

Employee Engagement: How Toxic Workplace Environment and Job Burnout as a Mediation Variable Influence It?

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Abstract

For past three years employee turnover has a fairly high number at PT.XYZ. This condition is a challenge for the company to keep grow and running its target and goals. Based on the interview and observations, employee start feel uncomfortable which triggers the employee engagement of PT.XYZ that affecting the turnover of the employee. In recent years the company has been aggressively developing its business by expanding the business wider. This challenge is the main focus of employees in order to achieve their goals. The pressure on employees will be different. This pressure on employees can stimulate toxic environment in the company so that it can affect employee engagement. The purpose of this study is to describe the toxic workplace environment employee engagement, and Job burnout at PT.XYZ, and the influence of the toxic workplace environment to employee engagement at PT. XYZ by using job burnout as a mediating variable.

The method used in this research is to use quantitative methods, with the type of descriptive research, and the type of causal investigation. In this study the data obtained by distributing questionnaires to 160 respondents or employee at PT. XYZ. The method used is non-probability sampling and using purposive random sampling. This study used partial least squares structural equation modelling (PLS-SEM version 3.3.3). The result of the descriptive analysis show that the toxic workplace environment variable at PT.XYZ is in the medium category, job burnout is in the medium category, and employee engagement is in the high category. Based on the results of the analysis of the coefficient determination, the R-square value shows that employee engagement is influenced by toxic workplace environment with job burnout as mediation variable is 74,0%. The conclusion of the hypothesis testing results proves that a toxic workplace environment has a negative and significant effect on employee engagement and job burnout supporting the mediation relationship in PT.XYZ. The result of this study are expected to be input for PT.XYZ to be able to increase employee engagement at the company by facilitating the socialization of stress management and a healthy and balanced work environment culture that could help to decrease the existence of toxic workplace environment at PT.XYZ

Keywords

Toxic Workplace Environment, Employee Engagement, Job Burnout.

1. Introduction

Indonesia's economic growth and even the world in the last 2 years have experienced a shock due to the impact of Covid-19. Indonesia made several efforts to survive in these conditions. The role of the government by launching a Covid-19 vaccine is to stimulate the return of economic activity. According to Indonesia.go.id, in 2021 Indonesia has seen to bounce back and positive growth is projected. The food and beverage industry is one of the mainstay sectors in contributing to national GDP and support national growth in 2021 (Siregar 2021). This statement is correlated with the PT.XYZ industry which is the object of this research. PT. XYZ is one of a company in the manufacturing industry in the food and beverage sector in Indonesia.

During a period of global economic crisis, economic pressure becomes one of the threats to the welfare and performance of workers (Sanchez-Gomez et al., 2021). Based on company data, the turnover percentage level between 2020 and 2021 reaches 23% of employees resigning. According to (Roseman 1981) a turnover rate that has a value above 10% per year is classified as a high turnover rate. This research analyzed from 2019 to 2021. Which is in 2019 the level of turnover reach 49%, in 2020 reach 14%, and also 2021 has 37% of turnover level from 213 employee at PT. XYZ. There is a relationship between employee engagement and turnover (McCarthy et al. 2020). This research uses employee engagement as the dependent variable. According to the previous research, employee engagement also has a negative relationship between a toxic workplace environment because it spreads negative feelings among coworkers (Rasool et al., 2021). The work environment also important it is one of the key that affects the quality of work and employee engagement and also stimulates learning skills and increases motivation at work (Anjum et al. 2018).

To support the existing phenomena, in the interviews conducted at PT.XYZ from October to December 2021 some of employees mentioned toxic behavior in the work environment. So, toxic workplace environment uses as independent variable in this study. PT. XYZ classified as a startup company that is just starting to develop its organization so that it stimulates pressure and stress that arises from the expectations of shareholders. Stress can be a significant factor in reducing employee engagement (Reissová & Papay 2021). Excessive stress levels and emotional exhaustion can cause job burnout (Wu et al. 2021). According to previous study there is a relationship between employee turnover and job burnout, if employees experience job burnout, it will have an effect on the higher turnover value (Rahim & Cosby 2016). This study using job burnout as mediating variable. Based on the above phenomena, factors and previous research, the purpose of this study is to analyze and identify the work environment at PT. XYZ which is expected to increase employee engagement in the company.

