The Effect of Toxic Workplace Climate Dimensions on Millennial Employees in Jakarta

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Abstract. This study is to investigate toxic workplace climate dimensions affect job burnout and job performance on millennial employees in Jakarta. The sample were assembled from 163 millennial employees in Jakarta. The data collection used in this survey is non-probability sampling with a purposive sampling method. The technique used to evaluate this review is an instrumental test such as validity, reliability, and hypotheses testing using the Structural Equation Model (SEM) with AMOS. The results of hypotheses testing in this study indicate that there is a significant positive effect between workplace harassment, workplace bullying, and workplace ostracism on job burnout, a significant negative effect between job burnout on job performance, a significant negative effect among workplace bullying, workplace harassment and workplace ostracism on job performance. Managerial implications can be handed out to diminish workplace harassment, workplace bullying, and workplace ostracism so that the job performance of millennial employees' gains.

Keywords: Workplace Bullying, Workplace Harassment, Workplace Ostracism, Job Burnout, Job Performance.

1   Introduction

The Covid-19 pandemics has caused a significant transformation to the millennial employees in healthcare system in the country due to the increasing number of confirmed and suspected cases, depletion of personal protective equipment, widespread media coverage, and a shortage of certain medicines. A study conducted by [1] stated that during the Covid-19 pandemic, health workers experienced pressure and work stress which negatively affected their performance. According to [2], the pressure and work stress of health workers caused by Covid-19 can be prevented, and the most effective coping and prevention strategies are directed at increasing commitment to work by creating the best harmony between work and individuals and focusing on social support. Therefore, the ability of health workers to cope with their professional role has become an area of interest and concern, and a company will be successful in facing this challenge if the employees working in the company can adapt and maintain good job performance [3].

Job performance is considered a reflection of the company in managing and allocating its employees. Therefore, the job performance of employees significantly influences the efficiency and effectiveness of the company [4]. Job performance is directly related to productivity and is an indicator for assessing, identifying, and measuring factors related to individual or group differences that have considerable implications [5]. Job performance also predicts the company's success level in achieving its goals and contains the quantity and quality of the results of solving the struggles of employees who adapt [6]. During the adaptation period, routine and piles of work can make an employee vulnerable to stress, even depression, known as job burnout.

Job burnout can occur among employees who cannot cope with work pressures that demand energy, time, and resources [7]. Job burnout refers to the negative feelings experienced by individuals in the work environment, such as physical and mental fatigue, reduced work performance, and reduced morale. In addition, much pressure from tasks and interpersonal relationships can also easily lead to negative feelings, such as emotional exhaustion, cynicism, low professional efficacy, and even increased job burnout [8]. Although according to [9], Job burnout can also be caused by a lack of social support, quantitative job demands, such as heavy workload and time pressure, as well as qualitative job demands, such as role conflict and role ambiguity, are also associated with job burnout. Therefore, job burnout is also assessed as an outcome caused by the toxic workplace climate. A toxic workplace climate illustrates the relationship between workers and the workplace. Physical and mental imbalances are regularly observed in the toxic workplace environment, which is worrisome for its deep-rooted reasons for high levels of stress and fatigue and is a source of psychological stress on the health of employees [10]. A toxic workplace climate also refers to abusive treatment, often violence against employees that endangers the safety and health of employees. The impact of the toxic workplace climate may be felt in every company, but due to personal reasons, very few employees are willing to report formal complaints against such behavior [11]. In addition, [12] implies that the toxic workplace climate has the trait of wanting to bring down other people, passive-aggressive leadership, destructive gossip, sneaky politics, and many other negative things that damage organizational productivity and effectiveness of work life.

This research was conducted on millennial employees who work in the health sector because health workers have the potential to experience frustration and confusion in the work environment, which is very difficult to deal with in their work life. The role of health workers is increasingly complex and demanding, with challenging working conditions and increasing demands from various parties, including the Ministry of Health, healthcare organizations, patients, and patient families. Health workers who can perform and maintain their jobs well will have an impact on increasing the success of the hospital. Most previous research only analyzed the impact of toxic workplace climate on stress and job burnout without analyzing its effect on job performance. Therefore, this research wants to find and analyze the effects of a toxic workplace climate's effects on job burnout and job performance.

2   Method

2.1   Theoretical Framework and Hypotheses Formulation

Toxic workplace climate according to [11] is offensive narcissistic behavior and threatening aggressive behavior in the form of harassment, intimidation, and ostracism that can cause physical and mental imbalances that can cause high levels of stress and fatigue and become a source of pressure psychology on employee health. The dimensions are workplace harassment, workplace bullying and workplace ostracism. Job Burnout is a state of stress characterized by emotional exhaustion, cynicism, and negative self-evaluation, which can cause work tension. It can also affect physical and mental health and cause physical fatigue and feelings of diminished competence [13].

