**What is the effect of the relationship between a toxic workplace environment and employee engagement mediated by employee well-being and supportive work culture?**

**W. Tambunan1\*, S.G. Partiwi2, A. Sudiarno3**

*1,2,3Department of Industrial and System Engineering, Institut Teknologi Sepuluh Nopember, Surabaya, 60111, Indonesia.*

*1Department of Industrial and System Engineering, Universitas Mulawarman, Samarinda, 75119, Indonesia.*

**\***[willytambunan@ft.unmul.ac.id](mailto:willytambunan@ft.unmul.ac.id) / [7010211010@student.its.ac.id](mailto:7010211010@student.its.ac.id)

**ABSTRACT**

**BACKGROUND AND OBJECTIVES:** A toxic work environment is considered to cause decreased employee engagement in the organizational environment. Decreased employee engagement will reduce performance and productivity, harming the company. This research aims to examine the impact of employee engagement (EE) due to the toxic workplace environment (WE), which consists of discrimination, work-related physical violence, work-related sexual, and bullying. In this research, researchers used employee well-being (EW) and supportive work culture (SW) as mediating variables that link the influence of a toxic workplace environment on employee engagement.

**METHODS:** Researchers use a quantitative approach using partial least squares structural equation modelling (PLS-SEM 4.1.1). Researchers collected data from 600 respondents working in the mining sector. Researchers selected respondents from coal mining because the industry is hazardous.

**FINDINGS:** Generally, researchers found three things. First, A toxic workplace environment consisting of discrimination, work-related physical violence, sexual, and bullying will reduce employee engagement in various forms, such as negative feelings towards colleagues and superiors, feeling less appreciated, and mental health disorders will occur. Second, Researchers see that the role of employee well-being and support of work culture can reduce this impact while increasing employee engagement. Increased well-being can encourage employees to participate more and support a safe and comfortable work environment. Employee well-being can also reduce workplace violence and foster a better work culture that results in achievement. This employee engagement will create a harmonious work atmosphere and avoid stress and mental disorders. Good support from the organization will bring higher productivity and create business growth for the company. Third, a supportive work culture of organizational treatment, contribution, and support will encourage higher employee engagement. This research contributes to the theory and subsequent research offering with intervention from corporate and government organizations. The following study can compare the effect of a toxic workplace environment on employee engagement before and after the intervention.

**CONCLUSIONS:** in this research, researchers found that a toxic workplace environment negatively affects employee engagement. A toxic workplace environment also negatively impacts employee well-being and supported work culture. Negative behaviours such as discrimination, bullying, work-related physical violence, and work-related sexual will tend to hinder performance and spread to other coworkers. Reducing the negative impact of a toxic workplace environment requires a supportive work culture and employee well-being as mediating variables. Our results show that mediating variables, namely employee well-being and supportive work culture, can increase employee engagement.

**KEYWORDS:** *Bullying; Discrimination; Employee engagement; Employee well-being; Work culture; Workplace environment; Work-related physical violence*

|  |  |  |
| --- | --- | --- |
| **NUMBER OF REFERENCES**  **69** | **NUMBER OF FIGURES**  **2** | **NUMBER OF TABLES**  **8** |

**RUNNING TITLE:** Relationship between a toxic workplace environment and employee engagement.

**INTRODUCTION**

A toxic workplace environment is one of the causes of decreased employee engagement(Rasool *et al.,* 2021). Low employee engagement will result in a worse work environment (Sakka & Ahammad, 2020). A toxic workplace environment is a working condition that harms the work environment, such as discrimination, bullying, physical violence, and sexual (Rasool *et al.,* 2021; Saleem *et al.,* 2020). Employee well-being improves employee engagement(Sutton, 2020). Supported work culture Improves employee engagement(Sarwar *et al.,* 2020). The mediating role of employee wellbeing is an intervention that can reduce the toxic workplace environment for employee engagement(Rasool *et al.,* 2021). The role of mediation, supported work culture, or organization is an intervention that can reduce the toxic workplace environment for employee engagement(Lee *et al.,* 2020). Testing the effect of the workplace environment has been carried out but omits physical violence (Iqbal *et al.,* 2022; Zhou *et al.,* 2020a). Having not investigated mediation's role, supported work culture can reduce negative impacts on employee engagement. The conservation of resources (COR) theory negatively affects employee well-being (Rasool *et al.,* 2021). Workplace violence and work-related harassment have adverse effects, such as increased emotional burnout and reduced organizational commitment(Chari *et al.,* 2022). Organizational support reflects the organization's overall expectations of its members and recognizes the personal value of each employee(Dennerlein *et al.,* 2020; Duque *et al.,* 2020; Jaskeviciute *et al.,* 2021; Schwatka *et al.,* 2020).

Based on the literature review, this study estimates that there may be an effect of employee well-being mediation and supportive work culture on the relationship between a toxic workplace environment and employee engagement(Duran & Sanchez, 2021). This research is essential to determine the relationship between toxic workplace environments and employee engagement and the direction of influence. This research also establishes the importance of controlling the toxic workplace environment to increase employee engagement. This study aims to identify and confirm the effect of a toxic workplace environment on employee engagement and determine the mediating role of employee well-being and supported work culture between a toxic workplace environment and employee engagement.

**The framework of research**

Development of a hypothetical model between toxic workplace environment, employee wellbeing, supportive work culture, and employee engagement as shown in Figure 1 below:

Toxic workplace environment

Employee Well-being

Supportive Work Culture

Employee Engagement

Discrimination

Work-related Sexual Harassment

Work-related Physical Violence

Work-related Bullying

Fig. 1: The Framework of Research Model

**Toxic workplace environment and Employee Engagement**

A toxic workplace is when the work environment in a company is disappointing, negative, and uncomfortable. A toxic workplace can disadvantage companies because of its impact on employee engagement, work culture, and well-being(Morrison & Nolan, 2007). This atmosphere will probably cause overall losses to the company and spread to all workers. Toxic workplaces can be discrimination, work-related sexual harassment, physical violence, and bullying that can damage emotional behaviour and negatively affect labour well-being, burnout, and work inefficiencies(Wressell *et al.,* 2018). Several researchers have analyzed that toxic workplaces have become a real anomaly in the work environment. A stressful work environment is one of the reasons why colleagues and supervisors pay less attention to the work environment(M. Park *et al.,* 2015; Spector *et al.,* 2014). Previous research has shown that there is a relationship between workplace violence and employee engagement. Kaliannan & Adjovu (2015) and Tanwar & Kumar (2019), in their research, proved that toxic workplaces (discrimination, workplace harassment, and workplace bullying have The results of the literature review also show that the theory of conservation of resources (COR) also shows toxic workplace (discrimination, workplace harassment, dan workplace bullying) has a negative relationship with employee engagement. Companies need employee engagement to encourage the growth of work culture in the workplace. Low employee engagement will result in a worse work environment (Arnetz *et al.,* 2018).

