

## THE RELATIONSHIP OF TOXIC WORKPLACE ENVIRONMENT, JOB STRESS, EMPLOYEE LIFE SATISFACTION AND PRODUCTIVITY WITH GENDER AND TENURE AS MODERATING

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**Abstract:** *Employees often experience unpleasant working conditions in the workplace which is known as the Toxic workplace environment. A toxic workplace environment can be in the form of harassment, bullying, incivility, ostracism, stalking, and abusive supervision. This study examines the effects of a toxic workplace environment on job stress, employee life satisfaction, and employee productivity by adding gender and years of service as moderating variables. This study uses a sample of employees who have worked at least one year of service. Methods of data collection by distributing questionnaires. The data used were 239 of the 245 questionnaires obtained. The results of this study, the first is that the toxic workplace environment has an effect on productivity and job stress, but has no effect on employee life satisfaction. Second, job stress has no effect on productivity but has an effect on employee life satisfaction, and employee life satisfaction has an effect on productivity. Third, gender and tenure do not moderate the relationship between a toxic workplace environment, job stress, employee life satisfaction, and productivity.*

**Keywords:** *Toxic workplace environment, job stress, employee life satisfaction, productivity, gender, tenure.*

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### 1. Introduction

Employees in the workplace often face unpleasant working conditions. This unpleasant work environment is called a toxic workplace environment (Pierce & Balasubramanian, 2015). Forms of an unpleasant work environment are bullying, harassment, ostracism, incivility (Anjum et al., 2018), stalking (Rasool et al., 2020), and abusive supervision (Chu, 2014). A toxic workplace environment is also experienced by employees in Indonesia. Never Okey, an organization that opposes sexual harassment in the workplace, and the Mahardika Organization, which is an organization promoting gender equality, surveyed employees working in Indonesia and found that there are various forms of harassment experienced by employees in the workplace. The forms of harassment include whistling, teasing, and sexual seduction, being looked at mischievously, being ridiculed by their bodies, being groped, squeezing the body, being peeked through the slits of clothes, being peeked in the restroom, being forced to take off their clothes, being touched, squeezing their buttocks and breasts, being hugged. and being carried, forced to have sex, kissed forcibly, and forced to have sex. This unpleasant work environment has an impact on high employee absenteeism, decreased focus or concentration of employees at work, the emergence of shame and decreased levels of self-confidence, as well as causing work stress.

Employee performance can be influenced by many aspects such as motivation, work environment, and leadership in the organization (Mazzola et al., 2011). The workplace environment can be divided into two main spectrums, namely a positive workplace environment and a negative workplace environment (Bhati, 2012). The positive spectrum refers to a collaborative work environment characterized by high morale and there is an emotional connection between superiors and subordinates that can create physical and psychological well-being for employees, while the negative spectrum refers to a toxic work environment characterized by the existence of a bad experience that refers to an adverse outcome for employees and the organization. Previous research explained that a toxic workplace environment positively affects employee job stress (Laschinger et al., 2010), and negatively affects employee productivity (Anjum & Ming, 2018), and also explained in Spillover Theory that work is a critical area in life. adults so that the work environment has a direct impact on the life satisfaction of workers. If the work environment is pleasant and comfortable, then the direct impact is higher employee life satisfaction and satisfied people tend to be happier and treat others better. If the work environment is negative and creates unpleasant feelings for employees, employee life satisfaction will be low. The differences in the nature and characteristics of men and women in dealing with a toxic workplace environment as well as differences in the tenure of employees make gender and tenure moderating variables in this study. The focus of this research is to integrate several dimensions such as bullying, harassment, ostracism, incivility, stalking, and abusive supervision from previous research and provide modifications that are made into one). a large variable, namely Toxic Workplace Environment. This study aims to examine the effects of a toxic workplace environment on job stress, employee life satisfaction, and employee productivity by adding gender and years of service as moderating variables.

