



The effect of toxic workplace environment mediated by organizational culture, work environment, organizational support and employee well-being on employee engagement in the hospitality

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ABSTRACT

This study to test and analyze can affect toxic workplace to employee engagement form hotels in Batam City. This study uses toxic workplace as independent variables. Organizational culture, work environment, organizational support and employee well-being be mediated while employee engagement be dependent variable. The types in this study are determining and causal from reasons or comparative causal. Research sampling method which only selected respondent who are hotel workers in Batam City. Data processed using SmartPLS 3.0 software. The result research shows that toxic workplace environment to few variable are didn't have big impact to employee engagement.

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INTRODUCTION

In the development of an organization, human resources (HR) is an important asset in the development of a small, medium and large business in an effort to achieve success. During the Covid-19 pandemic, almost the entire world implemented lockdown regulations on land, air, sea and other public transportation. Source (Dodo 2020) and (Aris 2020a).

One of the business sectors that has been hit the hardest by the pandemic is tourism and hospitality. Tourism is closely related to the world of hospitality, due to the enormous impact of a pandemic on the economy in a country, both Indonesia and other countries. Many employees were unable to work normally because of the decrease in profits, not only the hotel was affected, the restaurant and SPA in the hotel were forced to close as well, this resulted in there no tourists coming. Because of this, employees also feel stressed because there has been a salary cut of 50% and some have even been laid off Source (Aris 2020b).

To maintain in this field, a supportive work environment and good organizational culture are needed so as to reduce toxic workplace and increase the level of employee engagement. Having an inappropriate environment can cause significant harm to employee motivation and engagement. The work environment is one of the factors that influence employee job satisfaction. The impact of

toxic in the workplace must exist in every organization, but very rarely complain about this behavior. This kind of work environment has become a factor that destroys a person's sense of comfort and has a negative impact. Organizational support is one of the most important things in the source of employee skills.

A toxic work environment is bad work environment that takes advantage of the physical, emotional and mental well-being of employees so that the role of employees at work can be as efficient and obligatory (Rather *et al.* 2019). Employee involvement in an organization is very necessary, starting from the physical and emotional relationship between employees and the organization, this can adjust each employee's goals with the vision of the organization which certainly also increases employee productivity (Rasool *et al.* 2021). The involvement of employees who have their own freedom in making decision is based on the amount of the effort that has been shown which is based on the organization and employees (González-Mansilla, Berenguer-Contrí, and Serra-Cantalops 2019). Based on the following explanation, the hypotheses that can be developed include: H1: Toxic workplace has a significant effect on the work environment.

Organizational culture is one of the important indicators of employee turnover rather than employee job satisfaction. A strong organizational culture can be developed by identifying and incorporating employee needs into cultural norms (González-Mansilla, Berenguer-Contrí, and Serra-Cantalops 2019). A culture-positive organizational can reduce aggressive behavior, violence and mood swings, so that the organization can attract and retain high-quality and valuable employees (Parent *et al.* 2018). Based on the following explanation, the hypotheses that can be developed include: H2: Toxic workplace has a significant effect on organizational culture.

Employee who receive support from superiors and co-workers may reciprocate higher job engagement (Parent *et al.* 2018). An employee who is involved in work is a motivated, independent, and contributive member who represents a valuable addition to human resources and promotes organizational growth and development (Rasool *et al.*, 2021). Based on the following explanation, the hypotheses that can be developed include: H3: Toxic workplace has a significant effect on organizational support.

A high level of physical and psychological well-being of employees plays an important role in providing maximum results for an organization that is closely related to high performance organizations. With reporting a high level of involvement tends to benefit from a wider allocation, one of which is employee well-being (Rasool *et al.* 2021). Based on the following explanation, the hypotheses that can be developed include: H4: Toxic workplace has a significant effect on employee well-being.