Employee engagement is categorized into two types: "Job Engagement" is the level of commitment and dedication of employees to their job role, and "Organizational Engagement" is the level of dedication and loyalty of employees to their organization(Saks, 2006). The literature supports that the impact of a toxic workplace (work-related violence) on individual engagement, job satisfaction, and job enthusiasm is negative, impacting employee engagement and organizational engagement (Arnetz *et al.,* 2018). Rasool *et al.* (2021) state that toxic workplaces (discrimination, workplace harassment, and bullying) negatively affect employee engagement. Thus, it can be hypothesized as follows:

**H1: A toxic workplace environment is negatively related to employee engagement.**

**Mediation affects employee well-being.**

Employee well-being can be viewed subjectively and objectively. (Chari *et al.,* 2018) categorize and categorize five domains towards well-being, namely: workplace physical environment and safety climate (Harter *et al.,* 2003), including factors related to the physical and safety features of the work environment, workplace policies and culture relating to organizational policies, programs, and practices that have the potential to affect worker well-being (Huhtala *et al.,* 2011; Mauno, 2010; Sorensen *et al.,* 2018). Health status involves an individual's physical and mental health and well-being (Andersson, 2008; Friedman & Kern, 2014; Green & Elliott, 2010). Work evaluation and experience refers to individual experiences and assessments related to quality of work life, including aspects of job satisfaction, work engagement, and emotional factors to work (Batat, 2022; Jovanović, 2015). Home, community, and society include external contexts or aspects of an individual's life that lie outside of work but can still affect a worker's well-being (Hooghe & Vanhoutte, 2011; Kingdon & Knight, 2007; Mauno, 2010). A toxic workplace, Like a Negative workplace, is negatively linked to the employee's well-being (Rasool *et al.,* 2021). Zhou *et al*. (2020a) also predict that toxic workplaces negatively impact employee well-being. The toxic workplace in the workplace is also a threat to psychological well-being, and the employee is subjected to more significant mental bullying(Dos Santos, 2020). Thus, it can be hypothesized as follows:

**H2: A toxic workplace environment is negatively related to employee well-being**

The employees' physical and psychological well-being is essential in delivering some important organizational outcomes associated with high-performing organizations, such as employee engagement. Employee well-being is critical in developing sustainable levels of employee engagement(Galderisi *et al.,* 2014). Higher engagement tends to benefit from a broader allocation of psychological resources, including employee well-being. Thus, it can be hypothesized as follows:

**H3: Employee well-being is positively related to employee engagement**

The employee will perform well if he has good care. So, if the organization Cares for its employees, employees will also engage positively with the organization. (Rasool *et al.,* 2021) His research found that employee well-being is related to employee engagement. An employee performs well with reasonable care (Fotiadis *et al.,* 2019). So, if the corporate organization cares about its employees, then employees will also engage positively with the organization. An employee is more committed to their organization. The organization participates in the well-being of employees (Arenas *et al.,* 2015; Wang, 2016). Thus, it can be hypothesized as follows:

**H4: Employee well-being mediates the relationship between a toxic workplace environment and employee engagement**

**Mediation effect Supportive work culture**

A toxic workplace environment harms employee outcomes through stress and engagement. However, certain mediating variables can mitigate this negative impact, including organizational support and work culture(Mauno, 2010). (Zhou *et al.,* 2020a)found that organizational support positively impacts employee commitment and performance in the workplace. It has also been established that when organizational support is provided to employees, their cognitive and emotional evaluation of their organization is strengthened (McLellan *et al.,* 2015). Based on the results of the literature review, it can be hypothesized as follows:

**H5: A toxic workplace environment is negatively related to supportive work culture**

Stein *et al.* (2020) state that boss and coworker relationships are essential indicators of job satisfaction, job stress, intention to move, and employee burnout. Furthermore, in research, Laschinger & Grau (2012) found that workplace violence and work-related harassment have adverse effects such as increased emotional burnout and reduced organizational commitment. Similarly, studies have proven that employees feel negative in coworker or coworker relationships due to a poor work environment (Sprigg *et al.,* 2019). When the work environment is not supportive, workers face stress that has negative impacts such as low work engagement, absenteeism, and work destruction(Zhou *et al.,* 2020b). A toxic workplace environment results from conflicts between employees that reduce work performance. When personnel feel support and attention from their organization, there will be an active change in attitude and behaviour to achieve organizational goals (Khan *et al.,* 2021). Imran *et al.* (2020) say that organizational support reflects the organization's overall expectations of its members and recognizes the personal value of each employee. Based on this, this research estimates that there may be a supportive mediating effect of the work environment on the relationship between toxic workplace environment and employee engagement with the hypothesis proposed as follows:

**H6: Supportive work culture is positively related to employee engagement.**

Fry *et al.* (2017) demonstrate that organizational support significantly impacts workers' output, work commitment, and high work productivity, transforming the organization and enhancing the effectiveness of its fundamental values and work culture. A supportive work environment helps employees engage in positive behavioural exchanges, reducing adverse impacts and improving the work environment (Reio & Sanders-Reio, 2011). (Bakker *et al.,* 2004) Show the negative consequences of a toxic environment, but if supervisors and coworkers support workers, it increases employee engagement. Based on this, this research estimates that there may be a supportive mediating effect of the work environment on the relationship between a toxic workplace environment and employee engagement, and the hypothesis proposed is as follows:

**H7: Supportive work culture mediates the relationship between a toxic workplace environment and employee engagement.**

**Materials and Method**

In this research, instruments for data collection were developed. Data collection will be carried out in September 2023 in the coal mining industry in Indonesia. Data collection is carried out in two ways, namely through online and face-to-face surveys. Face-to-face meetings are carried out because some coal exploration areas are still in regions that are difficult to reach by Internet. This research used quantitative research with cross-sectional research after the development of research instruments.

**Population and Sample**

Population in groups of people, events or other things that interest researchers using statistical analysis. Given the vast population of this type of research, it cannot be explained clearly or infinitely. To limit the population, researchers set population limits, namely coal mining industry workers and coal sub-contractors. The number of workers in this sector is estimated at 23,857, including around 3,121 foreign workers (Ministry of Energy and Mineral Resources, 2021). The criteria of respondents in this research did not have criteria based on age, gender, position/position, permanent workers or workers with a specific time work agreement, with the lowest education in elementary school. The sample in this research is part of the population limit determined by the researcher. The sample is divided into probability or random sampling and non-probability random sampling. In this research, probability or random sampling is used where the probability of selecting respondents is known. The number of respondents selected in this research is 600, consisting of four (4) coal exploration project locations in Indonesia. Respondents review consent forms, and researchers explain research objectives, participation criteria, confidentiality measures, incentive details, and researcher information. Consent to participate is confirmed by signing the willingness form.

**Sociodemographic Characteristics of the Respondents**

This section includes respondents' demographic and professional information such as age, gender, marital status, educational status, work experience, education, and employment status.

**Variables and Measures**

The employee engagement scale is adapted from (Saleem *et al.,* 2020), and all items of this variable are measured on a 6-point Likert scale (1 = strongly disagree and 6 = strongly agree). Detailed information on all questionnaire items is presented in Appendix A. The scale of employee well-being is adapted from (Ahmed *et al.,* 2020) which consists of 5 items, 1 item is taken from (Chari *et al.,* 2018), and all items of this variable are measured on a 6-point Likert scale (1 = strongly disagree and 6 = strongly agree). Likert scale of supportive work culture and toxic workplace environment taken and all variable items supportive work (Chari *et al.,* 2022). This culture is measured on a 6-point Likert scale (1 = strongly disagree and 6 = strongly agree), and toxic work culture is measured by a 6-point Likert scale (every day, a few times a week, once a week, a few times a month, once a time a month, once a month or less, never). Detailed information on all questionnaire items is presented in Table 8:Appendix A. In total, there are four variables with 22 indicators.

**Results**

**Demographic Profile of Respondents**

Table 1. describes the characteristics of respondents; this research had as many as 600 respondents. The number of female participants was minimal (5% women and 95% men). Respondents with an age range of 18-29 years were most represented (34.33%), while 30-44 years old (31.66%), age range 45 (21.33%) to over 55 years (12.66%): permanent employment or full-time (100%) and no workers with employment agreements or part-time. Most participants (53.66%) completed high school (46.33% had a bachelor's degree or higher). Income from participants in the range of US$ 3500-US$ 5000/year (46%), US$ 5001-6500/year (24.33%), US$ 6501-8000/year (21%), and greater than US$ 8000/year (8.66%). Most respondents are married (61.33%), and (38.66%) never married.