A toxic workplace environment induces unpleasant experiences, which lead to adverse outcomes, are detrimental, and detract from employees. Toxic workplace environment damages all stakeholders in the company because it creates a toxic culture, leaders, and employees, which creates a toxic organization. [14] in his research suggested that there are direct and indirect effects of workplace harassment in the form of sexual harassment, gender harassment (often mentioning appearances, such as clothing, hairstyles, and make-up), and academic harassment, which will increase job burnout. [15] also noted that there was an impact of workplace harassment (in the form of verbal harassment) on the job burnout of nurses involving hospital managers, co-workers, and also patients where they worked. [16] shows that there is a significant influence between workplace bullying and job burnout on employees. They feel worthless, stressed, and uncomfortable at work, even wanting to leave or stop working. [17] also showed a positive influence between workplace bullying and job burnout in their research on employees working in Pakistan's Banking and Telecommunications sector. In addition, [18] research show a positive relationship between workplace ostracism and employee job burnout levels. [19] also stated that there is an influence between workplace ostracism and job burnout where employees and employees who experience exclusion have high levels of job burnout. The hypotheses that can be put forward are:

H1a: Workplace harassment has a positive effect on job burnout.
H1b: Workplace bullying has a positive effect on job burnout.
H1c: Workplace ostracism has a positive effect on job burnout.

Job burnout is associated with adverse outcomes for individuals. For example, it is associated with health problems, anxiety, depression, and decreased self-esteem. It means that an individual who experiences Job burnout will also have a negative impact on his colleagues. [8] in his research noted that there is a strong job burnout effect on job performance is the quality of human resources in carrying out the tasks and responsibilities given, culture, and work environment within the organization [20], where the higher the job burnout level, the lower the job performance level. Furthermore, symptoms of job burnout not only change the social life of individual attitudes towards work, but job burnout also causes disrespect and distrust of co-workers. [21] in his research also show that there is a negative influence between job burnout on job performance, which means that if employees feel a high level of job burnout, it will decrease their job performance, so the hypothesis proposed is as follows:

H2: Job burnout has a negative effect on job performance.

Workplace harassment is a substantial source that decreases the job performance of workers and employees. Management's continued attention to reducing the damage to a substantial level will increase the potential for job performance and employees in the workplace. [22], in their research on several organizations such as in the fields of finance, services, and manufacturing, stated that there is a negative relationship between workplace harassment and mental illness of employees and workers so that the level of job performance is decreased. Workplace bullying severely impacts organizations because it reduces the likelihood of achieving company goals with low job performance. [23] in his research noted that there is a negative effect between workplace bullying and job performance. Workplace ostracism can reduce employees' sense of belonging and organizational identification because excluded employees tend to think of themselves as part of an outgroup rather than an ingroup. [24] in their research on employees, suggested that workplace ostracism is negatively associated with job performance where employees who are targets of exclusion at work fail to show personal initiative and look for potential opportunities that lead to low levels of job performance. Based on the explanation above, the hypothesis is proposed as follows:

H3a: Workplace harassment has a negative effect on job performance.
H3b: Workplace bullying has a negative effect on job performance.
H3c: Workplace ostracism has a negative effect on job performance.

2.2   Research Design

This study refers to previously conducted research [8], [11] The research design utilized hypothesis testing, which was used to test the effect of toxic workplace environments and job burnout on job performance in millennial employees who work in the health sector. The data used is cross-sectional because it will only be carried out once in a certain period.

There are seven statements which are divided into three dimensions used to measure the toxic workplace environment variable developed from research [11]. The following are statement items used to measure the dimensions of workplace harassment: my co-workers often comment on my physical appearance in a negative light, my co-workers often try to be honest with me and share inappropriate jokes with me, my co-workers often try to talk about my personal and sexual life. For variable workplace bullying: my co-worker speaks rudely to me in public, my co-workers assign me work that is not at my level of competence. The following are statement items used to measure the dimensions of workplace ostracism: my co-workers don't answer my greetings and my co-workers try to keep their distance from me at work.

Twelve statements were used to measure the job burnout variable [1] are I feel frustrated with my job, I feel hopeless about my job, I feel bored with my job, I feel tired every time I start my work day, I feel emotionally drained by my work, I work too hard at this job, I feel uneasy when there is unfair competition between colleagues, I feel uneasy when the relationship between colleagues is not harmonious, I always get assignments with short deadlines, During the Covid-19 pandemic, the responsibilities assigned to me became a burden, During the Covid-19 pandemic, there were delays in

work due to long deadlines, During the Covid-19 pandemic, I couldn't do sudden assignments.

