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How Toxic Workplace Environment Effects the Employee Engagement and Employee Loyalty in Organization (Literature Review)

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Abstract: The purpose of this scientific article is to show that toxic environments are related to employee engagement and employee loyalty. The existing problems are based on existing literature reviews and are later presented from scientific articles. The results of the research are depicted at all of the three variables above that are directly used in one research or scientific article with the results or objects of research from various journals that exist and are available. The conclusion of this scientific article illustrates that the literature review above reinforces the variables used by the author in writing this scientific article, thus adding to the characteristics of scientific results in the field of human resources in general. In the future this scientific article can be used or continued by other researchers for the development or production of research results that are expected with research objects that can adjust.

Keyword: Toxic Workplace Environment, Employee Engagement, Employee Loyalty

INTRODUCTION

The main asset for small and medium-sized businesses trying to adapt to an uncertain environment is employee engagement, which refers to the employee's commitment to their work and organization. Therefore, personal and situational factors affecting employee involvement are more considered by theorists of organizational behavior. The debate about employee engagement continues and is healthy for new ideas emerging in the scientific literature. In many ways it is expected; However, given the current debate about engagement, there is still widespread uncertainty about what engagement is conceptually and statistically, how it differs from commonly used performance tools, and what results to expect (Shuck et al., 2013), there is a statement stating in article i.e. top management should create an environment where employees feel empowered, because empowered employees automatically become involved employees (Srivastava & Singh, 2020), according to (Gruman & Saks, 2011) in its scientific article that We recommend that the

best way to achieve performance improvement is to align a performance management system to drive employee engagement.

Leaders and their commitments play an important role in employee engagement (Nikolova et al., 2019). In addition to the involvement of employees in an enterprise or organization there is also a toxic workplace environment referring to the cruel and often cruel treatment of people, and that endangers the safety and health of employees, The impact of a toxic workplace environment may be felt within any organization, But for personal reasons, very few workers are willing to file a formal complaint against the behavior. Avoidance and silence by victims of this toxic workplace environment make such incidents difficult to record and However, it is unanimously recognized that victims of violence suffer due to lack of well-being. According to the results of research from a scientific article (Anjum et al., 2018) states that organizations must eliminate toxic elements of the work environment to ensure their prosperity and success. Along from the scientific article belonging (Rasool et al., 2021) states First, the direct relationship between the toxic work environment and employee involvement confirms that employees who work in toxic environments spread negative emotions among other colleagues. Feelings of harassment, intimidation, and rejection caused by a toxic work environment can be damaging and cause unnecessary stress, fatigue, depression, and anxiety among employees. Secondly, the well-being of employees affects the behavior of employees, which increases the attachment of employees to work and the company. Third, organizational support also increases employee engagement with work and organization. It is also recognized that seeing organizational support strengthens a sense of belonging. It is also supported by the statement that workers who suffer from this problem may eventually suffer from conditions such as depression, anxiety, and insomnia. These problems degrade morale and thus negatively affect productivity. Organizational support can reduce negative effects (Wang et al., 2020).

Creating loyal employees in an organization or company is not easy, this is in line with the statement from a scientific article from (Ineson et al., 2013) that employee retention (interaction with managers and companies, working conditions, personal benefits, service and location elements) and job satisfaction (personal satisfaction with participation and recognition, community engagement, career advancement and salary and benefits) are the most important potential drivers. . and position and career). In addition, there are research results that state Spiritual experiences in the workplace greatly increase employee loyalty to the company (Aboobaker et al., 2020). A statement from a scientific article stating that it shows an overlap of variables that affect job satisfaction and employee loyalty (Dhir et al., 2020). The three variable expressions above are a result of scientific article results and also exposure of writing in this article, the purpose of this research article provides shows that toxic environments are related to employee engagement and employee loyalty. The existing problems are based on existing literature reviews and are later presented from scientific articles.

METHOD

This research uses a qualitative method with literature review of various scientific articles related to the variables discussed in this scientific article. The use of two tables in describing scientific articles by providing an opposition to the three variables.