### **The effect of toxic workplace environment on productivity.**

A toxic workplace environment is a working environment condition that is part of the extrinsic factors of Motivation Theory whose presence can influence satisfaction and dissatisfaction with the work done by employees. When the factors of unpleasant work environment conditions arise, job dissatisfaction will increase, so the effect on productivity will decrease. This happens because the level of productivity does not only depend on the ability and expertise of employees in completing and doing their work, but social networks and the work environment can also influence employee productivity. If a good and comfortable environment is found in the organization, productivity can increase but if a toxic workplace environment is found, it can be estimated that the environment can have a negative impact on employee productivity (Bhati, 2012). Toxic workplace environment behavior that affects employee absenteeism, decreased employee confidence, the emergence of shame in employees, mental disorders, and not focusing on work can reduce employee productivity (Colligan & Higgins, 2006a). The findings from research on toxic workplace environments such as harassment, bullying, ostracism, incivility, mobbing, and (Anjum & Ming, 2018; Rasool et al., 2020; Wang et al., 2020) have a negative relationship with employee productivity. So, from the explanation that there is a negative relationship between a toxic workplace environment and productivity, a hypothesis can be formulated:

H1: Toxic workplace environment has a negative effect on productivity.

### **The effect of toxic workplace environment on employee life satisfaction.**

The assessment of the level of employee life satisfaction depends on how the conditions of the work environment are felt by the employee at his place of work. Spillover Theory explains

that work is a critical area in the lives of most adults so the work environment has a direct impact on workers' life satisfaction. If the work environment is pleasant and comfortable, then the direct impact is high employee life satisfaction. If the work environment is negative and creates unpleasant feelings for employees, employee life satisfaction will be low. So, from the explanation that there is a negative relationship between a toxic workplace environment and employee life satisfaction, the following hypotheses can be formulated:

H2: Toxic workplace environment has a negative effect on employee life satisfaction.

#### **The effect of toxic workplace environment on job stress.**

Stress at work is a mental and physical condition faced by employees when facing pressure and demands in the place where the employee works. Pressure and demands that become stressful can be caused by workplace environmental factors. When the workplace is indicated to be not good and comfortable, it can produce stress on employees. Toxic workplace environment can cause anxiety, high absenteeism, stress, depression, health problems, and job burnout (Colligan & Higgins, 2006). So, based on the explanation, a hypothesis can be formulated:

H3: Toxic workplace environment has a positive effect on job stress.

#### **The effect of job stress on productivity.**

Job stress shows a significant negative relationship between mental illness on overall organizational activities such as decreased employee productivity (Rasool et al., 2019). When employees experience job stress due to discomfort in their work environment, job stress can reduce employee productivity. So when job stress is high, productivity can decrease.

H4: Job stress has a negative effect on productivity.

#### **The effect of job stress on employee life satisfaction.**

Work stress experienced by employees has an impact on employee life satisfaction. This can happen because employees feel pressured, full of demands, experience anxiety, and receive unpleasant treatment in their workplace environment so that which can have a negative impact on employee life satisfaction. When job stress is high, life satisfaction will decrease.

H5: job stress has a negative effect on employee life satisfaction.

#### **The effect of employee life satisfaction on productivity.**

Life satisfaction has many positive benefits. The main benefit is that people feel good about themselves and their lives, which has an impact on their overall well-being. Satisfied people tend to be happier and can work well because they don't feel like they have a burden in their lives. Conversely, if the employee's life satisfaction is low, the performance will also decrease, because of the perceived burden in the employee's life.

H6: Employee life satisfaction has a positive effect on productivity.

#### **The effect of gender as a moderator on the relationship between toxic workplace environment, job stress, employee life satisfaction, and productivity.**

Differences between men and women in behavior can have an impact on the management of employees' minds in dealing with the work environment, work stress, and the desire to achieve life satisfaction. In addition, the stigma of women as weak and men being strong also reinforces the notion that gender can influence the relationship between a toxic workplace environment, job stress, employee life satisfaction, and productivity.

H7: Gender moderates the relationship between a toxic workplace environment, Job Stress, Employee Life Satisfaction, and productivity

**The effect of tenure as a moderator on the relationship between a toxic workplace environment, job stress, employee life satisfaction, and productivity.**

A long tenure makes employees familiar with their work environment so that when employees face a toxic workplace environment, it will be normal. Unlike when the work period is short, employees tend to have difficulty dealing with their work environment, so when facing a toxic workplace environment, employees will tend to be stressed which ultimately has an impact on the employee's life satisfaction and work productivity. From this explanation, a hypothesis can be made that tenure of service moderates the relationship between a toxic workplace environment, job stress, employee life satisfaction, and productivity.

H8: Tenure moderates the relationship between a toxic workplace environment, job stress, employee life satisfaction, and productivity.