Table 1: Demographic Profile of Respondents

| Characteristics |  | Category | Number of Samples (n) | Percentage (%) |
| --- | --- | --- | --- | --- |
| Work Arrangement |  | Standard Work Arrangement | 594 | 99.00 |
|  |  | Contract Worker | 6 | 1.00 |
| Full or Part Time |  | Full Time | 600 | 100.00 |
|  |  | Part-Time | 0 | 0.00 |
| Duration of Job |  | < 1 year | 172 | 28.66 |
|  |  | 1-5 year | 144 | 24.00 |
|  |  | 6-10 year | 158 | 26.33 |
|  |  | 10-20 year | 104 | 17.33 |
|  |  | >20 year | 22 | 3.66 |
| Age |  | 18-29 year | 206 | 34.33 |
|  |  | 30-44 year | 190 | 31.66 |
|  |  | 45-55 year | 128 | 21.33 |
|  |  | >55 year | 76 | 12.66 |
| Education |  | Senior High School | 322 | 53.66 |
|  |  | Diploma | 128 | 21.33 |
|  |  | Bachelor's or higher | 150 | 25.00 |
| Ethnic |  | Asia | 448 | 74.66 |
|  |  | others | 152 | 25.33 |
| Sex |  | Male | 540 | 95.00 |
|  |  | Female | 60 | 5.00 |
| Income |  | US$3.500 – US$5.000/year | 276 | 46.00 |
|  |  | US$5.001 – US$6.500/year | 146 | 24.33 |
|  |  | US$6.501 – US$8.000/year | 126 | 21.00 |
|  |  | >US$ 8.000/year | 52 | 8.66 |
| Marital Status |  | Married | 368 | 61.33 |
|  |  | Never married | 232 | 38.66 |

|  |  |  |
| --- | --- | --- |
| **Statistical Analysis**  This research uses structural equation modelling (SEM) using SmartPLS 4.1.1 to measure relationships(Sarstedt *et al.,* 2019). In this study, researchers examined the relationship between toxic workplace environments (Discrimination, work-related sexual, work-related physical violence, work-related bullying) with assessment guidelines as in Table 2. below:  Table 2: Guidelines of the Reflective Measurement Models' Assessment | | |
| Measurement | Indices | Acceptance Level |
| Indicator Reliability | Outer loadings | Outer loading <0.400 delete, 0.400 but <0.700 retain if AVE>0.500, >0.700 retain indicator |
| Internal consistency | Cronbach's Alpha, Rho\_A, and Rho\_C | A value >0.7 indicates adequate internal consistency and composite reliability. Rho\_A value between Cronbach's alpha and Rho\_C is a good indication of reliability. |
| Convergent Validity | Average Variance Extracted (AVE) | The value should be 0.5 or higher to ensure convergent validity |
| Discriminant Validity | Fornell-Larcker Criterion | The square root of the AVE of a latent variable should be higher than the correlations between the latent variable and all other variables. |
|  | Heterotrait-Monotrait Ratio (HTMT) | A value of HTMT <0.85 implies there is discriminant validity. |

**Average variance Extracted (AVE)**

Table 3. details the results of outer loading measurements. Outer loading < 0.400 is removed, outer loading 0.400 – 0.700 can be retained if AVE value > 0.500, and outer loading >0.700 is retained. Three indicators were removed because of the outer loading value < 0.400: one indicator of a supportive work culture and two indicators of a toxic workplace environment. Details of measurement results can be seen in Table 3. below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Construct | AVE | | Retained or Deleted | Rho\_C |
| Before the deletion of Indicators | After the deletion of Indicators |
| Employee Engagement | 0.555 | 0.553 | All 4 Indicators were Retained | 0.832 |
| Employee Well-being | 0.566 | 0.564 | All 6 Indicators were Retained | 0.886 |
| Supportive Work Culture | 0.601 | 0.564 | 1 Indicators (SW5) were deleted. The remaining four indicators were retained | 0.873 |
| Toxic workplace environment | 0.434 | 0.570 | 2 Indicators (WE5, WE7) were deleted. The remaining five indicators were retained | 0.838 |

**Convergent Validity and Internal Consistency Reliability**

The measurement in this step is by measuring the value of skewness and kurtosis. In this research, all indicators of employee well-being are at the limit of allowable values, with a maximum skewness value of 0.845 and a maximum kurtosis of 1.288. AVE, Rho\_A, and Rho\_C values are within the permissible limit, namely the Average Variance Extracted value (AVE) > 0.500, Cronbach Alpha > 0.700, Rho\_A > 0.700, and Rho\_C > 0.700 Where the value of Rho\_A is between Cronbach's alpha as the lower bound and Rho\_C as the upper bound indicating all constructs are valid and reliable. Considerations for retaining or deleting items with values between 0.4-0.7 depending on their effect on AVE>0.50. Table 4. below describes the results of convergent validity and internal consistency reliability after modification.

Table 4: Convergent Validity and Internal Consistency Reliability

| Construct | Item Code | Outer Loadings | AVE | Cronbach Alpha | Rho\_a | Rho\_c |
| --- | --- | --- | --- | --- | --- | --- |
|  |
| EE | EE1 | 0.737 | 0.553 | 0.734 | 0.808 | 0.830 |  |
|  | EE2 | 0.869 |  |  |  |  |  |
|  | EE3 | 0.671 |  |  |  |  |  |
|  | EE4 | 0.680 |  |  |  |  |  |
| EW | EW1 | 0.757 | 0.564 | 0.854 | 0.849 | 0.885 |  |
|  | EW2 | 0.792 |  |  |  |  |  |
|  | EW3 | 0.736 |  |  |  |  |  |
|  | EW4 | 0.778 |  |  |  |  |  |
|  | EW5 | 0.812 |  |  |  |  |  |
|  | EW6 | 0.616 |  |  |  |  |  |
| SW | SW1 | 0.815 | 0.564 | 0.883 | 0.917 | 0.926 |  |
|  | SW2 | 0.901 |  |  |  |  |  |
|  | SW3 | 0.873 |  |  |  |  |  |
|  | SW4 | 0.839 |  |  |  |  |  |
| WE | WE1 | 0.797 | 0.570 | 0.797 | 0.814 | 0.865 |  |
|  | WE2 | 0.821 |  |  |  |  |  |
|  | WE3 | 0.835 |  |  |  |  |  |
|  | WE4 | 0.795 |  |  |  |  |  |
|  | WE6 | 0.461 |  |  |  |  |  |

Based on the validity and reliability measurement results, all indicators have met Table 2. requirements, so all latent variables are valid and reliable.

**Discriminant of Fornel-larcker**

Table 5. describes the validity of discriminants according to the fornell-larcker criteria. According to traditional discriminant validity assessment methods, the external charge of an indicator on a construct must be higher than all its cross charges with other constructs. In addition, the square root of each construct's AVE must be higher than its highest correlation with different constructs. All constructs were valid in this research based on the fornel-larcker criterion. The discriminant validity measurement of the four constructs EE-EW-SW-WE is 0.743-0.751-0.858-0.755, which is valid because this value has higher cross charges than the other construct.

Table 5: Discriminant of fornel-larcker

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | EE | EW | SW | WE |
| EE | 0.743 |  |  |  |
| EW | 0.225 | 0.751 |  |  |
| SW | -0.201 | -0.139 | 0.858 |  |
| WE | -0.317 | -0.24 | 0.346 | 0.755 |

Note: Diagonal Values are the square root of AVE, off-diagonals are correlation coefficients

**Heterotrait-Monotrait Ratio (HTMT)**

Table 6. explains discriminant validity using a heterotrait-monotrait ratio (HTMT) with a value of < 0.850, indicating discriminant validity. The measurement discriminant validity with HTMT of all four EE-EW-SW-WE constructs is valid because all of the result measurements <0.850.