A good work environment will provide transparency and open communication, work-life balance, training and development, recognition for hard work and a strong teamwork spirit for employees (Saleem, Shenbei, and Hanif 2020). In a combination of two perspectives from factors related to workers from relationships with colleagues or monetary benefits and factors related to life such as satisfaction with life and well-being (Sahni 2019). Based on the following explanation, the hypotheses that can be developed include: H5: Work environment has a significant effect on employee engagement.

There is a rational organizational culture that shows a strong external position and competitiveness, a rational culture has a mitigating effect on levels of work stress and burnout, group culture and development has a stronger mitigating effect than rational. Hierarchical culture has no impact on levels of work stress or burnout (Alfriyani *et al.* 2021). Employee engagement is a psychological state of mind of employees while carrying out work roles (Aktar 2018). Based on the following explanation, the hypotheses that can be developed include: H6: Organizational culture has a significant effect on employee engagement.

When there is organizational support, employees will feel management values contribution and well-being, so as a result it tends to be enthusiastic and absorbs using a social exchange perspective in meeting the needs of responsibility at work (Alshaabani, Naz, and Magda 2021).

Organizational support not only guarantees employees extrinsic resources such as salary and benefits but also ensures the organization's validation, confidence, rewards, and status (Support and Fit 2013). Based on the following explanation, the hypotheses that can be developed include: H7: Organizational support has a significant effect on employee engagement.

Employee well-being can provide motivation to employees from the top, middle and administrative staff (Anjum et al. 2018). Employee well-being at work can play an important role in the development of human relation to achieve excellent performance (Sivapragasam and Raya 2017). Based on the following explanation, the hypotheses that can be developed include: H8: Employee well-being has a significant effect on employee engagement.

According to (Anjum et al. 2018), toxic in organizations seeks to take advantage of the physical, emotional and cognitive well-being of employees, so that employees can carry out work roles mentally and efficiently. Many of the consequences of a poor work environment have a major impact on the lives of employees and their productivity also quality of service. An unfavorable work environment disrupts an effective work environment (Saleem, Shenbei, and Hanif 2020). Based on the following explanation, the hypotheses that can be developed include: H9: Toxic workplace has a significant effect on employee engagement by work environment.

Organizational culture is a good combination of different variables is an organization that can increase the level of employee engagement (Aktar 2018). Found in a organizational culture that supports reducing negative workload allows work arrangements to be more flexible and attractive retain more high-quality employee (Parent et al. 2018). Based on the following explanation, the hypotheses that can be developed include: H10: Toxic workplace has a significant effect on employee engagement mediated by organizational culture.

In a bad work environment it can cause negative effects on employees such as stress, with organizational support can reduce these effect. A high level of organizational support can lead to more productivity. From the theory obtained, organizational support can play an important role in employee engagement. Workers who feel organizational support will be more concerned with their well-being to compensate for resource depletion when it comes to intimidation (Afshari 2020). Based on the following explanation, the hypotheses that can be developed include: H11: Toxic workplace has a significant effect on employee engagement mediated by organizational support.

Employees will tend to accumulate external resources when personal resources are threatened, workers who have experienced bullying at work will enjoy little well-being. Exchanging supportive relationships with organizations can help employees respond effectively to work stressors (Afshari 2020). Based on the following explanation, the hypotheses that can be developed include: H12: Toxic workplace has a significant effect on employee engagement mediated by employee well-being.

RESEARCH METHOD

This research method uses quantitative methods which are one way of examining the existing population or a small portion of the population or sample. The types in this study are determining and causal from reasons or comparative causal. In this study the authors also seek to find out the cause and effect of the independent variable is the practice of Toxic workplace which is mediated by organizational culture, work environment, organizational support and employee well-being and the dependent variable is work engagement.

The target of the research population is hotel employees in Batam City. Here the author will choose 4 star hotels in the city of Batam, namely Asto Batam Hotel & Residence, Best Western Premier Panbill, Harris Hotel and Planet Holiday Hotel. The reason for choosing these three hotels is because during this pandemic these four hotels were included in businesses that were experiencing the impact of Covid-19 both in terms of reduced visitors.

