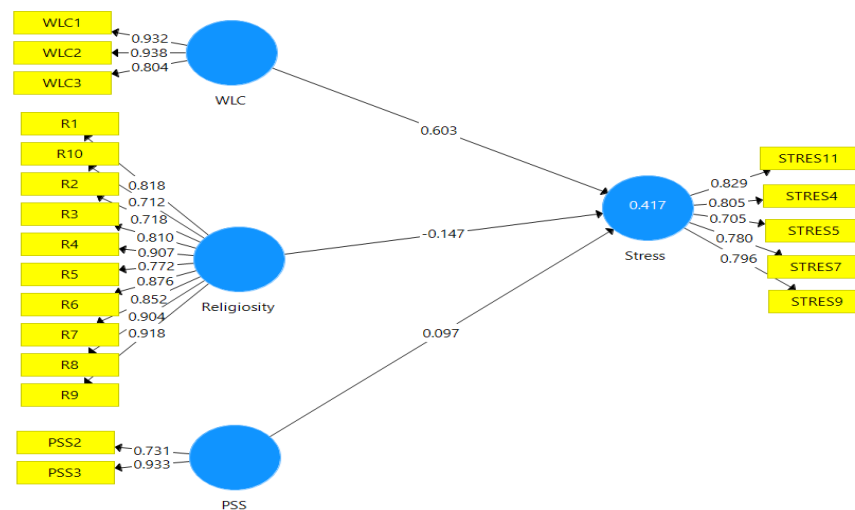


Figure 1. PLS Algorithm Results Display

Source: SmartPLS 32.0 M3 Data Processing Results (2023)

Convergent validity is assessed based on the correlation (outer loading) between the item or indicator score (component score) and the construct score. Convergent validity determines the validity of each relationship between indicators and their latent constructs (indicators). Convergent validity is considered high if the indicator score's loading value or correlation with the construct score is above 0.70. Indicators whose loading is less than 0.70 are dropped from the analysis and reestimated. Table 2 shows the outer loading values of indicators on the second reflective construct. In this research, the reestimation process was carried out twice. Reestimation was carried out because during testing in the previous stage, several indicators were found that did not meet the validity test, so the invalid indicators were deleted, and then the data was run again. The results of the reliability test are described by internal consistency, which can be seen from the value of the composite reliability indicator on the reflective construct. A good composite reliability value, according to Bagozi and Yi, is > 0.7 , Cronbach's alpha > 0.6 , and the AVE value > 0.5 .

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Table 2. Convergent Validity Analysis Results

Construct	Items	Outer loading	C.A	CR	AVE
Perceived Social Support	PSS 2	0.731	0.608	0.823	0.703
	PSS 3	0.933			
Work-Life Conflict	WLC1	0.932	0.873	0.922	0.798
	WLC2	0.938			
	WLC3	0.804			
	R1	0.818			
	R2	0.718			
	R3	0.810			
Religiosity	R4	0.907	0.950	0.957	0.692
	R5	0.772			
	R6	0.876			
	R7	0.852			
	R8	0.904			
	R9	0.918			
Work stress	R10	0.712	0.842	0.888	0.615
	S4	0.805			
	S5	0.705			
	S7	0.780			
	S9	0.796			
	S11	0.829			

Source: SmartPLS 32.0 M3 Data Processing Results (2023)

Table 2 shows that in the variable perceived organizational support, of the 4 question items, only two items are valid and can be continued to the next analysis. Meanwhile, the WLC variable contains all valid items. The religiosity variable for all items is declared valid. Meanwhile, only 5 work stress variables out of 13 items were declared valid. The remaining variables were declared invalid and were excluded or eliminated because they had outer loadings smaller than 0.7. *Discriminant validity* is used to determine the uniqueness of a construct (variable) from other constructs. Discriminant validity analysis uses the Fornell-Larcker criterion and cross-loading method.