Table 6: Heterotrait-monotrait ratio (HTMT)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | EE | EW | SW | WE |
| EE | 0.743 |  |  |  |
| EW | 0.225 | 0.751 |  |  |
| SW | -0.201 | -0.139 | 0.858 |  |
| WE | -0.317 | -0.24 | 0.346 | 0.755 |

Note: Diagonal Values are the square root of AVE, off-diagonals are correlation coefficients

**Hypotheses Testing**

The measurement of hypotheses testing according to hypotheses 1 – 7 can be seen in Table 7. Researchers used T\_value >1.645 and P\_value <0.005. Researchers used bootstrapping subsample 5000, significance level 0.05, and a one-tailed test. Patch coefficient can be seen in Appendix B, and testing the hypothesis in Table 7. below:

Table 7: Hypotheses testing

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Hypo theses | Path | Std.Beta | Std.Error | T\_value | P\_value | Bias | Confidence Interval | | Decision |
| 5.00% | 95.00% |  |
| H1 | WE -> EE | -0.317 | 0.032 | 9.827 | 0.000 | -0.004 | 0.365 | -0.259 | Supported |
| H2 | WE -> EW | -0.240 | 0.039 | 6.168 | 0.000 | -0.005 | 0.297 | -0.170 | Supported |
| H3 | EW -> EE | 0.152 | 0.035 | 4.309 | 0.000 | 0.003 | 0.089 | 0.207 | Supported |
| H4 | WE -> EW -> EE | -0.032 | 0.016 | 2.042 | 0.021 | -0.001 | -0.059 | -0.006 | Supported |
| H5 | WE -> SW | 0.346 | 0.032 | 10.884 | 0.000 | 0.003 | 0.289 | 0.394 | Supported |
| H6 | SW -> EE | -0.093 | 0.044 | 2.116 | 0.017 | -0.001 | 0.164 | -0.018 | Supported |
| H7 | WE -> SW -> EE | -0.036 | 0.009 | 3.874 | 0.000 | -0.001 | 0.052 | -0.022 | Supported |

H1 accepted: A toxic workplace environment is negatively related to employee engagement.

H2 accepted: A toxic workplace environment is negatively related to employee well-being.

H3 accepted: Employee well-being is positively related to employee engagement.

H4 accepted: Employee wellbeing mediates the relationship between a toxic workplace environment and employee engagement.

H5 accepted: A toxic workplace environment is negatively related to supportive work culture.

H6 accepted: Supportive work culture is positively related to employee engagement.

H7 accepted: Supportive work culture mediates the relationship between a toxic workplace environment and employee engagement.

**Discussions**

The toxic workplace environment has been the cause of an uncomfortable work environment that affects employee engagement. A good working environment must certainly support a challenging work environment such as a coal mining work environment. The support of superiors and coworkers will help employees feel safe carrying out their work and avoid stress. Toxic workplace environments and employee engagement have been studied in small and medium industries, and toxic workplace environments negatively affect employee engagement. The research is the first to be conducted in a significant sector in middle-income countries to look at the effect of toxic workplace environments on employee engagement mediated by supportive work culture and employee well-being.

Based on the analysis results, researchers determined that the toxic workplace environment harmed employee engagement. These findings support the H1 hypothesis that a toxic workplace environment negatively influences employee engagement. Rasool *et al.* (2021) Its findings also confirmed that the toxic work environment (bullying, harassment) Will negatively affect employee engagement in small and medium-sized industries in China. Employee engagement due to a toxic workplace environment can cause employee productivity to decrease due to impaired mental health, such as anxiety, depression and stress (Anjum *et al.,* 2018; Rasool *et al.,* 2019). Increasing employee engagement requires a strong commitment from the leadership (Xu & Cooper Thomas, 2011). Uninvolved employees tend to cause losses to companies in the United States. One strategy to overcome this is maintaining good communication between leaders and employees. Employees need recognition and involvement to build a good bond between the two (Osborne & Hammoud, 2017). Two-way communication needs to be done to explore employee engagement and provide complete and fair information to all employees so that good communication is established in the organizational and work environments (Kang & Sung, 2017).

Researchers suspect a toxic workplace environment harms employee well-being (Hypothesis 2). This research confirms a negative relationship between toxic workplace environments and employee well-being, supporting hypothesis 2. Psychological pressure and environmental changes will harm employee well-being and employee engagement (Duran & Sanchez, 2021). The negative impact on employee well-being will be a source of loss for the organization, resulting in decreased employee engagement (Duque *et al.,* 2020). Chari *et al.* (2018) state that employee well-being is essential to maintaining occupational health and safety, and work environment factors influence it. Facing toxic workplace environment conditions for employee well-being requires emotional balancing, involvement of superiors and colleagues in the organization, and a solid commitment to improving employee well-being (Zhou *et al.,* 2020a). Coworker and supervisor support supports employee well-being, significantly impacting the organization and company (Ravalier *et al.,* 2021). Researchers also examined the relationship between employee well-being and engagement in this research. They obtained that employee well-being positively impacted employee engagement, which supported hypothesis 3. Tingkat employee well-being yang tinggi akan meningkatkan employee engagement (Shuck & Reio, 2014). Employee well-being is one of the essential factors in increasing employee engagement, and it is currently a competitive advantage (Bedarkar & Pandita, 2014). Employee welfare will be directly proportional to employee involvement, and the organization can support this (Kurtessis *et al.,* 2017). Organizations should pay more attention to mental and physical well-being and strong attention to the workplace environment (Shuck & Reio, 2014). Researchers examined the mediating role of employee well-being in the relationship between toxic workplace environments and employee engagement. The results obtained that employee well-being mediates the relationship between toxic workplace environment and employee engagement support hypothesis 4. Employee welfare reduces the negative impact of a work environment that is discriminatory, bullying, and physical violence that will increase employee engagement (Zhou *et al.,* 2020b). (Wood *et al.,* 2013) Conducted a survey of 1,733 respondents and found that discrimination from all sources is closely related to employee well-being. Employee well-being plays a role in positively mediating the relationship between a toxic workplace environment and employee engagement that creates a prosperous work environment and increases the role of employees (Chumg *et al.,* 2015).

Researchers use supportive work culture as mediation to examine the relationship between toxic workplace environments and employee engagement. Researchers use questions such as being treated with respect, recognition of work, rewarding contributions, and being given resources. The researchers' findings confirm the negative relationship between a toxic workplace and supportive work culture, which supports hypothesis 5. Balch Samora *et al.* (2020) believe that treating a toxic workplace environment (bullying, sex harassment, physical violence) will adversely affect employee mental health, reduce productivity, reduce employee roles and contributions, and provide treatment that lacks respect for employees. A discriminatory workplace also causes employees to decrease their contribution due to the impact of verbal and non-verbal violence. Park *et al.* (2023) state that adverse treatment is positively related to violence, especially women. As a result of this treatment, the work environment becomes exposed to negative behaviour that negatively affects the work culture. Other researchers' findings suggest that toxic workplace environments can be derived from organizational roles and support (Kartolo & Kwantes, 2019). This research also supports previous research on organizational support theory (OST), which states that employees shape perceptions of the organization's workplace treatment (Kurtessis *et al.,* 2017).

Employee work involvement will be high when employees communicate well with colleagues and superiors and implement healthy environmental practices in the workplace (Attridge, 2009). Researchers examined the relationship between support work culture, such as contribution, engagement, and concern for employees, will positively affect employee engagement. Based on the analysis results, a supportive work culture positively impacts employee engagement, supporting hypothesis 6. Rasool *et al.* (2021), in a study of 301 employees working in small and medium-sized businesses, found that work support from organizations positively affects employee engagement. Employees who receive strong organizational support will work and be actively involved. Individual values in the organization positively impact employee engagement (Ababneh, 2021). Tomlinson (2010), researching automotive manufacturers, found that organizational support through the human resources department is a strategy to increase employee engagement and encourage active engagement in the organization. Organizations that build employee engagement will bring progress to the company and are good practices in human resource development (Cattermole *et al.,* 2013). A supportive work culture will support employees in making work and employee engagement into an organizational culture that positively impacts the company (Shuck & Reio, 2014).