1.1 Objectives

There are four objectives of this study, there are;

- Describe and analyze the variable of toxic workplace environment at PT. XYZ.
- Describe and analyze the variable job burnout at PT. XYZ.
- Describe and analyze the variable employee engagement at PT.XYZ.
- Describe and analyze the relationship of toxic workplace environment through employee engagement using job burnout as mediating variable at PT.XYZ.

2. Literature Review

2.1 Toxic Workplace Environment

Toxic workplace environment is a behavior that defined by narcissistic behavior, offensive or aggressive leadership, threatening behavior from managers or coworkers, harassment, intimidation and exclusion(Rasool et al. 2021). This behavior can disrupt physical and mental balance in the workplace environment also stimulate to be a problem with stress levels, high fatigue, and psychological pressure on employee health(Rasool et al. 2021). Toxic environments divided into two categories, namely behavioral toxic and contextual toxic which consist of four variable dimensions, namely; toxic behaviors of coworkers, toxic behaviors of managers, toxic social structural factor, and toxic climate (Tastan 2017).

2.2 Employee Engagement

According to Kahn (1990) employee engagement is defined as employee involvement in an organization as an employee's job role by expressing it physically, cognitively, and emotionally. According to (Shen & Jiang 2019),

Kahn's conceptual work provides a complete picture of the tribal state of employees, as opposed to the affective state so that the three operational dimensions adequately represent what can be observed from the circumstances involved. Employee engagement has three dimensions where a positive, satisfying and work-related state of mind is seen from three dimensions, namely vigor, dedication, and absorption (Kahn 1990).

2.3 Job Burnout

Burnout is a psychological syndrome that arises based on an individual's experience of excessive stress in a social context and involves the individual with other people (Maslach & Leiter 2016). According to Lubbadah (2020) emotional, mental and physical exhaustion at work is a condition that is triggered by a prolonged vulnerability to stress in the workplace. When employees already feel the fatigue, enthusiasm begins to decrease, productivity also decreases, even frequent absenteeism, everyone will not experience burnout without a clear reason, so it can be ascertained that there is a trigger for burnout (Chowdhury 2018). The risk of job burnout will increase if work-related relationships are considered to lack support and trust (Maslach & Leiter 2016). According to (Maslach & Leiter 2016) there are three dimensions of job burnout components, namely; exhaustion, depersonalization, and professional inefficacy.

The research framework

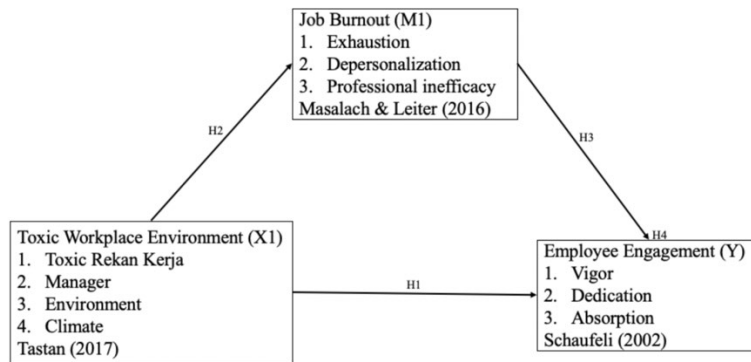


Figure 1. Framework

The hypothesizes in this study are as follow;

H1: Toxic workplace environment has a negative effect on employee engagement.

H2: Toxic workplace environment has a positive effect on job burnout.

H3: Job burnout has a negative effect on employee engagement.

H4: There is influence and significant relationship between toxic workplace environment and employee engagement using job burnout as mediation variable.