The data collection technique used by the author is to share the Google Form link with the intended respondents. The contents of the questionnaire consisted of questions related to the demographics of the respondents themselves and also questions. In collecting data in this study, it involved a type

of primary data processing. In the quantitative analysis method the research uses SEM (Structural Equation Modeling) which can be described as an analysis that combines factor analysis approaches, structural models, and path analysis (Yuliawan 2021). The program used is Smart PLS which is carried out to test the relationship between variables and because of the mediation that interconnects the independent and dependent variables (Hair et al. 2014).

RESULTS AND DISCUSSIONS

Table 1 shows that respondent descriptive statistics. Total samples uses in this study was 385 respondent. It show female consist of 198 respondents with 54,4% while male are 187 respondents with 45,6%. it can be concluded that until now the majority of respondents are women. Respondent age divided into several range which is 18-25 years old, 26-32 years old, 33-40 years old, and more than 40 years old. Most respondent come from 18-25 years old with 40,4%.

Table 1. Descriptive respondent

	Description	Total Respondent	Percentage
Gender	Male	187	45,5%
	Female	198	54,4%
Age	18-25 Years Old	168	40,4%
	26-32 Years Old	152	37,9%
	33-40 Years Old	54	16,9%
	>40 Years Old	11	4,9%
Working Period	<6 Month	105	28,7%
	1-2 Years	162	39,7%
	>3 Years	118	31,5%
Last Education	High School	131	34,1%
	Diploma	70	18,9%
	S1	140	35%
	S2	38	9,6%
	S3	6	2,3%
Hotel Name	Planet Holiday Hotel and Residence	104	26,1%
	Best Western Premier Hotel	90	24,1%
	Harris Hotel Batam Centre	90	24,1%
	Aston Batam Hotel and Residence	101	25,7%
Total		385	100%

The highest respondent come from working periode 1-2 years 39,7%; >3 years 31,5%; <6 month 28,7%. Last education high respondent was S1 35%; High school 31,5%; Diploma 18,9%; S2 9,6%; S3 2,3%. Most high responden of hotel is Planet Holiday Hotel and Residence 26,1%; Aston Batam Hotel and residence 25,7%; Best Western Premier Hotel 24,1% and Harris Hotel Batam Centre 24,1%.

Validity Test

Outer loudings are usually known as way to test the validity of the questionnaire that has been obtained. The result of the outer loudings value must > 0,6 to be declared valid. The following are the result of the outer louding test.

Table 2. Outer loadings test result

Variable	Outer Loadings	Description
TW (1)	0,929	Valid
TW (3)	0,669	Valid
OC (1)	0,733	Valid
OC (3)	0,706	Valid
OC (5)	0,711	Valid
OC (6)	0,714	Valid
OS (1)	0,725	Valid
OS (3)	0,725	Valid
OS (4)	0,769	Valid
WE (2)	0,677	Valid
WE (3)	0,723	Valid
WE (5)	0,712	Valid
WE (6)	0,695	Valid
WE (7)	0,730	Valid
EW (1)	0,726	Valid
EW (2)	0,720	Valid
EW (4)	0,723	Valid
EW (5)	0,724	Valid
EE (1)	0,729	Valid
EE (2)	0,695	Valid
EE (3)	0,798	Valid

Outer loadings result explains that all value in this study have passed the minimum value >0,6, so each indicator in this study is declared as valid.

Table 3. Average variance extracted test result

Variable	AVE	Description
Toxic Workplace Environment	0,655	Valid
Organizational Culture	0,513	Valid
Organizational Support	0,547	Valid
Work Environment	0,501	Valid
Employee Well-Being	0,523	Valid
Employee Engagement	0,550	Valid

Based on the test result above, each variable is declared as valid because all variables have passed the minimum value 0,5. The test has been carried out shows result on all variables valid.