Finally, researchers tested the role of support work culture, mediating the relationship between a toxic workplace environment and employee engagement. Researchers found that a supportive work culture can reduce the impact of a toxic workplace environment on employee engagement; this supports hypothesis 7, which states that a supportive work culture mediates the relationship between a toxic workplace environment and employee engagement. (Chen *et al.,* 2020) A study of 180 respondents in the automotive industry found that organizational support can be divided into two parts: strengthening and slowing down employee support and being a solid mediation for employee engagement. Reducing the impact of a toxic workplace environment can also be done by increasing employee contributions with good support from colleagues and superiors (Kartolo & Kwantes, 2019). These findings confirm that mediating employee well-being and supportive work culture, such as organizational support, will reduce the impact of a toxic workplace environment and increase employee engagement. Increased employee engagement will support business success and bring progress (Tomlinson, 2010).

**Conclusions**

Researchers used two approaches to examine the relationship between toxic workplace environments and employee engagement. First, researchers examined the direct relationship between toxic workplace environments and employee engagement. Second, researchers examined employee well-being and supportive work culture as mediators of the relationship between toxic workplace environment and employee engagement. The results obtained by researchers show that a toxic workplace environment consisting of discrimination, work-related physical violence, and sexual bullying will reduce employee engagement. Employee well-being and supportive work culture mediate the relationship between a toxic workplace environment and employee engagement, which can increase employee engagement and business success.

The results of this research can be divided into three parts. First, a toxic workplace environment consisting of discrimination, work-related physical violence, sexual, and bullying will reduce employee engagement in various forms, such as negative feelings towards colleagues and superiors, feeling less appreciated, and mental health disorders will occur. This disruption will undoubtedly harm the organization because the work culture in the organization will not be optimal, which can reduce employee productivity. Strategies must be implemented to reduce the toxic workplace environment and increase employee engagement. Second, researchers see that the role of employee well-being and supportive work culture can lessen this impact while increasing employee engagement. Increased well-being can encourage employees to participate more and support a safe and comfortable work environment. Employee well-being can also reduce workplace violence and foster a better work culture that results in achievement. This employee engagement will create a harmonious work atmosphere and avoid stress and mental disorders. Good support from the organization will bring higher productivity and create business growth for the company. Third, a supportive work culture of organizational treatment, contribution, and support will encourage higher employee engagement. Organizations should provide a more expansive space for involvement to mobilize employees to work voluntarily and responsibly. High employee engagement will align the goals to be achieved together. In this case, employee engagement must be high because the coal mining work site is a problematic workplace with high risk. Good support from the company will reduce the negative impact on the work environment and build a good work culture. Employee engagement will balance work with emotional control, avoid stress, and have mental disorders that can eliminate the potential for accidents at work.

**Research limitations**

This research has a limited distribution of respondents, especially the number of female respondents, who are very small or only 5%. Although the number of respondents using g.power and Danielsoper calculator at probability level 0.05 has met the requirements of the number of respondents, it needs to be expanded in terms of the research area and location by taking samples from other middle-income countries. In the future, this research can use the influence of gender as a moderator variable related to the relationship of toxic workplace environments to employee engagement. Future research can also use other theories based on human resources and organizational culture in middle-income countries. This research can also be developed with intervention approaches from companies and government regulations. Researchers found that intervention from the organization can reduce the negative behaviour of colleagues and superiors, which is undoubtedly supported by a strong commitment from the leadership. Interventions that can be applied are organizational interventions and work environment interventions.

**Acknowledgement**

The author thankfully acknowledges the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek) Indonesia, which has provided funding through the Center Education Financial Service (Puslabdik) Endowment Fund For Education (LPDP) to the author as a student in the Industrial Engineering doctoral program at the Institut Teknologi Sepuluh Nopember. The author also thanks the reviewers who have provided valuable input and suggestions for this paper.

**Author Contributions**

W.Tambunan performed the conceptualization, data collection, formal analysis, funding acquisition, investigation, design methodology, operating software, validation, visualization, writing of original draft, review and editing, and project administration. S. G. Partiwi performed the supervision, conceptualization, formal analysis, investigation, design methodology, validation, visualization, and review. A. Sudiarno performed the supervision, conceptualization, formal analysis, investigation, design methodology, validation, visualization, and review.

**Conflict of Interest**

The authors declare that there is no conflict of interest.

**Data Availability**

Data available during the research and data requests through the authors

**OPEN ACCESS**

©2024 The author(s). This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license, and indicate if changes were made. The images or other third-party material in this article are included in the article's Creative Commons license unless indicated otherwise in a credit line to the material. If material is not included in the article's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/>

**PUBLISHER'S NOTE**

GJESM Publisher remains neutral with regard to jurisdictional claims in published maps and institutional afflictions.

**ABBREVIATIONS**

|  |  |
| --- | --- |
| *>* | More Than |
| < | Less Than |
| % | Per cent |
| *PLS-SEM* | Partial least squares structural equation modelling |
| *AVE* | Average variance extracted |
| *HTMT* | Heterotrait-monotrait ratio |
| *EE* | Employee engagement |
| *WE* | Toxic workplace environment |
| *EW* | Employee well-being |
| *SW* | Supportive work culture |

**APPENDIX**

Table 8: Appendix A (Research Instrument)

| Research Instrument | |
| --- | --- |
|  | Employee Engagement |
| 1 | I throw myself into my job and organization engagement. |
| 2 | I fulfil all the responsibilities required by my job. |
| 3 | I willingly give my time to help others who have work-related problems. |
| 4 | I always complete the duties specified in my job description. |
|  | Employee Wellbeing |
| 5 | Overall, how safe do you think your workplace is? |
| 6 | I generally feel favourable toward work at my organization. |
| 7 | My supervisor and coworker check in regularly enough to see how I am doing. |
| 8 | When I am stressed, I feel I have the support and help available. |
| 9 | Our organizational culture encourages a balance between work and family life. |
| 10 | Our organization provides aid in stress management. |
|  | Supportive Work Culture |
| 11 | At my organization, I am treated with respect. |
| 12 | My organization values my contributions. |
| 13 | My organization cares about my general satisfaction at work. |
| 14 | My organization is willing to extend resources to help me perform my job to the best of my ability. | |
| 15 | I receive recognition for a job well done. |
|  | Toxic workplace environment |
| 16 | I feel discriminated against in my job because of my age. |
| 17 | I feel discriminated against in my job because of my race or ethnic origin. |
| 18 | I feel discriminated against in my job because of my gender. |
| 19 | In the past 12 months, were you sexually harassed by anyone while you were on the job? |
| 20 | In the past 12 months, were you exposed to physical violence while you were on the job? |
| 21 | In the past 12 months, were you bullied, threatened, or harassed in any  other way by anyone while you were on the job? |
| 22 | In the past 12 months, have you been in a situation where any of your superiors or coworkers put you down, were condescending to you, made demeaning remarks about you, or addressed you in unprofessional terms? |

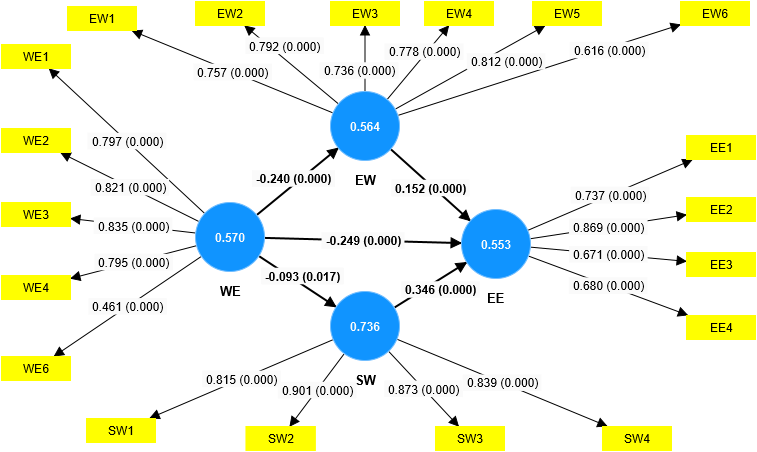


Fig.2: Appendix B. Patch Coefficients after modification (bootstrapping subsample 5000, level significance 0.05, one-tailed test)