3. Methodology

3.1 Methods

This research uses quantitative method which according to (Sujarweni 2019) quantitative research is a research that uses statistics or measurement methods using numbers and use objective theory. This type of research is descriptive and causal. The descriptive research is that the research that describes situations based on data samples (Sujarweni 2019). In addition, causal research is a research with the purpose to explain the relationship of variable with other variables (Hair et al. 2020). This research is included in the characteristics of cross-sectional research based on the time of its implementation. Cross-sectional is research that is conducted in a certain time (Hair et al. 2020). Based in this research which was conducted within a certain period of time, this research is included in the cross-sectional characteristics. This study did not intervene on the data. The data collected are based on research respondents in filling out the questionnaire.

3.2 Sample

In this study, the authors used non-probability sampling with purposive random sampling technique. Purposive random sampling technique is a technique for taking random samples from the research population (Sujarweni 2019). Total population for the company is 196 employees. Based on Slovin formula calculation, the sample used is 160 employees at PT.XYZ.

4. Data Collection

4.1 Toxic Workplace Environment

Based on the assessment of the four dimensions above, a recapitulation of respondents' assessments of the Toxic Workplace Environment variable at PT. XYZ is obtained as presented in the following table.

Table 1. Toxic Workplace Environment Score

Dimension	Number of Statements	Average Actual Score	Percentage	Category
Toxic behaviors of co-workers	2	482	60,2%	Medium
Toxic Behaviors of Manager	3	410	51,3%	low
Toxic Social Structure Factors	3	458	57,3%	Medium
Toxic Climate	2	467	58,3%	Medium
Total Variable	10	454	56,8%	Medium

Based on table 1 above, the highest score of dimensions is toxic behaviors of co-workers and the lowest score is toxic behaviors of manager. The position of toxic workplace environment variable on the continuum line can be shown in the figure below;

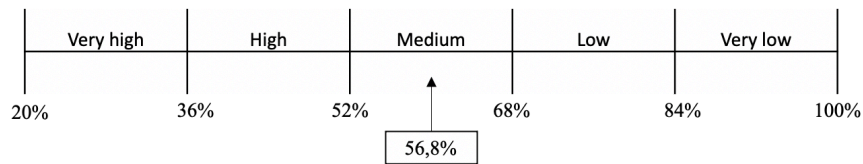


Figure 2. Continuum line of respondents' assessment of toxic workplace environment variable

The assessment of all respondents on the ten statements resulted in a continuum score percentage of 56,8%. This value is in the 52%-68% interval. So, it can be concluded that the respondents in the PT.XYZ have toxic workplace environment in the medium category.

4.2 Job Burnout

Based on the assessment of the four dimensions above, a recapitulation of the respondent's assessment of the job burnout variable is obtained as presented in the following table.

Table 2. Job Burnout Score

Dimension	Number of statements	Average Actual Score	Percentage	Category
Exhaustion	2	475	59,3%	Medium
Depersonalization	1	433	54,1%	Medium
Not Confident	1	419	52,4%	Medium
Professional Inefficacy	1	383	47,9%	Low
Total Variable	5	427,4	53,4%	Medium

Based on table 2 above, the highest score of dimensions is exhaustion and the lowest score is professional inefficacy. The position of job burnout variable on the continuum line can be shown in the figure below;

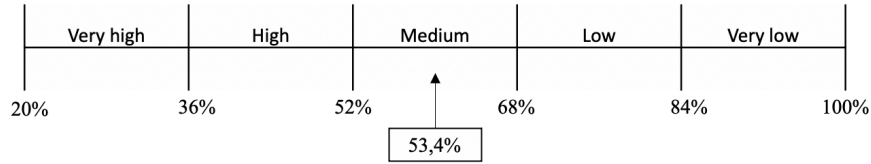


Figure 2. Continuum line of respondents' assessment of job burnout variable

The assessment of all respondents on the five statement from job burnout variable have a percentage 53,4%. This value is in the 52%-68% interval so it means that the respondents in the PT.XYZ have job burnout in the medium category.

4.3 Employee Engagement

Based on the assessment of the three dimensions above, a recapitulation of respondents' assessments of the employee engagement variable is obtained as presented in the following table.