Ten statements to measure the job performance variable developed from research [1] and the items are: during the Covid-19 pandemic, the quality of my work is as good as it needs to be, during the Covid-19 pandemic, I could complete every task well, during the Covid-19 pandemic, I worked according to procedures and schedules, during the Covid-19 pandemic, I completed assignments within the allotted time, during the Covid-19 pandemic, I was able to complete tasks according to my duties and responsibilities set by the organization, during the Covid-19 pandemic, I have the skills that hospitals need, during the Covid-19 pandemic, I tried to do my best, during the Covid-19 pandemic, with the experience I have, I can take the initiative at work, during the Covid-19 Pandemic, I minimized mistakes when doing my job, during the Covid-19 Pandemic, with the experience I have, I have more control over my work.

The scale used for the three variables is a Likert scale with alternative answers from strongly disagree to agree strongly. This study uses non-probability sampling using the purposive sampling method where uses the formula from [25] and there are 163 respondents involve in this research. The instrument test was carried out with a questionnaire completed by the respondent; the measuring instrument used was to determine the results of the study. Two kinds of testing are needed, namely validity testing with factor loading is ≥ 0.45 and all the items are proven valid. Reliability testing with Cronbach's alpha is ≥ 0.60 and all variables are proven reliable. Furthermore, to test the hypotheses used the method of Structural Equation Modeling was used using AMOS version 25.

This study will test the Goodness of Fit, which shows how well the user-defined model mathematically reproduces the observed covariance matrix among the indicator items (the similarity of the observed and estimated covariance matrices). The goodness of fit shows how well the specified theoretical structure represents reality as represented by the data. The results of the goodness of fit test that show the conclusion of poor fit are Chi-square with a cut off value of < 2 with a value of 953,852 (poor fit), then a p-value $\geq 0,05$ with a result of 0.000 (poor fit), RMSEA with a cut off $\leq 0,08$ and the result is 0.099 (marginal fit), TLI with cut off $\geq 0,90$ and the result is 0.854 (marginal fit). Furthermore, the results of the Goodness of Fit test which show the conclusion of Goodness of Fit are NFI with cut off $\geq 0,90$ and the result is 0.687 (poor fit), CFI with cut off $\geq 0,90$ and the result is 0.878 (marginal fit). From the Goodness of Fit test, it can be concluded that the above model is feasible because several items meet the criteria of Marginal Fit. In a model, the minimum Goodness of Fit is 1. Therefore, the model that has passed the Goodness of Fit test can be used for the next test in hypotheses testing (Fig. 1).

3   Result and Discussion

3.1   Result

Based on Table 1, it can be concluded that most of the respondents were female (85.90%), most of them were 20-30 years old (82.82%), with the last education was undergraduate (65.64%).
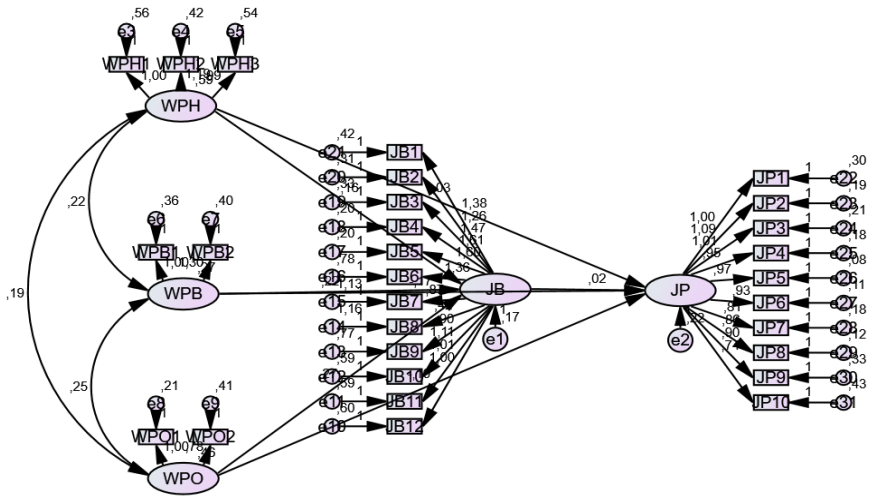
Fig. 1. Structural Equation Model

Table 1. Respondent Characteristics

Demographics	Frequency	Percentage
Gender:		
Male	23	14.10%
Female	163	85.90%
Age:		
20-30 years	135	82.82%
31-40 years	28	17.18%
Education:		
Diploma	56	34.36%
Undergraduate	107	65.64%

Source: Results of data processing (SPSS)

From statistics descriptive result, the average value of 2.33 for the workplace harassment variable means that millennial employees do not feel workplace harassment. Millennial employees also do not feel workplace bullying because the average value obtained is 1.97. Millennial employees in the health sector also do not feel any workplace ostracism, as seen from the average value of 1.99, which is significant. The average job burnout value obtained is 2.61, meaning that millennial employees do not feel excessive workload, pressure, and stress. As for job performance, an average value of 4.02 was obtained, which means that respondents had good performance while working in the health sector, and during the Covid - 19 pandemic, they always tried to work as best they could.