**References**

Ababneh, O. M. A., (2021). The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values. International Journal of Quality & Reliability Management, 38(6), 1387–1408 **(12 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/IJQRM-05-2020-0178>

Ahmed, M.; Zehou, S.; Raza, S. A.; Qureshi, M. A.; Yousufi, S. Q., (2020). Impact of <scp>CSR</scp> and environmental triggers on employee green behaviour: The mediating effect of employee <scp>well‐being</scp>. Corporate Social Responsibility and Environmental Management, 27(5), 2225–2239 **(15 Pages)** <https://onlinelibrary.wiley.com/doi/epdf/10.1002/csr.1960>

Andersson, P., (2008). Happiness and health: Well-being among the self-employed. The Journal of Socio-Economics, 37(1), 213–236 **(24 Pages)**. <https://www.sciencedirect.com/science/article/pii/S1053535707000698>

Anjum, A.; Ming, X.; Siddiqi, A.; Rasool, S., (2018). An empirical study analyzing job productivity in toxic workplace environments. International Journal of Environmental Research and Public Health, 15(5), 1035 **(15 Pages)**. <https://www.mdpi.com/1660-4601/15/5/1035>

Arenas, A.; Giorgi, G.; Montani, F.; Mancuso, S.; Perez, J. F.; Mucci, N.; Arcangeli, G., (2015). Workplace bullying in a sample of Italian and Spanish employees and Its relationship with job satisfaction, and psychological well-Being. Frontiers in Psychology, 6. **(10 Pages)**. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2015.01912/full>

Arnetz, J.; Hamblin, L. E.; Sudan, S.; Arnetz, B., (2018). Organizational determinants of workplace violence against hospital workers. Journal of Occupational & Environmental Medicine, 60(8), 693–699 **(7 Pages)**. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6086761/>

Attridge, M., (2009). Measuring and managing employee work engagement: A Review of the research and business literature. Journal of Workplace Behavioral Health, 24(4), 383–398 **(16 Pages)**. <https://www.tandfonline.com/doi/abs/10.1080/15555240903188398>

Bakker, A. B.; Demerouti, E.; Verbeke, W., (2004). Using the job demands‐resources model to predict burnout and performance. Human Resource Management, 43(1), 83–104 **(12 Pages)**. <https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.20004>

Balch Samora, J.; Van Heest, A.; Weber, K.; Ross, W.; Huff, T.; Carter, C., (2020). Harassment, discrimination, and bullying in orthopaedics: A Work environment and culture survey. Journal of the American Academy of Orthopaedic Surgeons, 28(24), e1097–e1104 **(8 Pages)**. <https://journals.lww.com/jaaos/abstract/2020/12150/harassment,_discrimination,_and_bullying_in.10.aspx>

Batat, W., (2022). The employee experience (EMX) framework for well-being: an agenda for the future. Employee Relations: The International Journal, 44(5), 993–1013 **(21 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/ER-03-2022-0133/full>

Bedarkar, M.; Pandita, D., (2014). A study on the drivers of employee engagement impacting Employee Performance. Procedia - Social and Behavioral Sciences, 133, 106–115 **(10 Pages)**. <https://www.sciencedirect.com/science/article/pii/S1877042814030845>

Cattermole, G.; Johnson, J.; Roberts, K., (2013). Employee engagement welcomes the dawn of an empowerment culture. Strategic HR Review, 12(5), 250–254 **(5 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/SHR-04-2013-0039/full>

Chari, R.; Chang, C.-C.; Sauter, S. L.; Petrun Sayers, E. L.; Cerully, J. L.; Schulte, P., Schill, A. L.; Uscher-Pines, L., (2018). Expanding the paradigm of occupational safety and health. Journal of Occupational & Environmental Medicine, 60(7), 589–593 **(15 Pages)**. <https://journals.lww.com/joem/FullText/2018/07000/Expanding_the_Paradigm_of_Occupational_Safety_and.3.aspx>

Chari, R.; Sauter, S. L.; Petrun Sayers, E. L.; Huang, W.; Fisher, G. G.; Chang, C.-C., (2022). Development of the national institute for occupational safety and health worker well-being questionnaire. Journal of Occupational & Environmental Medicine, 64(8), 707–717 **(11 Pages)**. <https://journals.lww.com/joem/fulltext/2022/08000/development_of_the_national_institute_for.13.aspx>

Chen, T.; Hao, S.; Ding, K.; Feng, X.; Li, G.; Liang, X., (2020). The impact of organizational support on employee performance. Employee Relations: The International Journal, 42(1), 166–179 **(14 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/ER-01-2019-0079/full>

Chumg, H.-F.; Cooke, L.; Fry, J.; Hung, I.-H., (2015). Factors affecting knowledge sharing in the virtual organization: Employees' sense of well-being as a mediating effect. Computers in Human Behavior, 44, 70–80 **(11 Pages)**. <https://www.sciencedirect.com/science/article/pii/S0747563214006475>

Dennerlein, J. T.; Burke, L.; Sabbath, E. L.; Williams, J. A. R.; Peters, S. E.; Wallace, L.; Karapanos, M.; Sorensen, G., (2020). An integrative total worker health framework for keeping workers safe and healthy during the COVID-19 pandemic. Human Factors, 62(5), 689–696 **(7 Pages)**. <https://journals.sagepub.com/doi/full/10.1177/0018720820932699>

Dos Santos, L. M., (2020). Stress, burnout, and turnover issues of black expatriate education professionals in South Korea: Social biases, discrimination, and workplace bullying. International Journal of Environmental Research and Public Health, 17(11), 3851 **(15 Pages)**. <https://www.mdpi.com/1660-4601/17/11/3851>

Duque, L.; Costa, R.; Dias, Á.; Pereira, L.; Santos, J.; António, N., (2020). New ways of working and the physical environment to improve employee engagement. Sustainability (Switzerland), 12(17), 1–18 **(18 Pages)**. <https://www.mdpi.com/2071-1050/12/17/6759>

Duran, M.; Sanchez, J., (2021). Employee engagement and wellbeing in times of COVID-19 : A proposal of the 5Cs model. International Journal of Environmental Research and Public Health, 18(5470), 2–15 **(14 Pages)**. <https://www.mdpi.com/1660-4601/18/10/5470>

Fotiadis, A.; Abdulrahman, K.; Spyridou, A., (2019). The mediating roles of psychological autonomy, competence and relatedness on work-life balance and well-being. Frontiers in Psychology, 10 **(15 Pages)**. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2019.01267/full>

Friedman, H. S.; Kern, M. L., (2014). Personality, well-being, and health. Annual Review of Psychology, 65(1), 719–742 **(24 Pages)**. <https://www.annualreviews.org/doi/abs/10.1146/annurev-psych-010213-115123>

Fry, L. W.; Latham, J. R.; Clinebell, S. K.; Krahnke, K., (2017). Spiritual leadership as a model for performance excellence: a study of baldrige award recipients. Journal of Management, Spirituality & Religion, 14(1), 22–47 **(26 Pages)**. <https://www.ingentaconnect.com/content/jmsr/rmsr20/2017/00000014/00000001/art00003>