## **2. Research Method**

The sample selection in the study was carried out using a purposive-convenience sampling technique, namely taking samples with certain criteria for research purposes. The criteria for respondents are employees who are working aged more than 18 years, taking into account the age of 18 years is the age that has entered the working age requirements by the provisions of labor regulations and a minimum of 1 (one) year of service. To comply with research ethics requirements, respondents were informed that the information they provided would be kept confidential and used only for research purposes. Questionnaires were distributed online with a total sample of 239 and used a Likert Scale technique. This study use SPSS for validity and reliability tests, while for model and hypothesis testing using Multigroup SEM AMOS.

Measurement of toxic workplace environment variables using seven items adapted from Anjum et al., (2018). The statement items used in this variable are, "My boss or co-workers speak rudely to me in public" and "My boss or co-workers often try to talk about my personal and sexual life". Measurement of job stress was adopted from research by Anjum & Ming (2018), using seven statement items. Sample items used were, "I feel down, depressed and hopeless when I am at work" and "I feel no interest or pleasure in doing my job." The variable employee life satisfaction was measured using Diener et al., (1985). The sample items used were statements, "My living condition is very good" and "I am satisfied with my life". The productivity variable was measured using Williams & Anderson (1991). The sample item statement used was "I completed the given task well." and "I never neglect the aspects of the work I am obligated to do".

### **2.1 Measurement**

#### **Validity and Reliability test**

A validity test is used to determine the accuracy of the items measured before testing the hypothesis. The validity test in this study was tested with the help of SPSS and invalid test results were not included in hypothesis testing. This study tested the validity of using Confirmatory Factor Analysis (CFA) by looking at the value of the results of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA). The requirement for factor analysis to be carried out is that the KMO MSA result value must be greater than 0.5 or  $> 0.5$ . The test results

from Confirmatory Factor Analysis (CFA) are presented in table 1. The KMO MSA value is 0.863, it can be concluded that the questionnaire is feasible to be used in the factor analysis test.

**Table 1. KMO and Bartlett's Test**

<i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</i>		<b>,863</b>
<i>Bartlett's Test of Sphericity</i>	<i>Approx. Chi-Square</i>	<b>3245,495</b>
	<b>df</b>	<b>465</b>
	<b>Sig.</b>	<b>,000</b>

The reliability test in this study used the SPSS. The reliability of the questionnaire can be seen from Cronbach's Alpha value. If the Cronbach's Alpha value is more than 0.6 or  $> 0.6$  then the questionnaire can be said to be reliable. In this study, the reliability test presented in table 2. shows that all variables in this study have a Cronbach's Alpha value of more than 0.6. So, it can be concluded that the variables consisting of the toxic workplace environment, job stress, employee life satisfaction on, and productivity are reliable or reliable.

**Table 2. Reliability test**

<b>Kode</b>	<b>Variabel</b>	<b>Cronbach's Alpha</b>	<b>Categori</b>
TWE	<i>Toxic Workplace Environment</i>	0,831	Very Reliable
JS	<i>Job Stress</i>	0,797	Reliable
ELS	<i>Employee Life Satisfaction</i>	0,824	Very Reliable
P	<i>Productivity</i>	0,870	Very Reliable

### **Goodness Of Fit**

Test the accuracy of the model in this study using the AMOS 24 software by looking at the criteria for the value of goodness of fit. The results of the goodness of fit test of the first model can be seen in table 3.

The results of the goodness of fit test of the first model in table 3, show that the GFI, TLI, and RMSEA have not met the criteria for the goodness of fit index. So that outliers, purification, and modification steps are carried out to achieve the expected goodness of fit value (table 4).

**Table 3. Goodness Of Fit Test First Model**

<i>Goodness of Fit Index</i>	<b>Criteria</b>	<b>Score test</b>	<b>Description</b>
CMIN/DF	1-2 Over Fit, 2-5 Liberal Limit	1,846	Good
GFI	$> 0,90$	0,835	Not good
AGFI	$> 0,80$	0,804	Good
TLI	$> 0,90$	0,888	Not good
CFI	$> 0,90$	0,898	Not good
RMSEA	$< 0,08$ upper limit $< 0,1$	0,059	Good

