

## The outcomes of a toxic work environment on employee engagement. The boss approach as the moderating variable

Los efectos del entorno laboral tóxico en el compromiso de los empleados: el enfoque del jefe como variable moderadora

Dickson Mdhlalose\*

<https://orcid.org/0000-0002-6851-0002>

National Electronic Media Institute of South Africa (South Africa)

Mdhlalose, D. (2025) The outcomes of a toxic work environment on employee engagement. The boss approach as the moderating variable. *Journal of Management and Business Education*, 8(1), 111-126.

<https://doi.org/10.35564/jmbe.2025.0007>

\*Corresponding author: [dsskosana@gmail.com](mailto:dsskosana@gmail.com)

Language: English

Received: 13 Oct 2024 / Accepted: 13 Mar 2025

Funding. The authors received no financial support for the research, authorship, and/or publication of this article.

Ethical Statement. This is a review paper thus the study did not include any participants.

Declaration of conflicting interests. The author declared no potential conflicts of interest for the research, authorship, and/or publication of this article.

CRedit author statement. The author made all contributions to this work.

## ABSTRACT

In an environment at work characterized by toxicity, the absence of trust and support is evident among team members and management. The prevalence of backstabbing, gossip, and a blame culture may create challenges in fostering good relationships and promoting cooperation. This research examines the effects of a hostile work environment, namely the managerial approach of the boss, on employee engagement. This study adopted a theoretical philosophical approach, which emphasizes understanding the underlying principles and frameworks that influence the phenomena being investigated. An informal design was utilized to encourage a flexible and adaptive research process, enabling the exploration of nuances and variations within the data. This study utilized casual design (explanatory design) and secondary sources were used for this investigation. Secondary data was gathered through several internet search engines and specialized periodicals. To facilitate the inquiry, relevant books and articles were read. A positive correlation exists between the perceived level of toxicity in a leader and a toxic work environment, and the probability of employee disengagement. A work environment characterized by toxicity, including toxic leadership aspects, has a detrimental effect on employee engagement, leading to employees displaying aloofness and expressing a desire to depart from the organisation, and so contributing to an increase in the attrition rate. The presence of toxic leadership significantly impacts employees' emotional connections to their respective organisations. Inadequate levels of commitment within a manufacturing entity may lead to heightened rates of absenteeism and

---

diminished production quantities because of insufficient workforce availability. Leaders should receive specialized training from organisations that emphasise toxic leadership, conflict resolution, constructive criticism, and emotional intelligence. By giving managers these abilities, they may lessen harmful behaviours and create a positive work atmosphere. The significance of this research study adds to the existing corpus of information about the effects of the toxic work environment boss approach on employee engagement. The scope of this investigation was restricted to the use of secondary data and the constrained availability of academic literature.

**Keywords.** boss approach, employees, employee engagement, management, toxic work environment, education

## **RESUMEN**

En un entorno laboral caracterizado por la toxicidad, la falta de confianza y apoyo es evidente entre los miembros del equipo y la dirección. La prevalencia de las traiciones, los chismes y la cultura de la culpa pueden crear desafíos para fomentar buenas relaciones y promover la cooperación. Esta investigación tiene como objetivo examinar los efectos de un ambiente de trabajo hostil, es decir, el enfoque gerencial del jefe, sobre el compromiso de los empleados. Este estudio utilizó un diseño casual (diseño explicativo). Para esta investigación se utilizaron fuentes secundarias. Los datos secundarios se recogieron a través de varios buscadores de Internet y revistas especializadas. Para facilitar la indagación, se leyeron libros y artículos relevantes. Existe una correlación positiva entre el nivel percibido de toxicidad en un líder y un ambiente de trabajo tóxico, y la probabilidad de desinterés de los empleados. Un entorno de trabajo caracterizado por la toxicidad, incluidos aspectos tóxicos del liderazgo, tiene un efecto perjudicial en el compromiso de los empleados, lo que lleva a que los empleados muestren distanciamiento y expresen el deseo de apartarse de la organización, lo que contribuye a un aumento en la tasa de deserción. La presencia de un liderazgo tóxico afecta significativamente la conexión emocional de los empleados con sus respectivas organizaciones. Los niveles inadecuados de compromiso dentro de una entidad manufacturera pueden conducir a mayores tasas de ausentismo y menores cantidades de producción debido a una disponibilidad insuficiente de mano de obra. La importancia de este estudio de investigación se suma al corpus de información existente sobre los efectos del enfoque del jefe en un ambiente de trabajo tóxico en el compromiso de los empleados. El alcance de esta investigación se limitó al uso de datos secundarios y a la limitada disponibilidad de literatura académica.