Table 1. Distribution of Journals and Publishers

No	Article Name	Writer	Journal	Publisher	Year
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1.	Performance management and employee engagement	(Gruman & Saks, 2011)	Human Resource Management Review 21 (2011) 123–136	Elsevier Inc.	2011
2.	The Jingle Jangle of Employee Engagement: Further Exploration of the Emerging Construct and Implications for Workplace Learning and Performance	(Shuck et al., 2013)	Human Resource Development Review 12(1) 11–35	SAGE Publications	2012
3.	Employee engagement: Communicating clear expectations	(Lowry, 2016)	Seminars in Orthodontics, Vol 22, No 2, 2016: pp 103–106	Elsevier Inc.	2016
4.	Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis	(Mackay et al., 2017)	Human Resource Management Review 27 (2017) 108–120	Elsevier Inc.	2017
5.	Engaging leader e Engaged employees? A cross-lagged study on employee engagement	(Nikolova et al., 2019)	European Management Journal 37 (2019) 772e783	Elsevier Ltd	2019
6.	Transformational leadership and employee performance: The role of identification, engagement and proactive personality	(Buil et al., 2019)	International Journal of Hospitality Management 77 (2019) 64–75	Elsevier Ltd	2019
7.	Relationships Among Organizational Values, Employee Engagement, and Patient Satisfaction in an Academic Medical Center	(Kang et al., 2020)	Mayo Clin Proc Inn Qual Out February 2020;4(1):8-20	Elsevier Inc.	2020
8.	An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model	(Kwon & Kim, 2020)	Human Resource Management Review 30 (2020) 100704	Elsevier Inc.	2020
9.	Linking personal growth initiative and organizational identification to employee engagement: Testing the mediating- moderating effects in Indian hotel industry	(Srivastava & Singh, 2020)	Journal of Hospitality and Tourism Management 45 (2020) 79–89	Elsevier Ltd	2020
10.	When and why does competitive psychological climate affect employee engagement and burnout?	(Lee et al., 2022)	Journal of Vocational Behavior 139 (2022) 103810	Elsevier Inc.	2022
11.	Empirical study of public sector employee loyalty and satisfaction	(Turkyilmaz et al., 2011)	Industrial Management & Data Systems Vol. 111 No. 5, 2011 pp. 675-696	Emerald Group Publishing Limited	2011

12.	Employee loyalty in Hungarian hotels	(Ineson et al., 2013)	International Journal of Hospitality Management 32 (2013) 31–39	Elsevier Ltd	2013
13.	Employee loyalty and engagement in UAE public sector	(Ibrahim & Al Falasi, 2014)	Employee Relations Vol. 36 No. 5, 2014 pp. 562-582	Emerald Group Publishing Limited	2014
14.	Employee loyalty and Organizational Performance: a critical survey	(Guillon & Cezanne, 2014)	Journal of Organizational Change Management Vol. 27 No. 5, 2014 pp. 839-850	Emerald Group Publishing Limited	2014
15.	The Effect of Employee Loyalty on Wages	(Masakure, 2016)	Journal of Economic Psychology	Wilfrid Laurier University 73 George Street, Brantford Ontario, N3T 2Y3, Canada	2016
16.	Multinational companies' human resource management practices' and their organizational culture impact on employees' loyalty: Case of Japanese multinational company in Morocco	(Aljayi et al., 2016)	Procedia - Social and Behavioral Sciences 230 (2016) 204 – 211	Elsevier Ltd	2016
17.	How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification	(Tseng & Wu, 2017)	Leadership & Organization Development Journal, Vol. 38 Issue: 5, doi: 10.1108/LODJ-07-2015-0142	Emerald insights	2017
18.	Workplace spirituality and employee loyalty: an empirical investigation among millennials in India	(Aboobaker et al., 2020)	JOURNAL OF ASIA BUSINESS STUDIES VOL. 14 NO. 2 2020, pp. 211-225	Emerald Group Publishing Limited	2020
19.	Linking employee loyalty with job satisfaction using PLS–SEM modelling	(Dhir et al., 2020)	Personnel Review	Emerald Group Publishing Limited	2020
20.	How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?	(Cachón-Rodríguez et al., 2022)	Evaluation and Program Planning 95 (2022) 102171	Elsevier Ltd	2022
21.	"TOXIC" workplaces: the negative interface between the physical and social environments	(Harvey & Too, 2012)	Journal of Corporate Real Estate Vol. 14 No. 3, 2012 pp. 171-181	Emerald Group Publishing	2012

