



# The Effect of a Toxic Work Environment on Employee Engagement in the Digital Era and Society 5.0

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**Abstract.** People's lives have undergone a radical transformation as a result of the Industrial Revolution 4.0, and this concept is known as Society 5.0. The concept refers to a revolution in society that incorporates human and humanities aspects into its use of technology. Digitalization in some sectors has begun, utilizing big data, robotics, artificial intelligence, automation and machine learning, among other technologies. Toxic working conditions are those in which people are treated cruelly and violently, and this puts their health and safety at risk. Toxic work environments are more likely to develop in organizations that rely on technology more heavily. Small and medium-sized businesses (SMEs) are increasingly relying on work engagement, that also defines the level of commitment shown by employees to their work and organization. Toxic work environments (TWEs) have been shown to have an impact on employee engagement (EE). Data were collected from 301 employees of a socioeconomic firm in Surabaya, Indonesia, using a quantitative research approach. We used structural equation modeling with partial least squares to approximate the possible relationships in the research model.

**Keywords:** Toxic work environment · employee engagement · society 5.0 · digital era

## 1 Introduction

In the last few years, the Japanese government has started using the term “Society 5.0,” which explains the revolution in people’s daily lives brought about by the Industrial Revolution 4.0. By taking into account both human and non-human factors, this theory explains why society is undergoing a technological revolution. With the help of technological advances, a new generation of services has emerged to meet the demands of this so-called “super-smart” society. Digitalization in some sectors has begun, utilizing big data, robotics artificial intelligence, automation and machine learning, among other technologies. This is a challenge for information technology services to meet all the needs by utilizing high-level technology. Despite the Covid-19 pandemic, a toxic work environment can still occur in interactions between employees who use more sophisticated technological means. Every business is affected by the effects of a bad working environment. There are still many workers who refuse to file a formal complaint against

such behavior because of personal reasons. There is no doubt that victims of violent crime undergo from a lack of mental health [1]. In this context, employee well-being refers to the sense of protection and satisfaction that people feel as a result of their jobs [2]. Because of this, a hazardous working environment has the potential to have an adverse effect on well-being because it erodes people's sense of security. A poisonous work environment is also a factor in employee engagement [3]. Small and medium-sized businesses (SMEs) are increasingly turning to employee engagement as a strategic asset as they grapple with the challenges of a changing business climate [4]. An empirical model is proposed in this study to investigate the impact of a hostile work environment (i.e. harassment, bullying, and ostracisation) on employees through personal emotional procedures, such as the effects on employee engagement [5]. This model is an attempt to broaden existing theoretical frameworks. To begin with, it is important to examine the link between a toxic workplace and employee engagement [6].

There are many characteristics that make an environment toxic, such as narcissistic and aggressive leadership, threatening behavior from managers and coworkers as well as harassment; bullying; and ostracism. In a toxic workplace, physical and mental imbalances are common, which is concerning because of the underlying causes of high levels of stress and burnout and the resulting strain on the health of employees [5]. Toxic work environments include harassment, bullying, and ostracism, which all contribute to a negative atmosphere. Following is a breakdown of the factors that support [7]: There are three main types of workplace bullying: (i) peer harassment, (ii) individual bullying, and (iii) work ostracism. Peer harassment refers to when coworkers and supervisors threaten and mistreat employees. Individual bullying can take the form of cyberbullying or harming coworkers and stakeholders at work. As a result of work ostracism, more employees leave their jobs and are dissatisfied with their jobs. As previously reported, all of these factors create toxic workplaces that detract from and demoralize employees [8].

Employee involvement fosters a sense of belonging and trust between workers and their employers. When employees' personal goals and the company's vision are in sync, productivity among employees and the company as a whole increases [4]. Emotionally and physically connected with the organization's vision and mission, an engaged employee demonstrates and governs their involvement in the organization's goals [9]. A company's reputation and value will rise as a result of the progressive attitude of an engaged employee. Engaged employees are appreciative of all the help they receive from their employers, which is why companies go to great lengths to cultivate environments that foster high levels of employee engagement. Previous studies have found that all of the factors listed above create toxic workplaces that have a negative impact on employee engagement [10].

Nurul Hayat Foundation (NH Foundation), a social foundation organization based in Surabaya, East Java, Indonesia, is the focus of this study. Its mission is to help orphans and the poor at the grassroots level. Unlike other similar foundations, this one is focused on community and has a promising mission statement. For orphan programs, this foundation says that all donations will be used. There is an implication that all funding requirements for employees, such as salaries and benefits and programs to empower them as well as tools and facilities for their work and allowances, should be hosted and divided

from donations participants' funding. Several business activities support the employee financing and wealth program in Nurul Hayat. The biggest business activity is Aqiqoh Business Service.

Research question: Is there any negative effect of Toxic Work Environment on Employee Engagement at Nurul Hidayat Foundation? Hypothesis: H1: Employee disengagement has been shown to be correlated with a toxic work environment.

## 2 Research Method

We conducted this study using a quantitative method. The data was gathered through an online survey. This method of collecting information was chosen because it is a reduced way to do so. Furthermore, the answer rate is usually higher than with manual questionnaire distribution. Finally, almost all of the data was collected while the Covid-19 pandemic was underway, when most employees were on lockdown or working from home. The study was conducted from September to November 2021, with the object being a social firm located in Surabaya, Indonesia, namely Nurul Hayat Foundation.

## 3 Results and Discussion

There was a direct correlation between employee engagement and toxic work environments, which supports hypothesis 1. Employee disengagement is directly correlated with a toxic work environment, as this study shows. Research shows that the health concerns of workers in Toxic Work Environments are affected by work harassment, bullying and ostracisation; as just a consequence, impacts like headaches, personality disorders and anxiety disorders, insomnia and burnout occur [11]. The results of this research study also explained. As a result, it is recommended that the Nurul Hayat Organization implement some possible solutions to reduce a harmful work environment for its employees, that will increase overall employee engagement. It's up to Nurul Hayat to figure out which employees are contributing to the hostile workplace and then teach them how to behave better. There are a number of ways in which Nurul Hayat can communicate this message to all of its functional heads and supervisors. As a result, they should be viewed as a resource by the company. Nurul Hayat Organization's workers will be more engaged as a result of these measures, which will help to lessen the toxic work environment.

## 4 Conclusion

As the study's findings demonstrate: the link among a poisonous environment and employee involvement shows that employees who work in a toxic environment spread negative feelings to their co-workers in the office. Toxic work environments can cause stress, burnout, anxiety and depression because of the negative emotions that arise as a result of ostracion, bullying, and harassment [12].

In order for employees to be more engaged in their work, they must have a positive outlook on life. When employees are happy and engaged at work, the entire company benefits. When employees are happy and content at work, their productivity rises.

Toxic work environments can be reduced and organizational performance can be sustained when organizations focus on the well-being of their employees. Additionally, this study found that workers are happy to apply to their organizations.

This usually boils down to making an agreement on a perception, finding an appropriate match for their significant contribution, and also being open to suggestions. In other words, custodians first listen, then operate with executives to build objectives and aspirations that can be commemorated when they are met. Getting involved, illuminate, embolden, and evolve together are the four stages of the process. In addition, Nurul Hayat's employees' personal goals are aligned with the organization's vision thanks to employee engagement, which boosts productivity and long-term performance for the company. When a worker is fully committed to the company's mission and vision, it shows in their work, and it governs how they participate in achieving those goals.

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