

# CHAPTER 1

## INTRODUCTION

### A. Background of the Study

Currently, work engagement has become an important part of management in organizations. Excessive work engagement and continuous high enthusiasm for work are associated with the risk of burnout, for example due to conflicts with other life activities and lack of resilience.<sup>1</sup> Previous research shows that burnout not only impacts service providers, but also people who have full-time jobs.<sup>2</sup> Although employees tend to engage in behaviors that change their jobs, job creation can help describe how employees take advantage of opportunities to adapt to their jobs by positively modifying their tasks and interactions with others in the workplace.<sup>3</sup>

Emphasizes the importance of employee engagement in the workplace for organizational achievements as measured by monetary profits, productivity, customer satisfaction, and several attractive employee characteristics at the individual level, such as initiative and proactivity and its application mainly uses the job demands resource model, social exchange theory, social cognitive theory, and management theory.<sup>4</sup> High work engagement involves simultaneously investing personal physical, emotional, and cognitive energy in work and thereby contributing to performance.<sup>5</sup>

---

<sup>1</sup>Martin Obschonka et al., "Job Burnout and Work Engagement in Entrepreneurs: How the Psychological Utility of Entrepreneurship Drives Healthy Engagement," *Journal of Business Venturing* 38, no. 2 (2023): 106272.

<sup>2</sup>Tung Ju Wu et al., "The Effects of JDC Model on Burnout and Work Engagement: A Multiple Interaction Analysis," *European Management Journal* 41, no. 3 (2023): 395–403.

<sup>3</sup>Juliana M. Nykolaiszyn, "The Impact of Job Crafting and Work Engagement on Academic Librarians before and during the COVID-19 Pandemic," *Journal of Academic Librarianship* 49, no. 3 (2023): 102697.

<sup>4</sup>Habtamu Kebu Gameda and Jaesik Lee, "Leadership Styles, Work Engagement and Outcomes among Information and Communications Technology Professionals: A Cross-National Study," *Heliyon* 6, no. 4 (2020).

<sup>5</sup>Bettina Wagner and Clemens Koob, "The Relationship between Leader-Member Exchange and Work Engagement in Social Work: A Mediation Analysis of Job Resources," *Heliyon* 8, no. 1 (2022).

One factor that could influence work engagement is religiosity. People with high levels of religiosity tend to evaluate their lives more positively.<sup>6</sup> Previous research examining workplace religiosity from an Islamic perspective found that religiosity has a positive impact on work engagement.<sup>7</sup>

Religious factors are always seen as a means to persuade employees to achieve their goals at work.<sup>8</sup> Religiosity is an influential factor in establishing a relationship between company and employee.<sup>9</sup> A person's religiosity is characterized by his or her obedience to religious teachings in their daily actions. Thus, changes in social behavior can be called changes in religiosity.<sup>10</sup> Religiosity, including theological orientation and adherence to religious practices and rituals, plays an important role in influencing personal satisfaction.<sup>11</sup>

On the other hand, it is worth noting that the large amount of work in the workplace could cause the high levels of stress and tension, which will ultimately lead to negative work outcomes such as lack of engagement, absenteeism, and fatigue.<sup>12</sup> A high workload can occur if a high performer takes on more tasks and responsibilities and encouraged to complete them.<sup>13</sup> Based on of previous research, it shows that workload weakens the relationship between religiosity and work engagement.<sup>14</sup> According to Robbie and Fawaiq, there is no evidence that workload

---

<sup>6</sup> Daniela Villani et al., "The Role of Spirituality and Religiosity in Subjective Well-Being of Individuals with Different Religious Status," *Frontiers in Psychology* 10 (2019): 462477.

<sup>7</sup> S Harrington A Abualigah, J Davies, "Religiosity and Work Engagement: Workload as a Moderator," *Stress & Health* 37, no. 5 (2021): 862–70.

<sup>8</sup> Sadia Shaheen et al., "Does Organizational Cronyism Lead to Lower Employee Performance? Examining the Mediating Role of Employee Engagement and Moderating Role of Islamic Work Ethics," *Frontiers in Psychology* 11 (2020): 579560.

<sup>9</sup> Md Ruhul Amin, Incheol Kim, and Suin Lee, "Local Religiosity, Workplace Safety, and Firm Value," *Journal of Corporate Finance* 70 (2021): 102093.

<sup>10</sup> Abdul Halim and Nadirsyah Hosen, "Changing the Religiosity of Indonesian Muslims in the New Normal Era," *Wawasan: Jurnal Ilmiah Agama Dan Sosial Budaya* 6, no. 1 (2021): 1–12.

<sup>11</sup> Muhammad Sholihin et al., "The Effect of Religiosity on Life Satisfaction: A Meta-Analysis," *HTS Teologiese Studies / Theological Studies* 78, no. 4 (2022): 7172.

<sup>12</sup> Novia Zahrah et al., "Workload and Work Engagement among Nurses in Public Hospitals: Moderating Role of Religious Spirituality," *International Journal of Management, Accounting and Economics* 7, no. 6 (2019): 1–10.