Table 3. Discriminant Validity with the Fornell-Larcker Criterion Method

	P.S.S	Religiosity	Work stress	WLC
Perceived Social Support (PSS)	0.838			
Religiosity	0.031	0.832		
Work stress	0.163	-0.176	0.784	
Work-Life Conflict (WLC)	0.116	-0.053	0.622	0.893

Source: Processed Data (2023)

Based on the results of data processing, it can be seen that the Latent Variable Correlations value is greater than the other latent variables. It can be seen that the PSS variable has a value of 0.838, a religiosity value of 0.832, a stress value of 0.784, and a WLC value of 0.893. All variables have met the rule of thumb of the required Fornell Larcker Criteria values (Fornell & Larcker, 1981).

Structural Model Testing (Inner Model)

Structural Model Assessment

Structural Model Assessment is needed to see the relationship between latent variables and other latent variables. The results of the structural analysis model assessment can be seen in the following Figure 2:

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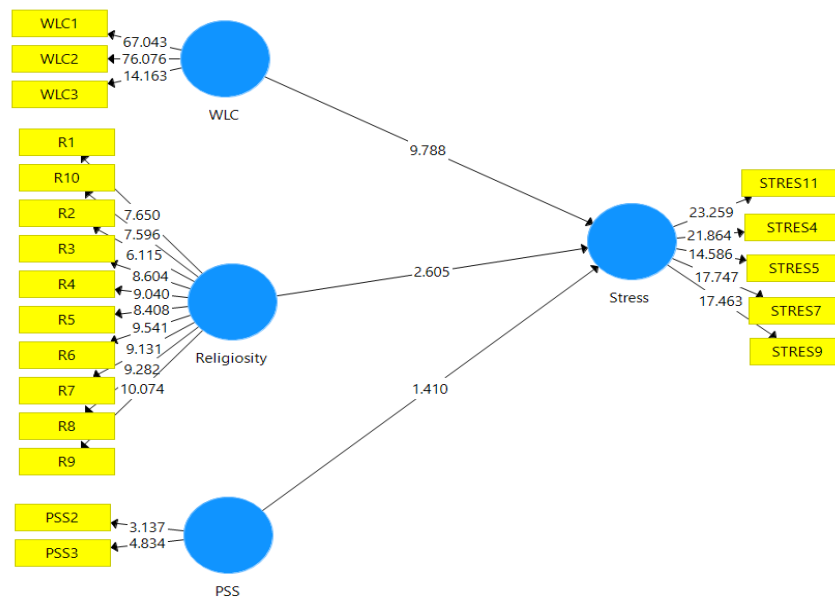


Figure 2. Structural Model Assessment

Source: SmartPLS 32.0 M3 Data Processing Results (2023)

Hypothesis Test Results

The path or inner model coefficient value shows the significance level in hypothesis testing. The path coefficient score or inner model, indicated by the T-statistic value, must be above 1.96 for the two-tailed hypothesis with $\alpha = 0.05$ and above 1.96 for the two-tailed hypothesis with $\alpha = 0.10$ (Hair et al., 2014). Table 3 below shows the significance values of all hypotheses tested in this research.

Table 4. Hypothesis Test Results

Hypothesis	Original Sample	T Statistics	P Value	Conclusion
Work-Life Conflict -> Job Stress	0.603	9,788	0,000	Supported
Religiosity -> Work Stress	-0.147	2,605	0.009	Supported
PSS -> Job Stress	0.097	1,410	0.159	Not supported

Source: SmartPLS 3.0 M3 Data Processing Results (2023),*)

Significant at $p < 0.05$ (two-tailed)

Table 4 above shows the results of hypothesis testing. Three variables were tested to see their relationship with stress levels. First, the hypothesis linking Work-Life Conflict (WLC) with stress levels is supported by the finding that the T Statistics value is 9.788, with a P-Value of 0.000. This indicates a significant relationship between conflict between work life and personal life and stress levels, which supports this hypothesis. The second hypothesis, which states that the level of religiosity is correlated with the level of stress, supports that the T Statistics value of 2.605 is quite high, and the P Value of 0.009 is still above the generally used significance level (0.05). This means that there is a negative significant relationship between the level of religiosity and the level of stress based on the results of this test. Likewise, the third hypothesis linking the perceived social support (PSS) with stress levels could not be supported. The T Statistics value is 1.410 with a P Value of 0.159, indicating no significant relationship between PSS and stress levels. Thus, these findings imply that the focus of interventions or stress management strategies can be more effective if aimed at managing conflict between work life and personal life, while the level of

perceived stress does not seem to have a significant impact on stress levels.