Discriminant Validity Test

Table 4. Discriminant validity test result

Variabel	EE	EWB	OC	OS	TWE	WE
EE	0,742					
EW	0,614	0,723				
OC	0,551	0,608	0,716			
OS	0,499	0,556	0,578	0,740		
TW	0,319	0,374	0,323	0,358	0,809	
WE	0,692	0,640	0,643	0,543	0,410	0,708

Discriminant value will be said to be accepted if the value is more than 0,7. The result of the test that have been carried out by the researcher show that the results received in all variables can be seen from the following table which has been shown as follows.

Reliability Test

Table 5. Reliability test result

Variabel	Cronbach Alpha	Composite Reliability	Hypothesis
ToxicWorkplace Environment	0,514	0,787	Reliable
Organizational Culture	0,685	0,808	Reliable
Organizational Support	0,586	0,784	Reliable
Work Environment	0,751	0,834	Reliable
Employee Well-Being	0,696	0,814	Reliable
Employee Engagement	0,590	0,785	Reliable

Value of Cronbach alpha and composite reliability, the value will be said to be reliable when the value exceeds 0,6. The result of the test that have been carried out show reliable result for all variables.

Direct Effect test

Table 6. Direct effect test result

Variabel	Sampel Mean	P Value	Hypothesis
TW→WE	0,416	0,000	Significant
TW→OC	0,328	0,000	Significant
TW→OS	0,364	0,000	Significant
TW→EW	0,380	0,000	Significant
OC→EE	0,074	0,221	Not Significant
OS→EE	0,082	0,122	Not Significant
EW→EE	0,237	0,000	Significant
WE→EE	0,447	0,000	Significant

The results of the direct effect test are declared significant if the t statistic is greater than 1,96 and the p value is less than 0,05.

Table 7. Direct effect test result

Variabel	Sample mean	P value	Hypothesis
TW→OC→EE	0,024	0,241	Not Significant
TW→OS→EE	0,029	0,124	Not Significant
TW→EW→EE	0,090	0,000	Significant
TW→WE→EE	0,186	0,000	Significant

The results of the indirect effect test are declared significant if the t statistic is greater than 1,96 and the p value is less than 0,05.

The bad work environment variable shows significant results for the work environment where there is a sample value of 0.614 and a p value of 0.000. This hypothesis shows good results indicating a bad work environment has a very bad impact on the work environment. These results were obtained from support by (Saleem et al., 2020).

The bad work environment variable shows significant results on organizational culture with a sample value of 0.508 and a p value of 0.000. This hypothesis shows good results indicating a bad work environment has a negative impact on organizational culture. These results were obtained from support by (Saleem et al., 2020), (Aktar, 2018) and (Parent et al., 2018).

The bad work environment variable shows significant results on organizational justice with a sample value of 0.538 and a p value of 0.000. This hypothesis shows good results indicating that a rushed work environment has a negative impact on organizational justice. These results were obtained from support by (Sihag, 2020), (Support & Fit, 2013) and (Rasool et al., 2021).

The bad work environment variable shows significant results on employee welfare with a sample value of 0.520 and a p value of 0.000. This hypothesis shows good results indicating a bad work environment has a negative impact on employee welfare. These results were obtained from support by (Rasool et al., 2021) and (Afshari, 2020).

The organizational culture variable shows no significant results on employee engagement with a sample value of 0.221 and a p value of 0.161. This hypothesis shows good results indicating a bad work environment has a negative impact on employee engagement. These results were obtained from support by (Mushtaque, 2020).

The organizational support variable for employee involvement produces insignificant results with a sample value of 0.221 and a p value of 0.161. This hypothesis shows good results indicating organizational support has an impact on employee engagement. These results were obtained from support by (Alshaabani et al., 2021).

The organizational welfare variable shows significant results on employee engagement with a sample value of 0.237 and a p value of 0.000. This hypothesis shows good results indicating organizational welfare has an impact on employee engagement. These results were obtained from support by (Sivapragasam & Raya, 2017) and (Rasool et al., 2021).