3.2   Discussion

Based on Table 2, the first hypothesis testing concluded that there was a significant positive effect between workplace harassment, workplace bullying and workplace ostracism on job burnout. This research is supported by previous research conducted by [15], [18], [26], meaning that the higher the level of unwanted verbal or physical behavior based on race, color, religion, gender, nationality, age, physical or mental, and genetic information, the behavior of a person is inappropriate towards another employee or group of employees and to the extent where an employee feels neglected or ostracized by other employees, it can lead to high job burnout with depression, fatigue, anxiety and decreased physical health as well as negative reactions to work such as tension at work and decreased levels of work commitment. It illustrates that millennial employees who work in the health sector feel that if there are deviant actions such as harassment, bullying, and ostracism, it will make employees feel that they have a job full of pressure, increased stress, and high boredom. It could be because if millennial employees work in a toxic environment, they will spread negative feelings among co-workers and vice versa. Feelings from a toxic work environment can be detrimental to the company because many employees feel stress, fatigue, depression, and anxiety that do not need to happen among employees in any work sector.

Table 2. Hypotheses Testing Results

Hypotheses	C.R	ρ-value (<0.05)	Conclusion
H1a: Workplace Harassment → Job Burnout	0.155	0.022	Supported
H1b: Workplace Bullying → Job Burnout	0.278	0.016	Supported
H1c: Workplace Ostracism → Job Burnout	0.271	0.019	Supported
H2 : Job Burnout → Job Performance	-0.218	0.021	Supported
H3a: Workplace Harassment → Job Performance	-0.527	0.015	Supported
H3b: Workplace Bullying → Job Performance	-0.527	0.018	Supported
H3c: Workplace Ostracism → Job Performance	-0.902	0.015	Supported

Source: Results of data processing (AMOS)

The second hypothesis is supported by previous research conducted by [21], where his research stated that there is a negative effect between job burnout and job performance. This research shows that the most critical application allows the company to provide the right program to minimize boredom, boredom, work stress, and pressures in doing work to improve the performance of millennial employees by analyzing what can cause burnout. The right program can be developed to improve the job performance of millennial employees. However, suppose the company pays little attention to these components. In that case, it can impact decreasing the performance of millennial employees, which can also be detrimental to their respective companies, considering that the success and growth of a company cannot be separated from the ability of its workers without coercion. The workload that is felt is too significant by its employees. In this research base on mean, shows that millennial employees do not feel job burnout and still have good job performance.

Testing the third hypothesis obtained the results that there is a negative and significant effect between workplace harassment, workplace bullying, and workplace ostracism on job performance. This research is also supported by previous research by

[22]. In his research, it is stated that there is a positive influence between Workplace Harassment on Job Performance. This shows that deviant behavior dramatically affects the mental health of workers, which can cause mental illness to victims, loss of self-confidence, unenthusiastic about work, and experience severe stress resulting in performance that is not per company standards. This research is also supported by [23], [24], where in their research, they stated that bullying and ostracism in the workplace negatively impact workers because they can be draining. Employees, reduced access to valuable resources hinders their ability to fulfill all the responsibilities required by their jobs and undermines employees' intrinsic motivation to develop new ideas. In essence, if employees feel a toxic climate in the company, it will reduce performance, and the impact on the company will also suffer losses. In addition, performance will decrease for employees who cannot work correctly, impacting other human resource functions within the company.

4   Conclusion

The results of the toxic workplace environment descriptive statistics show that health workers disagree with the existence of deviant acts such as harassment, bullying, and ostracism in the workplace. The condition happens because their colleagues never tell inappropriate jokes, speak harshly, always try to answer greetings, and be friendly at work. The results of the job burnout descriptive statistics also show that health workers disagree with Burnout in the workplace and feel anxious when colleagues' relationships are not harmonious. In addition, the results of the Job Performance descriptive statistics show that during the Covid - 19 pandemic, millennial employees working in the health sector tried to work as well as possible even under high work pressure. Can be added job productivity in the next research and the sample in other sectors such as in government companies.

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