Table 3. Employee Engagement Score

Dimension	Number of Statement	Average Actual Score	Percentage	Category
Vigor	3	652	81,5%	High
Dedication	2	554	69,3%	High
Absorption	3	588	73,5%	High
Total Variable	8	598	74,8%	High

Based on table 3 above, the highest score is vigor and the lowest is dedication. The position employee engagement variable on the continuum line can be shown in the figure below;

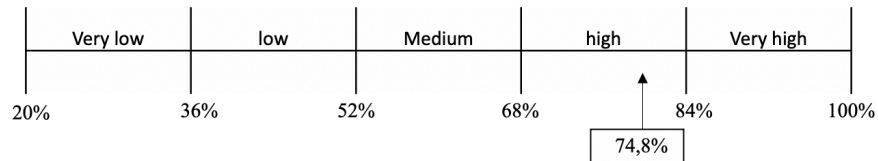


Figure 3. Continuum line of respondents' assessment of employee engagement variable

The assessment of all respondents on the eight statement from employee engagement variable have a percentage 74,8%. It means that the variable in the high category.

5. Results and Discussion

This study using structural equalizing modelling (SEM) analysis which in this study used the SmartPLS 3.3.3 application. There are two main stages in SEM analysis with SmartPLS, namely the analysis of the outer and inner model which will be described as follows;

5.1 Outer Model

There are two things to be analysed, namely validity analysis (convergent validity, discriminant validity) and reliability analysis (Cronbach's Alpha, and Composite Reliability). The following presents the result of data processing using the SmartPLS application which can explain the analysis of the outer model.

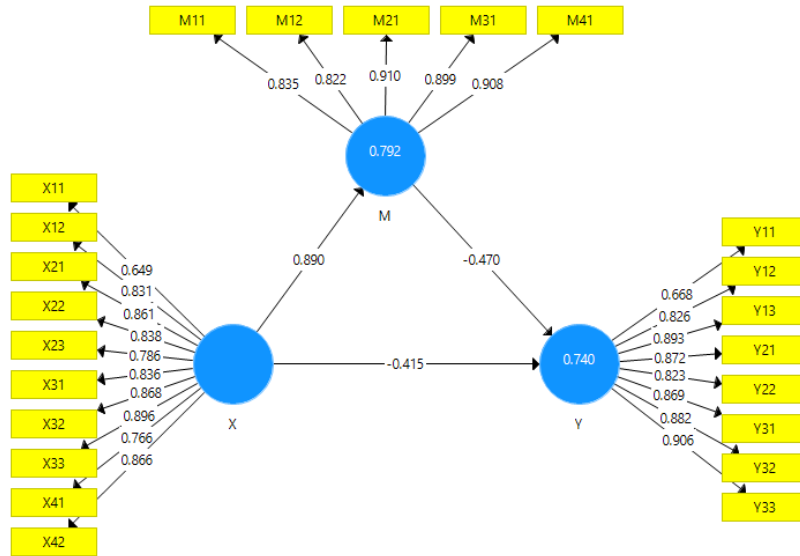


Figure 4. Loading factor

a. Convergent Validity

The following presents the results of the convergent validity test on each research indicator based on the loading factor value;

Table4. Convergent Validity

Variable Laten	Indicator	Loading Factor	Standard	Description
<i>Toxic Workplace (X)</i>	X11	0,649	> 0,500	Valid
	X12	0,831	> 0,500	Valid
	X21	0,861	> 0,500	Valid
	X22	0,838	> 0,500	Valid
	X23	0,786	> 0,500	Valid
	X31	0,836	> 0,500	Valid
	X32	0,868	> 0,500	Valid
	X33	0,896	> 0,500	Valid
	X41	0,766	> 0,500	Valid
	X42	0,866	> 0,500	Valid
<i>Job Burnout (M)</i>	M11	0,835	> 0,500	Valid
	M12	0,822	> 0,500	Valid
	M21	0,910	> 0,500	Valid
	M31	0,899	> 0,500	Valid
	M41	0,908	> 0,500	Valid
<i>Employee Engagement (Y)</i>	Y11	0,668	> 0,500	Valid
	Y12	0,826	> 0,500	Valid
	Y13	0,893	> 0,500	Valid