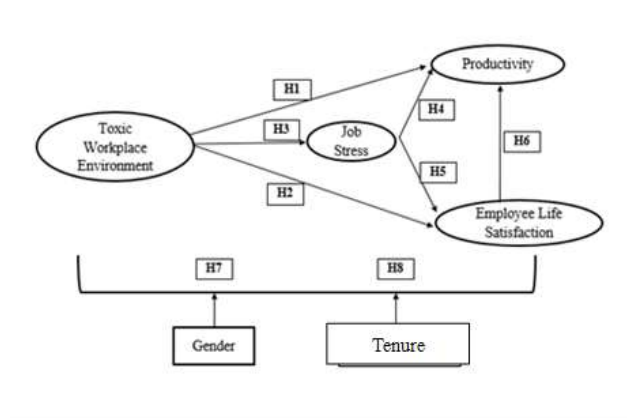
**Table 4 Goodness of Fit Test after modification**

<i>Goodness of Fit Index</i>	<b>Criteria</b>	<b>Score test</b>	<b>Description</b>
CMIN/DF	1-2 Over Fit, 2-5 Liberal Limit	1,3	Good
GFI	> 0,90	0,907	Good
AGFI	> 0,80	0,883	Good
TLI	> 0,90	0,97	Good
CFI	> 0,90	0,974	Good
RMSEA	< 0,08 upper limit <0,1	0,035	Good

### 3. Result and Discussion

Hypothesis testing in this study was assisted by the IBM AMOS 24 software program. In this study, the results of hypothesis testing are presented in Table 5 and the moderating hypothesis test is shown in table 6 and table 7. The significance level in this study was set at 5% or 0.05.

Figure 1 Model for paper



**Table 5. Hypothesis result testing**

	<b>Hypothesis</b>	<b>Estimate</b>	<b>P-Value</b>	<b>Description</b>
H1	<i>Toxic workplace environment negatively affects productivity</i>	-0,205	0,063	Supported
H2	<i>Toxic workplace environment has a negative effect on employee life satisfaction</i>	0,196	0,102	Not supported
H3	<i>Toxic workplace environment has a positive effect on job stress.</i>	0,96	***	Supported

H4	<i>Job stress has a negative effect on productivity.</i>	0,086	0,263	Not supported
H5	<i>Job stress has a negative effect on employee life satisfaction.</i>	-0,32	***	Supported
H6	<i>Employee life satisfaction has a positive effect on productivity.</i>	0,452	***	Supported

#### **Effect of toxic workplace environment on productivity.**

Hypothesis 1 in this study is supported and meets the requirements marginally. This is also in accordance with research conducted by Anjum & Ming (2018), Rasool et al., (2020) and Wang et al., (2020), that a toxic workplace environment has a negative effect on employee productivity. When employees experience an unpleasant work environment, it can have an impact on employee productivity at work, this is the impact of high levels of employee absenteeism, the emergence of insecurity or shame and decreased concentration or focus of employee work.

#### **Effect of toxic workplace environment on employee life satisfaction.**

Hypothesis 2 is not supported, so this study does not support the Spillover Theory which says that employee life satisfaction depends on the conditions of the work environment. However, these findings are in accordance with the Compensatory Theory. This can happen because there are employees who can distinguish between work matters and personal affairs outside of work, so that when employees do not find life satisfaction in their work environment, employees can seek life satisfaction in other fields outside of work.

#### **Effect of toxic workplace environment on job stress.**

The hypothesis 3 is supported. This is in accordance with research conducted by Laschinger et al., (2010) that a toxic workplace environment positively affects employee job stress.

#### **The effect of job stress on productivity.**

Hypothesis 4 is not supported. This can happen because each employee has a different reaction in dealing with stress. The impact of work stress can increase or decrease employee productivity, depending on the level of stress level of the employee. If employees do not experience stress, then employees do not feel a challenge in their work. Stress can also increase employee productivity because work stress helps employees to mobilize all the resources they have in order to achieve the expected needs. But on the other hand, employees who are at a high level of work stress, work stress will reduce their productivity because it interferes with the implementation of employees' work.

#### **The effect of job stress on employee life satisfaction.**

Hypothesis 5 is supported. This is also consistent with previous research conducted by Pasupuleti et al., (2009) that job stress experienced by employees can have a negative impact on employee life satisfaction.

#### **The effect of employee life satisfaction on productivity.**

Hypothesis 6 is supported. This is in accordance with the application of Spillover Theory and previous research conducted by Itzhaki et al., (2015), namely, if the work environment is pleasant and comfortable, then the direct impact is high employee life satisfaction and satisfied

people tend to be happier and treat others better. . If the work environment is negative and creates unpleasant feelings for employees, the employee's life satisfaction will be low and may treat others badly. In this study, the resulting impact is on employee productivity. So, if the employee's overall life is satisfied, productivity can increase, because employees do not feel they have a burden at work.