22.	An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments	(Anjum et al., 2018)	<i>Int. J. Environ. Res. Public Health</i> 2018, 15, 35; doi:10.3390/ijerph15051035	MDPI	2018
23.	Positioning Depression as a Critical Factor in Creating a Toxic Workplace Environment for Diminishing Worker Productivity	(Rasool et al., 2019)	<i>Sustainability</i> 2019, 11, 2589; doi:10.3390/SU11092589	MDPI	2019
24.	How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing	(Rasool et al., 2021)	<i>Int. J. Environ. Res. Public Health</i> 2021, 18, 2294. https://doi.org/10.3390/ijerph18052294	MDPI	2021
25.	Exploring the Relationships Between a Toxic Workplace Environment, Workplace Stress, and Project Success with the Moderating Effect of Organizational Support: Empirical Evidence from Pakistan	(Wang et al., 2020)	<i>Risk Management and Healthcare Policy</i> 2020:13 1055–1067	MDPI	2021

Table 2. Article Categories by Subject

Num.	Article Name	Purpose	Findings	Recommendations
1.	Performance management and employee engagement	We describe a new approach to the performance management process that includes employee engagement and key drivers of employee engagement at every stage	presents an engagement management model that incorporates the main ideas of the paper and offers a new perspective for thinking about how to motivate and manage employee engagement for high performance	Employee Engagement where the results of this article in the form of a model relate to employee performance variables
2.	The Jingle Jangle of Employee Engagement: Further Exploration of the Emerging Construct and Implications for Workplace Learning and Performance	the structure of employee engagement appears, development is in the development stage	literature on employee engagement, job satisfaction, engagement and participation. Effects on organizational learning and work performance are examined within the framework of human resource development (HR)	Literature review with variable employee engagement with human resource development
3.	Employee engagement: Communicating clear expectations	We take steps to set clear expectations and improve our communication,	Employees start to feel engaged and informed, and when they have the opportunity to contribute,	The results of the literature review that can be used as reference material.

		satisfaction, morale, and increased employee engagement	they tend to be more likely to have	
4.	Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis	use meta-analytical reviews and path analysis to test whether employee engagement (EE) constructs show the validity of constructs in predicting employee performance (a broad measure of performance behavior) compared to other work arrangements such as work. Satisfaction, work participation and organizational commitment.	shows that EE is better conceptualized as a measure of a high-level work attitude that is a strong and concise indicator of employee performance	Investigate Employee Engagement using meta – analytic path analysis with employee performance variables.
5.	Engaging leader e Engaged employees? A cross-lagged study on employee engagement	to provide a cross-sectional study of the relationship between leadership commitment, job resources and employee engagement	A comprehensive view of the triggers and outcomes of committed work and leadership engagement is necessary because traditional one-way causal reasoning does not explain how these concepts relate to each other and to the employee's experience with resources	The results of future research on employee engagement with leadership variables can make references.
6.	Transformational leadership and employee performance: The role of identification, engagement and proactive personality	examines the underlying mechanisms and constraints that explain the relationship between transformational leadership and frontline worker performance	indicates that identification and commitment fully mediate the relationship between transformational leadership and organizational member behavior, while commitment partially mediates the relationship between transformational leadership and performance	The results of this study can make references in the future
7.	Relationships Among Organizational Values, Employee Engagement, and Patient Satisfaction in an Academic Medical Center	To study the relationship between various organizational values, employee engagement and patient satisfaction in academic medical centers	identified seven constructs related to employee value and attachment, all of which showed a high positive correlation with each other. We can define structural equation models for values and commitments that provide excellent fit (comparative match index, 0.957). Leadership empowerment correlates	The results of the study where the Employee Engagement variable with the organizational values variable, and patient satisfaction have a positive correlation.