	Y21	0,872	> 0,500	Valid
	Y22	0,823	> 0,500	Valid
	Y31	0,869	> 0,500	Valid
	Y32	0,882	> 0,500	Valid
	Y33	0,906	> 0,500	Valid

The loading factor value can be seen from the table above, this value shows the magnitude relationship between each latent variable and each indicator. The loading factor value stated that all indicators are declared valid because the loading factor value is more than 0.500.

b. Discriminant Validity

The following presents the results of the discriminant validity test on each research indicator based on the cross-loading value;

Table 5. Results of cross loading indicators (Discriminant validity)

	X	M	Y
X11	0,649	0,623	-0,453
X12	0,831	0,710	-0,631
X21	0,861	0,782	-0,711
X22	0,838	0,723	-0,726
X23	0,786	0,645	-0,690
X31	0,836	0,708	-0,702
X32	0,868	0,828	-0,728
X33	0,896	0,845	-0,794
X41	0,766	0,637	-0,621
X42	0,866	0,779	-0,739
M11	0,762	0,835	-0,684
M12	0,808	0,822	-0,663
M21	0,758	0,910	-0,759
M31	0,777	0,899	-0,746
M41	0,791	0,908	-0,813
Y11	-0,469	-0,520	0,668
Y12	-0,714	-0,710	0,826
Y13	-0,675	-0,689	0,893
Y21	-0,741	-0,753	0,872
Y22	-0,669	-0,642	0,823
Y31	-0,802	-0,766	0,869
Y32	-0,727	-0,757	0,882
Y33	-0,775	-0,791	0,906

From the cross-loading table above, the results show that the factor loading of each indicator on the latent variable (in bold) is proven to be greater than the relationship to other latent variables so that it can be concluded that discriminant validity is met.

c. Cronbach's Alpha & Composite Reliability

After the validity test is met, the next step is to test the reliability of the measurement model by taking into account two criteria, namely Cronbach's alpha & Composite Reliability which is obtained by looking at the output overview on the results of the SmartPLS algorithm. The recommended value to meet the reliability of the measurement structure is above 0.700. The following are the results of Cronbach's alpha & Composite reliability test on each research variable;

Table 6. Cronbach's Alpha & Composite Reliability

Latent Variable	Cronbach's Alpha	Composite Reliability	Recommended value	Description
Toxic Workplace (X)	0,946	0,954	> 0,700	Reliable
Job Burnout (M)	0,923	0,942	> 0,700	Reliable
Employee Engagement (Y)	0,942	0,952	> 0,700	Reliable

The table above shows that the results of Cronbach's Alpha & Composite Reliability test are declared reliable where all variables have values exceeding the recommended values, this shows that the measurement model has good reliability.

5.2 Inner Model

In the analysis stage of the structural model (inner model), there are two things that become testing tools, namely the analysis of R-square (R²), goodness of Fit (GoF) and t-statistical test for both direct, indirect and moderating effects of gender and age using multigroup analysis, which is obtained using bootstrapping calculations on the SmartPLS application.

a. R-square (R²)

R-square (R²) analysis was carried out on each endogenous latent variable which showed how much influence the endogenous latent variable received from each of the exogenous variables that contributed to it. The greater the value of R² indicated the greater the influence received by the endogenous variables.

Table 7. R-square analysis on Endogenous Variables

Variabel Endogen	R Square (R ²)
Job Burnout (M)	0,792
Employee Engagement (Y)	0,740

Based on the table above, job burnout (M) has an R² value of 0.792, where this value shows that the job burnout variable can be explained by the toxic workplace (x) variable of 79.2% and the remaining 20.8% is explained by the others variable not studied. The employee engagement (Y) variable has a value of 0.740 which means that this value indicated that the Employee Engagement (Y) variable can be explained by the Toxic Workplace (X) and Job Burnout (M) variables simultaneously of 74.0%, while the remaining 26.0% is explained by other factors not studied.