### Gender as Moderation

The results of the moderation test show that gender does not have a moderating effect on the relationship between toxic workplace environment, job stress, employee life satisfaction and productivity. The overall value of Z shows no significant effect on each variable, so it can be said that the seventh hypothesis is not supported, so this study shows that there is no difference between men and women in the relationship between toxic workplace environment, job stress, employee life satisfaction and productivity. These results are supported by research conducted by Prodi et al., (2019) who said in their research that gender did not have a significant effect and there was no significant difference in the effect of work stress between male employees and female employees on employee performance. Another thing that affects the absence of a moderating effect in this study is that the number of samples of female respondents and the number of male respondents is almost the same. There were 138 female respondents in this study and 101 male respondents, this proves that there are already many women who work and have the same role as men in their work environment, as well as the least difference in the number of samples of women and men so that there is no difference between men and women.

**Table 6. Gender Moderation Hypothesis Test**

H7: Gender moderates the relationship between toxic workplace environment, job stress, employee life satisfaction and productivity			Man		Female		
			Estimate	P	Estimate	P	z-score
JobStres	<---	Toxic	1,089	***	1,053	***	-0,107
ELS	<---	JobStres	-0,349	0,004	-0,363	0,004	-0,08
ELS	<---	Toxic	0,295	0,124	0,261	0,154	-0,127
Prod	<---	JobStres	0,109	0,362	-0,04	0,689	-0,956
Prod	<---	Toxic	-0,307	0,115	0,026	0,86	1,366
Prod	<---	ELS	0,322	0,023	0,438	***	0,654

### Tenure As Moderation

Table 7 show that the working period does not have a moderating effect on the relationship between toxic workplace environment, job stress, employee life satisfaction and productivity. The test results in this study have not provided evidence that the tenure or length of work experience of employees cannot moderate the relationship between toxic workplace environment, job stress, employee life satisfaction and productivity by looking at the Z score without an asterisk as a sign of significance. So it can be concluded that H8 is rejected. This can happen because the sample in this study is dominated by respondents whose tenure is in the range of less than one year to 5 years. In the sub-group for short tenure with a working period of less than 1 year to 5 years totaled 188 respondents, while the sub-group for a long service period only contained 51 respondents with a working period of 6 years to more than 20 years.

**Table 7. Tenure Moderation Hypothesis Test**

H8: Tenure moderates the relationship between toxic workplace environment, job stress, employee life satisfaction and productivity.			Short Tenure		Long Tenure		z-score
			Estimate	P	Estimate	P	
JobStres	<---	Toxic	1,136	***	0,76	***	-1,213
ELS	<---	JobStres	-0,274	0,002	-0,543	0,028	-1,024
ELS	<---	Toxic	0,22	0,183	0,416	0,084	0,671
Prod	<---	JobStres	0,082	0,311	-0,005	0,975	-0,468
Prod	<---	Toxic	-0,225	0,144	-0,117	0,48	0,478
Prod	<---	ELS	0,359	***	0,454	0,005	0,509

#### 4. Conclusion

There are 8 hypotheses in this study. Hypothesis 1 is supported. The conclusion is that a toxic work environment has a negative effect on employee productivity. Hypothesis 2 is not supported. This can happen because employees are able to distinguish between work matters and personal affairs outside of work, so that when employees do not find life satisfaction in the work environment, employees can find life satisfaction in other fields outside of work. This argument is in accordance with the Compensatory Theory. The conclusion is that employee life satisfaction is not influenced by a toxic work environment. Hypothesis 3 is supported, so it can be said that a toxic work environment has a positive and significant effect on work stress. The more often employees experience a toxic work environment, the work stress experienced by employees will increase. Hypothesis 4 is not supported, so the conclusion is that job stress has no negative effect on productivity. This is because each employee has a different reaction to stress. Hypothesis 5 is supported, then the key to work stress has a negative and significant effect on employee life satisfaction. Hypothesis 6 is supported, so that the conclusion is that employee life satisfaction has a positive and significant effect on productivity. For hypothesis 7, gender does not have a moderating effect on the relationship between toxic work environment, job stress, employee life satisfaction and productivity. For hypothesis 8, tenure does not have a moderating effect on the relationship between a toxic work environment, job stress, employee life satisfaction and productivity.

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