The work environment variable on employee involvement shows significant results where the sample value is 0.447 and the p value is 0.000. This hypothesis shows good results indicating the organizational environment has an impact on employee engagement. These results were obtained from support by (Saleem et al., 2020).

The bad work environment variable on employee engagement mediated by organizational culture shows insignificant results with a sample value of 0.024 and a p value of 0.241. This hypothesis shows that unfavorable results indicate a bad work environment on employee engagement mediated by organizational culture. This result was obtained from support by (Aktar, 2018) and (Saleem et al., 2020).

The bad work environment variable on employee engagement mediated by organizational support shows insignificant results with a sample value of 0.029 and a p value of 0.124. This hypothesis shows that unfavorable results indicate a bad work environment has an impact on work involvement mediated by organizational support. These results were obtained from support by (Rasool et al., 2019).

The bad work environment variable on employee engagement mediated by employee welfare shows insignificant results with a sample value of 0.090 and a p value of 0.000. This hypothesis shows that unfavorable results indicate a bad work environment has an impact on employee engagement which is mediated by employee welfare. These results were obtained from support by (Rahman et al., 2020).

The bad work environment variable on employee engagement mediated by the work environment shows significant results with a sample value of 0.186 and a p value of 0.000. This hypothesis shows that unfavorable results indicate a bad work environment has an impact on work involvement mediated by the work environment (Demus et al., 2015).

Adjusted R Square Test

Table 8. Adjusted R Square test result

Variabel	Adjusted R Square	Conclusion
Employee Engagement	0,532	Strong
Organizational Culture	0,102	Week
Organizational Support	0,126	Week
Organizational Well-Being	0,138	Week
Work Environment	0,166	Week

In the R Square test that has been carried out, it shows a result of 0.726 in Employee Engagement, a result of 0.236 in Organizational Culture, a result of 0.267 in Organizational Support, a result of 0.237 in Organizational Well-Being and a result of 0.263 in Work Environment. which is only Employee Engagement which shows strong results because it is more than 0.5.

Quality index test

The purpose of testing the quality index is to check whether the variables studied can give good results or not. To get good or strong results, the value must be above 0.36, 0.25 can be said to be moderate and 0.10 can be said to be very weak.

Table 9. Goodness of Fit test result

<i>Communality</i>	<i>R Square</i>	<i>GoF</i>	<i>Conclusion</i>
0,548	0,213	0,342	<i>Weak</i>

The results of the quality index test are stated to have strong results because Gof is above 0.36 which is equal to 0.531.

CONCLUSION

Researcher conducted this study to test and analyze can affect toxic workplace to employee engagement form hotels in Batam City. This study uses toxic workplace as independent variables. Organizational culture, work environment, organizational support and employee well-being be mediated while employee engagement be dependent variable.

Based the research result, toxic workplace to employee environment have a positive relation to employee environment. Every employee certainly wants a healthy workplace so they can motivated and committed to the work they have. Toxic workplace to organizational culture also have positive relation, an organization that is culturally positive can reduce aggressive behavior, violence and mood swings, so the organization can attract and retain high quality and valuable employees. Toxic workplace to organizational support have positive relation to organizational support, employee who receive support from superiors and co-workers may reciprocate higher job engagement. Toxic workplace to employee well-being have significant and positive relation, a high level of physical and psychological well-being of employees plays an important role in providing maximum results for an organization that is closely related to high performance organizations.

Influence between organizational culture to employee engagement have a negative and not significant, organizational culture shows a strong external position and competitiveness, a rational culture has a mitigating effect on levels of work stress. Organizational support to employee engagement also have a negative and not significant result, organizational support can develop adaptive and innovative ways to deal with environmental exigencies.

Influence between toxic workplace to employee engagement mediated organizational culture and organizational support got not significant result. An organizational culture that support reducing negative job overload allows work arrangement to be more flexible and attracts and retains more high quality employees. Have many consequences of a toxic workplace have major impact an unfavorable work environment disrupts an effective work environment.

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