<sup>13</sup> Paola Spagnoli et al., "Workload, Workaholism, and Job Performance: Uncovering Their Complex Relationship," *International Journal of Environmental Research and Public Health* 17, no. 18 (2020): 6536.

<sup>14</sup> A Abualigah, J Davies, "Religiosity and Work Engagement: Workload as a Moderator."

strengthens the influence of religiosity on performance. Instead, workload actually weakens employee religiosity.<sup>15</sup>

Apart from that, previous research on the moderating role of workload in the influence of religiosity on work engagement was mostly conducted in telecommunications companies, micro, small and medium enterprises (MSMEs), and healthcare organization. This has created a lack of information regarding the influence of religiosity on work engagement in different sectors, such as halal cosmetics industry, moderated by workload. Thus, the applicability of such studies in other industries is questionable. Halal certified products can assure consumers, especially Muslims, that the ingredients contained in the product and the manufacturing process comply with Sharia (Islamic law).<sup>16</sup> Muslim consumers are said to be someone who is very religious and has different consumption patterns and is more likely to consume halal products and services.<sup>17</sup>

The basis for the halal cosmetics is the need for the use of halal cosmetics among Muslims.<sup>18</sup> Indonesia is a large potential market for halal product consumption, consumer goods such as halal food and halal cosmetics.<sup>19</sup> Reni Yanita, the Director of Small and Medium Industries and Other Sectors (Directorate General of Small, Medium, and Miscellaneous Industries), said that the market potential for the cosmetics industry is quite large. Indonesia exports alone are worth \$784 million, or 0.56% of the total export market value of \$140 billion.<sup>20</sup>

---

<sup>15</sup> R. Iqbal Robbie and R. Tanzil Fawaiq Sayyaf, "Impact of Religiosity, Work-Related Stress on Job Performance and Workload as Moderating Variable," *International Journal of Social Science and Business* 6, no. 2 (2022): 156–64.

<sup>16</sup> Rahimah Mohamed Yunos, Che Faridah Che Mahmood, and Nor Hafizah Abd Mansor, "Understanding Mechanisms to Promote Halal Industry-The Stakeholders' Views," *Procedia - Social and Behavioral Sciences* 130 (2014): 160–66.

<sup>17</sup> Vita Briliana and Nurwanti Mursito, "Exploring Antecedents and Consequences of Indonesian Muslim Youths' Attitude towards Halal Cosmetic Products: A Case Study in Jakarta," *Asia Pacific Management Review* 22, no. 4 (2017): 176–84.

<sup>18</sup> Yulist Rima Fiandari, "Analisis Bibliometrik Publikasi Perkembangan Penelitian Pemasaran Digital Kosmetik Halal," *Jurnal Dokumentasi Dan Informasi*, 2022, 95–111.

<sup>19</sup> Lisa Adriani and Ma'ruf, "Pengaruh Islamic Religiosity Dan Halal Knowledge Terhadap Purchase Intention Kosmetik Halal Dimediasi Oleh Attitude Terhadap Produk Halal Di Indonesia," *Al-Muzara'Ah* 8, no. 1 (2020): 57–72.

<sup>20</sup> Samsul Samsul, Supriadi Muslimin, and Wardah Jafar, "Peluang Dan Tantangan Industri Halal Indonesia Menuju Pusat Industri Halal Dunia," *Al-Azhar Journal of Islamic Economics*, 2022, 12–24.

This study was conducted in PT Albea Rigid Packaging Surabaya. This company focuses on manufacturing and selling rigid packaging. PT Albea Rigid Packaging Surabaya is a company that provides various types of packaging for the food, beverage, beauty and other industries. This research was conducted at PT Albea Rigid Packaging Surabaya because this company has very diverse employee backgrounds which include different levels of religiosity and workload. PT Albea Rigid Packaging Surabaya is also one of the largest companies in the packaging industry so it requires a lot of work from its employees to achieve optimal productivity. Therefore, the aim of this research is to understand how religiosity can influence employee engagement in different workloads to provide valuable information to management regarding improving employee performance and well-being. Based on the above explanation, the researcher proposes research title "The Influence of Religiosity on Work Engagement Moderated by Workload : Case Study at PT Albea Rigid Packaging Surabaya".

## **B. Research Questions**

Based on the background of the study, the research questions of the current study are:

1. How does religiosity affect employee work engagement at PT. Albea Rigid Packaging Surabaya?
2. How does workload moderate the influence of religiosity on employee work engagement at PT. Albea Rigid Packaging Surabaya?

## **C. Research Objectives**

Based on the research questions above, the objectives of this research are as follows:

1. To examine the influence of religiosity on employee work engagement at PT. Albea Rigid Packaging Surabaya.
2. To examine the moderating role of workload in the influence of religiosity on employee work engagement at PT. Albea Rigid Packaging Surabaya.

#### **D. Significance of the study**

The results of this research are expected to provide insights into the field of human resources management through the examination of the influence of religiosity on work engagement moderated by workload. Furthermore, this research is also expected to become a reference for future studies regarding the influence of religiosity towards work engagement. Moreover, this research could be used as material for organizations to take action in managing human resources by paying attention to the role of workload in the relationship between religiosity and work engagement.