			positively with the highest patient satisfaction scores, followed by employee engagement and psychological safety/trust. All items in the parenting category are positively correlated with positive leadership and psychological safety/trust	
8.	An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model	to provide a comprehensive understanding of the relationship between employee engagement and innovative behavior through the lens of the JD-R model; (b) identify and re-examine the guiding theories underlying employee engagement; and (c) develop a unified conceptual framework based on empirically validated factors and their relationships and relevant theories	Employees find a combination of fairly high demands and high resources ideal for their commitment, innovative behaviors are the result of these sensitive interactions, and engaged employees are more likely to innovate through action. Strategies to overcome challenges. Taken together, these results demonstrate an integrated conceptual framework that refines the original JD-R model and thus better explains the dynamics associated with employee engagement and innovative behavior. Important implications for research and practice are shown	The results of the study using the JD-R model between Employee Engagement and innovative behavior with the qualitative literature review method.
9.	Linking personal growth initiative and organizational identification to employee engagement: Testing the mediating-moderating effects in Indian hotel industry	to know the relationship between personal growth initiatives, organizational identification and employee engagement. In addition, the mediating effects of psychological empowerment and resilience on organizational identification, personal growth, and employee engagement with hotel workers were examined	Top management should create an environment where employees feel empowered, as empowered employees automatically become engaged employees. This is only possible when the organization has a culture in which employees have the power to "say", "remain" and "aspire"	The results of this study can be used for other researchers in the future as a reference.
10.	When and why does competitive psychological climate affect employee	Existing literature and previous work highlight that perceived interpersonal competition in the	provide managers with new insights into their influential role in facilitating employee-specific work behavior in response to the	Literature review of employee engagement to managers

	engagement and burnout?	workplace affects employees' outcomes by shaping their job or career development experience (i.e., greater or lesser engagement and burnout)	psychological climate and how they feel next in the workplace	competitive
11.	Empirical study of public sector employee loyalty and satisfaction	to identify the factors that determine the level of job satisfaction of public employees and thus contribute to the creation of an effective and efficient management system in the public sector in developing countries such as Turkey.	Analysis of the data shows that there is a strong link between ESL and a branch of the Turkish Public Sector Social Insurance Agency. Education and personal development are seen as the factors that most influence customer satisfaction. The study also found a positive correlation between working conditions and job satisfaction	The results of the Employee Loyalty research with satisfaction in the public sector.
12.	Employee loyalty in Hungarian hotels	to know their attitude to loyalty and opinions about job satisfaction	Key components identify key potential drivers of job satisfaction (personal satisfaction with participation and recognition, community engagement, career development, and salary and benefits) and employee retention (engagement with managers and companies, working conditions, personal benefits, service elements, and location). , career and status). Exploring correlation reveals that how managers treat employees and the positive benefits of social participation in the workplace have a greater impact on employee retention than monetary rewards	The results of the study with the variable employee loyalty with the object of research at a hotel in Hungary, can be used as a reference in future research.
13.	Employee loyalty and engagement in UAE public sector	to test the relationship between employee loyalty (organizational commitment) and its two dimensions, Affective Commitment (AC) and Continuity	shows that there is a significant relationship between loyalty and commitment. Air conditioning found to have a more significant impact on employee engagement compared to CC	For the future, the results of this study can be used as a reference, especially the variables of employee loyalty and attachment.

		Commitment (CC), on employee engagement.		
14.	Employee loyalty and Organizational Performance: a critical survey	to explain the relationship between employee loyalty and company performance	provides a critical overview of the various existing employee retention concepts. It shows the ambiguity of the theoretical outline of the concept and the practical way of making it a source of value for the organization. The paper shows that the relationship between employee loyalty and performance varies depending on the size used	The results of research where employee loyalty has a varied relationship with performance, and can be used as a reference for other researchers.
15.	The Effect of Employee Loyalty on Wages	Many studies linking employee loyalty to organizational performance, the causal relationship between employee loyalty and employee compensation is poorly researched	Our results show that employee loyalty is negatively related to wages	Employee loyalty has a negative relationship with wages, this reference, especially employee loyalty, can be used by researchers in the future.
16.	Multinational companies' human resource management practices' and their organizational culture impact on employees' loyalty: Case of Japanese multinational company in Morocco	analyze the Japanese HRM system, employee loyalty as its backbone, as well as its transferability and conformity to Moroccan values and culture	identify the loyalty of Moroccan employees supported by the HRM practices of Japanese companies and the characteristics of the environment that favors Morocco	The results of the study with the variable employee loyalty with two research objects located in Japan and Morocco.
17.	How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification	This case study examines the influence of ethical leadership on financial professional loyalty by focusing on the mediating effects of perceived psychological contract fulfillment (PPCF) and organizational identification (OI)	Financial professionals from Taiwan were included in the sample. The results showed that the ethical leadership experience of professionals is positively related to their loyalty to their organization. Further results show that the fulfillment of the perceived psychological contract and the identification of the organization significantly mediate the relationship	offers several implications for those involved in employee retention management and programs. On the other hand, Taiwan's focus is unique and helps to improve the generalization of previous research on the relationship between ethical leadership and employee identification
18.	Workplace spirituality and employee loyalty: an empirical	examines the relationship between dimensions of workplace spirituality (meaningful work, sense	It generally shows that the experience of employee spirituality at work has a significant positive	Employee Loyalty variables with other variables with research results that can be used