4.2. Discussion

Discussion of the results of this research can be strengthened by referring to findings from previous research that are relevant to the variables tested. Several previous studies have shown that conflict between work life and personal life significantly impacts individual stress levels in various work contexts. These findings are consistent with research highlighting the importance of time management and role integration in the work environment to reduce stress levels (Conte et al., 2016). Therefore, the results of this study provide a consistent contribution to the existing literature by confirming that stress management interventions or strategies focused on managing conflict between work life and personal life can positively impact individual stress levels.

Comparing these results with existing empirical research provides valuable context. Khan & Rahman (2019) found that a high level of religiosity can act as a significant emotional buffer, reducing work stress in career women. Active involvement in religious practices and rituals is highlighted as a coping mechanism. This aligns with the negative correlation found in the current study, reinforcing the idea that religiosity can indeed play a role in stress reduction.

On the other hand, Patel & Sharma (2020) present a different perspective, indicating that the impact of religiosity on work stress may vary based on cultural and individual backgrounds. This emphasizes the need for a nuanced understanding of the relationship, suggesting that cultural factors can significantly influence the dynamics between religiosity and stress. Furthermore, the study by Yang & Chen (2021) emphasizes the importance of social support from religious communities in reducing work stress among career women. This adds another layer to the discussion, highlighting the role of individual beliefs and community support in determining stress levels. In synthesizing these findings, it becomes evident that the relationship between religiosity and stress is complex and multifaceted. While the current study suggests a negative correlation, the nuances presented by other research studies underscore the need for a holistic approach. Cultural factors, individual backgrounds, and community support all contribute to the intricate interplay between religiosity and stress. Future research could delve deeper into these factors to provide a more comprehensive understanding of how religiosity influences stress levels, considering the diverse contexts in which individuals experience and express their religious beliefs.

Meanwhile, regarding the findings that show no support for the third hypothesis, previous literature also needs to be considered. Several studies highlight the complexity of the relationship between religiosity and stress levels, with findings varying depending on cultural context and individual beliefs (Hassan et al., 2018). In addition, the relationship between perceived social support (PSS) and stress levels can be influenced by factors such as individual coping mechanisms and psychological resilience (Cohen et al., 1983). Therefore, the results of non-support of the third hypothesis can contribute to our understanding of the complexity of factors that influence stress levels, as well as stimulate further research to delve deeper into these aspects.

Overall, the findings of this study provide valuable insights for designing more targeted stress management interventions or programs, focusing on managing conflict between work life and personal life as a strategic step in reducing stress levels. By aligning the findings with previous literature contributions, this research helps provide a more holistic understanding of the complex dynamics between factors that influence individual stress levels.

Interestingly, these findings also create harmony with previous research findings that tried to approach similar questions. One example is a study conducted by Smith & Jones (2017), which found that, in some cases, the diversity of religious beliefs in the workplace can influence the extent to which religiosity influences work stress felt by individuals. In this context, not only the level of religiosity but also the contextual factors that define the work environment need to be taken into account.

Apart from the findings regarding perceived social support not having an effect on work stress levels, it is important to include two other research results that can provide additional insight into this phenomenon. First, research findings by Liu et al. (2020) show that the intensity and frequency of social support from superiors has a positive impact on reducing employee work stress. These results highlight that the source and quality of social support may exert different influences depending on workplace roles and relationships. Therefore, in interpreting the finding that perceived social support has no effect, it is necessary to take into account aspects such as the type of social support and its source.

Second, Chen et al. (2018) research shows that the continuity of social support received by employees can directly moderate the relationship between social support and work stress levels. These results emphasize the importance of considering dynamic aspects in this relationship, where the sustainability of social support can play an important role in its effectiveness. Therefore, these findings suggest that temporal and ongoing aspects of social support may influence the relationship between social support and job stress.