Galderisi, S.; Rossi, A.; Rocca, P.; Bertolino, A.; Mucci, A.; Bucci, P.; Rucci, P.; Gibertoni, D.; Aguglia, E.; Amore, M.; Bellomo, A.; Biondi, M.; Brugnoli, R.; Dell’Osso, L.; De Ronchi, D.; Di Emidio, G.; Di Giannantonio, M.; Fagiolini, A.; Marchesi, C.; Maj, M., (2014). The influence of illness-related variables, personal resources and context-related factors on real-life functioning of people with schizophrenia. World Psychiatry, 13(3), 275–287 **(12 Pages)**. <https://onlinelibrary.wiley.com/doi/full/10.1002/wps.20167>

Green, M.; Elliott, M., (2010). Religion, health, and psychological well-being. Journal of Religion and Health, 49(2), 149–163 **(15 Pages)**. <https://link.springer.com/article/10.1007/s10943-009-9242-1>

Harter, J. K.; Schmidt, F. L.; Keyes, C. L. M., (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. In Flourishing: Positive psychology and the life well-lived. (pp. 205–224) **(20 Pages)**. American Psychological Association. <https://psycnet.apa.org/record/2003-04013-009>

Hooghe, M.; Vanhoutte, B., (2011). Subjective well-being and social capital in Belgian communities. The impact of community characteristics on subjective well-being indicators in Belgium. Social Indicators Research, 100(1), 17–36 **(20 Pages)**. <https://link.springer.com/article/10.1007/s11205-010-9600-0>

Huhtala, M.; Feldt, T.; Lämsä, A.-M.; Mauno, S.; Kinnunen, U., (2011). Does the ethical culture of organizations promote managers' occupational well-being? Investigating indirect links via ethical strain. Journal of Business Ethics, 101(2), 231–247 **(7 Pages)**. <https://link.springer.com/article/10.1007/s10551-010-0719-3>

Imran, M. Y.; Elahi, N. S.; Abid, G.; Ashfaq, F.; Ilyas, S., (2020). Impact of perceived organizational support on work engagement: Mediating mechanism of thriving and flourishing. Journal of Open Innovation: Technology, Market, and Complexity, 6(3), 82 **(18 Pages)**. <https://www.mdpi.com/2199-8531/6/3/82>

Iqbal, J.; Asghar, A.; Asghar, M. Z., (2022). Effect of despotic leadership on employee turnover intention: Mediating toxic workplace environment and cognitive distraction in academic institutions. Behavioral Sciences, 12(5) **(23 Pages)**. <https://www.mdpi.com/2076-328X/12/5/125>

Jaskeviciute, V.; Stankeviciene, A.; Diskiene, D.; Savicke, J., (2021). The relationship between employee well-being and organizational trust in the context of sustainable human resource management. Problems and Perspectives in Management, 19(2), 118–131 **(14 Pages)**. <https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/15023/PPM_2021_02_Jaskeviciute.pdf>

Jovanović, V. (2015). Beyond the PANAS: Incremental validity of the Scale of Positive and Negative Experience (SPANE) in relation to well-being. Personality and Individual Differences, 86, 487–491 **(5 Pages)**. <https://www.sciencedirect.com/science/article/pii/S0191886915004596>

Kaliannan, M.; Adjovu, S. N., (2015). Effective employee engagement and organizational success: A case study. Procedia - Social and Behavioral Sciences, 172, 161–168 **(8 Pages)**. <https://www.sciencedirect.com/science/article/pii/S1877042815003870>

Kang, M.; Sung, M., (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors. Journal of Communication Management, 21(1), 82–102 **(21 Pages).** <https://www.emerald.com/insight/content/doi/10.1108/JCOM-04-2016-0026/full>

Kartolo, A. B.; Kwantes, C. T., (2019). Organizational culture, perceived societal and organizational discrimination. Equality, diversity and inclusion: An International Journal, 38(6), 602–618 **(17 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/EDI-10-2018-0191/full>

Khan, T. M.; Bai, G.; Fareed, Z.; Quresh, S.; Khalid, Z.; Khan, W. A., (2021). CEO tenure, CEO compensation, corporate social and environmental performance in China: The moderating role of coastal and non-coastal areas. Frontiers in Psychology, 11 **(10 Pages)**. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2020.574062/full>

Kingdon, G. G.; Knight, J., (2007). Community, comparisons and subjective well-being in a divided society. Journal of Economic Behavior & Organization, 64(1), 69–90 **(22 Pages)**. <https://www.sciencedirect.com/science/article/pii/S0167268107000972>

Kurtessis, J. N.; Eisenberger, R.; Ford, M. T.; Buffardi, L. C.; Stewart, K. A.; Adis, C. S., (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. Journal of Management, 43(6), 1854–1884 **(31 Pages)**. <https://journals.sagepub.com/doi/abs/10.1177/0149206315575554>

Laschinger, H. K. S.; Grau, A. L., (2012). The influence of personal dispositional factors and organizational resources on workplace violence, burnout, and health outcomes in new graduate nurses: A cross-sectional study. International Journal of Nursing Studies, 49(3), 282–291 **(10 Pages)**. <https://www.sciencedirect.com/science/article/pii/S0020748911003580>

Lee, J. Y.; Rocco, T. S.; Shuck, B., (2020). What Is a resource: Toward a taxonomy of resources for employee engagement. Human Resource Development Review, 19(1), 5–38 **(34 Pages)**. <https://journals.sagepub.com/doi/full/10.1177/1534484319853100>

Mauno, S., (2010). Effects of work–family culture on employee well-being: Exploring moderator effects in a longitudinal sample. European Journal of Work and Organizational Psychology, 19(6), 675–695 **(21 Pages)**. <https://www.tandfonline.com/doi/abs/10.1080/13594320903106588>

McLellan, D. L.; Cabán-Martinez, A. J.; Nelson, C. C.; Pronk, N. P.; Katz, J. N.; Allen, J. D.; Davis, K. L.; Wagner, G. R.; Sorensen, G., (2015). Organizational characteristics influence implementation of worksite health protection and promotion programs. Journal of Occupational & Environmental Medicine, 57(9), 1009–1016 **(18 Pages)**. <https://journals.lww.com/joem/abstract/2015/09000/organizational_characteristics_influence.11.aspx>

Morrison, R. L.; Nolan, T., (2007). Negative relationships in the workplace: a qualitative study. Qualitative Research in Accounting & Management, 4(3), 203–221 **(19 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/11766090710826646/full>

Osborne, S.; Hammoud, M. S., (2017). Effective employee engagement in the workplace. International Journal of Applied Management and Technology, 16(1) **(18 Pages)**. <https://scholarworks.waldenu.edu/ijamt/vol16/iss1/4/>

Park, C. K.; Park, S.; Jo, S. J., (2023). The effect of discriminatory culture against women and hierarchical culture on work–family conflict: the mediating role of sexual harassment. Baltic Journal of Management, 18(5), 612–626 **(15 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/BJM-11-2022-0410/full>

Park, M.; Cho, S.; Hong, H., (2015). Prevalence and perpetrators of workplace violence by nursing unit and the relationship between violence and the perceived work environment. Journal of Nursing Scholarship, 47(1), 87–95 **(9 Pages)**. <https://sigmapubs.onlinelibrary.wiley.com/doi/abs/10.1111/jnu.12112>

Rasool, S. F.; Maqbool, R.; Samma, M.; Zhao, Y.; Anjum, A., (2019). Positioning depression as a critical factor in creating a toxic workplace environment for diminishing worker productivity. Sustainability (Switzerland), 11(9) **(20 Pages)**. <https://www.mdpi.com/2071-1050/11/9/2589>

Rasool, S. F.; Wang, M.; Tang, M.; Saeed, A.; Iqbal, J., (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. International Journal of Environmental Research and Public Health, 18(5), 1–17 **(17 Pages)**. <https://www.mdpi.com/1660-4601/18/5/2294>