	investigation among millennials in India	of community and harmony with organizational values) and employee loyalty (intention to stay, dislike of alternative employers, and talking about organizations)	influence on their loyalty to the organization	by other researchers in the future
19.	Linking employee loyalty with job satisfaction using PLS-SEM modelling	to empirically test models that describe how person-job-fit (PJF), person-organization-fit (POF), and perceived managerial support (PSS) as individual factors affecting job satisfaction and employee retention influence Indian context	PJF, POF and PSS factors are believed to significantly affect job satisfaction and also improve employee retention. Compared to PJF and PSS, POF proved to be the most influential factor in the proposed model	Employee Loyalty with other variables with the object of study in India.
20.	How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?	to test the relationship between physical workplace and social behavior	There is a correlation between the physical workplace and the social behavior of employees. Due to the toxic workplace, two dysfunctional social behaviors are highlighted, namely bullying and destructive leadership	This paper then presents a logical plan to monitor and restore these "TOXIC" conditions in the physical environment
21.	"TOXIC" workplaces: the negative interface between the physical and social environments	to find out the influence of a toxic work environment that can negatively affect a person's work productivity	Organizations must eliminate toxic elements of the work environment to ensure their prosperity and success	cross sectional research design. Subsequent research aims to expand research through longitudinal studies
22.	An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments	to find out the influence of a toxic work environment that can negatively affect the work productivity of an employee	Organizations must eliminate toxic elements of the work environment to ensure their prosperity and success	This research was conducted with a cross-sectional research design. Subsequent research aims to expand research through longitudinal studies
23.	Positioning Depression as a Critical Factor in Creating a Toxic Workplace Environment for Diminishing Worker Productivity	researching how a toxic work environment can affect an employee's productivity directly and indirectly uses work depression as a mediating variable	shows that a toxic work environment has a direct and indirect negative influence on employee productivity	Toxic variables with employee productivity have a negative influence.

24.	How Workplace Environment Effects Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing	Toxic	To evaluate the proposed relationship of the research model, we used modeling of the structural equation of partial smallest squares (PLS-SEM) 3.2.2	asserting that a toxic work environment negatively affects employee attachment. In addition, the results of this study confirm that organizational support and employee well-being have a significant impact on the toxic work environment and employee attachment	The results of the study between two variables of toxic and employee engagement in one study.
25.	Exploring Relationships Between a Toxic Workplace Environment, Workplace Stress, and Project Success with the Moderating Effect of Organizational Support: Empirical Evidence from Pakistan	the Toxic	showed great interest in the relationship between toxic work environments, work-related stress, and project success, leading to extensive research on the topic	Toxic work environments have been found to have a negative association with project success and stress at work. Organizational support acts as a facilitator in the relationship between toxic work environment and stress at work, thereby affecting the success of the project.	Research results that can be used by other researchers in the future

RESULTS AND DISCUSSION

From the results of the elaboration of literature reviews related to scientific articles written in this study, it is illustrated that there are none of the three variables above that are directly used in a single research or scientific article with the results or objects of research from various existing and available journals. It's just that there are some notes for the toxic workplace environment variable with the employee engagement variable from the results of the study from (Rasool et al., 2021), where it is stated that A toxic work environment negatively affects employee attachment. In addition, the results of this study confirm that organizational support and employee well-being have a significant impact on the toxic work environment and employee attachment. There are also research results from (Ibrahim & Al Falasi, 2014) stating that there is a significant relationship between loyalty and commitment. Air conditioning was found to have a more significant impact on employee engagement compared to CC.

Moreover from some scientific articles only as review literature found in the search for authors and exposed in this scientific article.

CONCLUSION

Answering from the results of the research above that have not existed in one study or the results of scientific articles in an existing journal, the conclusion of this scientific article describes that the literature review above reinforces the variables used by the author in writing this scientific article, thus adding to the distinctiveness of scientific results in the field of sources human power generally.

In the future this scientific article can be used or continued by other researchers for the development or production of expected research results with research objects that can adjust.

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