5.3 Hypothesis Test

The second test in the analysis of the structural model (inner model) is to look at the coefficient value and the significance value of t-statistics as a tool to test the hypothesis of the effect of exogenous latent variables. The following presents the results of data processing from the bootstrapping process with a total sample of 156. With a 95% confidence level or an error rate of 5%, the t-table value for comparison with the t-statistic is 1.960.

Table 8. Hypothesis Testing Results (t-Test)

No	Hypothesis	Path Coefficient	T Statistic	T Table	Result of Hypothesis
1	X → Y	-0,415	3,417	1,960	Negative influence & significant
2	X → M	0,890	53,986	1,960	Positive influence & significant
3	M → Y	-0,470	3,999	1,960	Negative influence & significant
4	X → M → Z	-0,418	3,953	1,960	Significantly influential

The path coefficient value of first hypothesis is -0.415 and the t-statistic is 3.417 where the t-statistic value is greater than the t-table (1.960) which meaning that the toxic workplace environment has been shown to have a negative and

significant effect on employees. Moreover, the second hypothesis result is toxic workplace environment has been proven to have a positive and significant effect on job burnout. The third hypothesis result from the table above shown t-count value is 3.999 and the path coefficient is negative. So, it means job burnout has negative and significant effect on employee engagement. The fourth hypothesis in this study, the table above shows that the r-count value is 3.953 this value is greater than the t-table value and has a negative path coefficient value. This meaning that toxic workplace environment is significant and influential to employee engagement and job burnout supports a mediation relationship.

5.4 Discussion

Toxic workplaces are generally characterized by a dysfunctional culture of interpersonal dynamics (Anjum et al., 2018). This research results from the respondent data show that the company has the condition of toxic workplace environment that can have a negative effect on employee engagement. The results of this study are also in line with previous research by (Rasool et al., 2021) that if employees are in a toxic workplace environment they will spread negative feelings among other coworkers and affect employee engagement. Companies can implement a healthy workplace culture, namely harmonious co-workers, social cohesion, give a trust, and others (Jensen & van der Voordt, 2020). Another thing is to implementing work-life balance concept. The benefits of work life balance are creating safe and healthy work practices, and increasing employee engagement also reduce unhealthy working condition (Chmiel et al., 2017).

Job burnout can be described as a subliminal disorder caused by increased stress from work and bring various negative consequences for employees and the organization (Lubbadeh, 2020). Also, supported by research by (Santhanam & Srinivas, 2020) that job burnout can reduce the level of employee engagement in an organization. The role of human resource department is very important in this condition whereas this condition can be stated as an urgent condition that needs to be evaluated immediately (Santhanam & Srinivas, 2020). Based on interviews and observations of researchers at PT.XYZ, the respondents stated that it is very unfortunate if the role of human resource department has not run optimally because they felt that the HRD has been able to fix the existing problems.

In the organization, there are various of tribes, habits, culture communication style of employee. Which is support them with different style of solving a problem. The HRD function is an important role to align employees in an organization. Things that can be don't to increase employee dedication such as promotion to feel valued, provide constructive feedback, provide fairness in providing balanced material rewards, clarity in their work to help feel motivated, and provide adequate training to improve employee skill, and build full involvement (Ndibalem, 2020). These things above can support to increase employee engagement so hopefully can help the company to achieve its goals.

6. Conclusion

Toxic workplace environment at PT.XYZ in the medium category, it is known that the percentage average value of respondents' responses to the toxic workplace environment variable represented by the statements in the questionnaire is 56.8%. Job burnout at PT.XYZ in the medium category, also known that the percentage average value of respondents' responses to job burnout variable represented by the statements in the questionnaire is 53.4%. Therefore, employee engagement in the high category, known that the percentage average value of respondents' response to employee engagement variable represented by the statements in the questionnaire is 74.8%. Based on the results of statistical testing, it is known that toxic workplace environment significantly influential 74.0% to employee engagement and job burnout support the relationship as mediating variable.

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Biographies

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