Ravalier, J.; Wainwright, E.; Clabburn, O.; Loon, M.; Smyth, N., (2021). Working conditions and wellbeing in UK social workers. Journal of Social Work, 21(5), 1105–1123 **(19 Pages)**. <https://journals.sagepub.com/doi/full/10.1177/1468017320949361>

Reio, T. G.; Sanders-Reio, J., (2011). Thinking about workplace engagement. Advances in Developing Human Resources, 13(4), 462–478 **(17 Pages)**. <https://journals.sagepub.com/doi/abs/10.1177/1523422311430784>

Sakka, G.; Ahammad, M. F., (2020). Unpacking the relationship between employee brand ambassadorship and employee social media usage through employee wellbeing in workplace: A theoretical contribution. Journal of Business Research, 119(May 2018), 354–363 **(10 Pages)**. <https://www.sciencedirect.com/science/article/pii/S0148296320301995>

Saks, A. M., (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600–619 **(20 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/02683940610690169/full>

Saleem, Z.; Shenbei, Z.; Hanif, A. M., (2020). Workplace violence and employee engagement: The mediating role of work environment and organizational culture. SAGE Open, 10(2), 215824402093588**(20Pages)**. <https://journals.sagepub.com/doi/full/10.1177/2158244020935885>

Sarstedt, M.; Hair, J. F.; Cheah, J.-H.; Becker, J.-M.; Ringle, C. M., (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. Australasian Marketing Journal, 27(3), 197–211 **(15 Pages)**. <https://journals.sagepub.com/doi/abs/10.1016/j.ausmj.2019.05.003>

Sarwar, A.; Imran, M. K.; Anjum, Z. U. Z.; Zahid, U., (2020). How innovative climate leads to project success: the moderating role of gender and work culture. Innovation and Management Review, 17(4), 413–430 **(18 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/INMR-08-2019-0096/full>

Schwatka, N. V.; Dally, M.; Tenney, L.; Shore, E.; Brown, C. E.; Newman, L. S., (2020). Total worker health leadership and business strategies are related to safety and health climates in small business. International Journal of Environmental Research and Public Health, 17(6) **(14 Pages)**. <https://www.mdpi.com/1660-4601/17/6/2142>

Shuck, B.; Reio, T. G., (2014). Employee engagement and well-being. Journal of Leadership & Organizational Studies, 21(1), 43–58 **(16 Pages)**. <https://journals.sagepub.com/doi/abs/10.1177/1548051813494240>

Sorensen, G.; Sparer, E.; Williams, J. A. R.; Gundersen, D.; Boden, L. I., Dennerlein, J. T.; Hashimoto, D.; Katz, J. N.; McLellan, D. L.; Okechukwu, C. A.; Pronk, N. P.; Revette, A.; Wagner, G. R., (2018). Measuring best practices for workplace safety, health, and well-being. Journal of Occupational & Environmental Medicine, 60(5), 430–439 **(10 Pages)**. <https://journals.lww.com/joem/abstract/2018/05000/measuring_best_practices_for_workplace_safety,.4.aspx>

Spector, P. E.; Zhou, Z. E.; Che, X. X., (2014). Nurse exposure to physical and nonphysical violence, bullying, and sexual harassment: A quantitative review. International Journal of Nursing Studies, 51(1), 72–84 **(13 Pages)**. <https://www.sciencedirect.com/science/article/pii/S0020748913000357>

Sprigg, C. A.; Niven, K.; Dawson, J.; Farley, S.; Armitage, C. J., (2019). Witnessing workplace bullying and employee well-being: A two-wave field study. Journal of Occupational Health Psychology, 24(2), 286–296 **(11 Pages)**. <https://psycnet.apa.org/record/2018-58791-001>

Stein, M.; Vincent-Höper, S.; Gregersen, S., (2020). Why busy leaders may have exhausted followers: a multilevel perspective on supportive leadership. Leadership & Organization Development Journal, 41(6), 829–845 **(17 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/LODJ-11-2019-0477/full>

Sutton, A., (2020). Living the good life: A meta-analysis of authenticity, well-being and engagement. Personality and Individual Differences, 153(April 2019), 109645 **(20 Pages)**. <https://www.sciencedirect.com/science/article/pii/S019188691930577X>

Tanwar, K.; Kumar, A., (2019). Employer brand, person-organization fit and employer of choice. Personnel Review, 48(3), 799–823 **(15 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/PR-10-2017-0299/full>

Tomlinson, G., (2010). Building a culture of high employee engagement. Strategic HR Review, 9(3), 25–31 **(7 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/14754391011040046/full>

Wood, S.; Braeken, J.; Niven, K., (2013). Discrimination and well-being in organizations: Testing the differential power and organizational justice theories of workplace aggression. Journal of Business Ethics, 115(3), 617–634 **(18 Pages)**. <https://link.springer.com/article/10.1007/s10551-012-1404-5>

Wressell, J. A.; Rasmussen, B.; Driscoll, A., (2018). Exploring the workplace violence risk profile for remote area nurses and the impact of organizational culture and risk management strategy. Collegian, 25(6), 601–606 **(6 Pages)**. <https://www.sciencedirect.com/science/article/pii/S1322769618300787>

Xu, J.; Cooper Thomas, H., (2011). How can leaders achieve high employee engagement? Leadership & Organization Development Journal, 32(4), 399–416 **(18 Pages)**. <https://www.emerald.com/insight/content/doi/10.1108/01437731111134661/full>

Zhou, X.; Rasool, S. F.; Ma, D., (2020a). The relationship between workplace violence and innovative work behavior: The mediating roles of employee wellbeing. Healthcare (Switzerland), 8(3) **(16 Pages)**. <https://www.mdpi.com/2227-9032/8/3/332>

Zhou, X.; Rasool, S. F.; Ma, D., (2020b). The Relationship between workplace violence and innovative work behavior: The mediating roles of employee wellbeing. Healthcare, 8(3), 332 **(16 Pages)**. <https://www.mdpi.com/2227-9032/8/3/332>

|  |
| --- |
| **AUTHOR (S) BIOSKETCHES**  **Tambunan, W.,** Postgraduate student, Senior Researcher, Department of Industrial and System Engineering, Faculty of Engineering, Universitas Mulawarman, Samarinda, 75123, East Kalimantan, Indonesia.   * Email: [*willytambunan@ft.unmul.ac.id*](mailto:willytambunan@ft.unmul.ac.id) */* [*7010211010@student.its.ac.id*](mailto:7010211010@student.its.ac.id) * ORCID: 0000-0001-9141-3342 * Web of Science ResearcherID: NA * Scopus Author ID: 57195933008 * Homepage: https://sinta.kemdikbud.go.id/authors/profile/6659098/   **Partiwi, S.G.,** Dr., Professor, Macro Ergonomics and Cluster Industry, Department of Industrial and System Engineering, Institut Teknologi Sepuluh Nopember, Surabaya, 60111, Indonesia.   * Email: [*sgpartiwi@gmail.com*](mailto:sgpartiwi@gmail.com) * ORCID: 0000-0002-6135-3825 * Web of Science ResearcherID: NA * Scopus Author ID: 55445145000   Homepage: https://www.its.ac.id/tindustri/dosen-laboratorium-perancangan-sistem-dan-manajemen-industri/  **Sudiarno, A.,** Dr., Assosiate Professor, Human Factors Occupational Safety and Health (HUFOSH), Department of Industrial and System Engineering, Institut Teknologi Sepuluh Nopember, Surabaya, 60111, Indonesia.   * Email: *adithya.sudiarno@gmail.com* * ORCID: 0000-0002-7331-089X * Web of Science ResearcherID: NA * Scopus Author ID: 55445134100 * Homepage: https://www.its.ac.id/mt/id/adithya-sudiarno/ |