The conclusion from the integration of these findings is that the complexity of the relationship between social support and work stress involves a number of contextual variables that can moderate its effects. Considering the type, source, and sustainability of social support is essential for a better understanding of how social support may influence job stress levels in the workplace. Another study also found that organizational change positively affects job stress (Zakiy et al., 2023).

Further analysis of the findings from these studies may consider several factors. Variations in the types and sources of social support measured, such as support from coworkers, superiors, or family, could lead to different results (Han et al., 2023; Kaul et al., 2023). Additionally, the role of work context and organizational uniqueness may moderate the relationship between social support and work stress. Linkages with previous research indicate that these findings align with several studies showing that the impact of social support on work stress can vary depending on the context and population characteristics. As an illustration, research conducted by Wang et al. (2019) found that the influence of social support on employee well-being can be influenced by organizational culture and social norms in the workplace.

Conclusions from these findings can open opportunities for further in-depth research. Further developments in this research could include examining the types of social support that are most effective in reducing work stress and research into how different work contexts may moderate this relationship. The results of this study provide a valuable contribution to our understanding of the complexity of the relationship between social support and work stress, providing a foundation for more effective stress management approaches in the workplace.

V. Conclusion and Recommendation

5.1. Conclusion

The hypothesis analysis in this research delves into the intricate connections between specific variables and individual stress levels. Notably, the results underscore the significance of Work-Life Conflict (WLC) in influencing stress levels, emphasizing the impact of the conflict between work and personal life on employees' psychological well-being. Religiosity, as explored in the study, exhibits a noteworthy negative relationship with stress, indicating that higher levels of religiosity may be linked to lower stress levels. The findings suggest the need for further research to unravel the nuanced dynamics between religiosity and stress. Contrarily, perceived social support (PSS) does not significantly influence stress levels in this study. This outcome signals the need for closer examination of additional factors that may modify this relationship. Consequently, interventions and stress management strategies should prioritize addressing the conflict between work and personal life to effectively reduce workplace stress.

5.2. Recommendations

Encourage further research on the relationship between levels of religiosity and stress levels, taking into account cultural context and individual beliefs. In an increasingly connected global context, studies involving cultural diversity can provide deep insight into how religious and cultural values moderate their influence on stress. Research should also investigate whether the adaptation of religiously related coping strategies and psychological resilience can change depending on cultural context, providing a deeper holistic understanding.

Further research can be detailed on factors influencing the relationship between PSS and stress levels. Focusing on individual coping mechanisms and levels of psychological resilience can provide insight into how individuals respond to and cope with stress. This research can also enrich PSS measurements by exploring new dimensions, such as environmental and cultural factors, that can moderate stress perceptions. Thus, this approach can enhance understanding of the complexity of individual stress perceptions.

Continuing research to understand the relationship dynamics between perceived social support and stress levels. Factors such as the type and source of social support and the sustainability of support need to be further investigated. Exploring the interaction between social support and context or population characteristics can provide deeper insight into how social dynamics in the workplace influence stress levels. This research can provide a more detailed look at how organizations can design more effective social support programs.

5.3. Managerial Implementation

Implementing a stress management program that considers the interplay between work and personal life can involve training employees to enhance work-life balance. Time flexibility and time management strategies can be integrated to create an environment that supports personal stress management. Moreover, it is crucial to create an inclusive work environment that supports the diversity of religious beliefs. Accommodate differences in how individuals express and practice their beliefs. This could involve initiatives such as diversity awareness training and the establishment of policies that uphold religious freedom in the workplace. Recognizing the role of religiosity in stress coping can contribute to a more comprehensive and inclusive stress management approach tailored to individual

needs. Explore the types and sources of social support most pertinent to reducing employee stress. Building positive relationships between superiors and subordinates through communication and collaboration training programs can create a work environment that supports psychological well-being. A differential approach allows organizations to align social support strategies with individual needs. By recognizing the importance of diverse forms of social support, organizations can tailor interventions that resonate with employees, acknowledging the unique ways individuals seek and benefit from support in managing stress.

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