**Palabras clave.** enfoque del jefe, empleados, compromiso de los empleados, gestión, ambiente de trabajo tóxico, formación

## **INTRODUCTION**

Disengagement is often a result of a negative work environment. Employees' work happiness and dedication to the organisation tend to decline when they are treated to antagonism, discontent, and continual condemnation. Toxic work conditions, however minute, are present in every organisation. A toxic work environment is characterized by deficient communication channels between management and employees, the presence of aggressive leadership styles, heightened levels of stress and burnout, inadequate provision of support and recognition, an absence of work-life equilibrium, disrespect, narcissist behaviour, instances of harassment, and occurrences of bullying. A toxic work environment refers to a workplace where there is pervasive negativity, hostility, and unhealthy dynamics that can have detrimental effects on employees' well-being, productivity, and overall job satisfaction. A toxic manager refers to a boss or leader who exhibits

---

damaging or adverse behaviours that negatively impact both employees and the organisation. Toxic leaders often exhibit a tyrannical or domineering style, whereby they tend to dismiss the perspectives and contributions of their subordinates.

Organisations have substantial hurdles in their pursuit of commercial success due to factors such as intensifying market competition, globalization, a fluctuating economic environment, the need for continual adaptation, and the competition for skilled individuals. The psychological contract has transformed its previous state. The concept of lifelong employment has become obsolete for many individuals, since the potential for job loss, often known as redundancy, has become a tangible and significant concern (Robertson-Smith & Markwick, 2009). In contemporary times, some individuals within the workforce tend to pursue transient professional trajectories across several organisations. These individuals anticipate engaging in short-term commitments and then departing from positions that fail to provide personal fulfilment. Alternatively, they may use the acquired expertise from one function to advance towards another employment opportunity (Bates, 2004). Despite increased efforts by organisations, a significant proportion of workers globally, over 80%, remain either disengaged or actively disengaged in their jobs. One of the primary factors contributing to the failure of workplace engagement initiatives is the prevailing perception that employee engagement is primarily the responsibility of the human resources department. Ownership of this concept is not attributed to leaders, the expectation of its application does not only fall on management, and the comprehension of its principles is not universally grasped by front-line personnel (Gallup, 2020).

In toxic working circumstances there is mistreatment and abuse of employees, hence jeopardizing their well-being and compromising their physical and psychological safety (Rusdiyanto, 2023). This investigation has uncovered a flaw in that a work environment characterized by toxicity has the potential to undermine employee morale, resulting in disengagement and a lack of cooperation among employees. Organisations will frequently spend a lot of time and money attempting to measure, monitor, and enhance employee engagement, but the largest challenges are usually the ones that cannot be solved since they stem from management's attitude and actions. Employees may be hesitant to overtly cast the blame at management when attempting to find hurdles to engagement - frequently done through employee surveys - for fear of being identified as the accused (MichaelPage, 2023). It has been demonstrated that a toxic workplace, which is defined by negativity, poor communication, a lack of encouragement, and unhealthy competitiveness, harms employee engagement. Nevertheless, little is known about how much a boss's approach might affect this relationship. Although previous studies (Al Omar et al., 2019; Anjum & Ming, 2018; Brouwers & Paltu, 2020; Jin et al., 2022; Lockhart, 2018; Low et al., 2021; Quek et al., 2021; Shellow, 2022; Tastan, 2017) have demonstrated the negative consequences of toxic work environments, little is known about how leadership practices can mitigate these impacts. The problem recognised in this study is that toxic work environments are now common in many organisations, which lowers employee engagement, productivity, and retention. These detrimental effects are made worse by toxic leadership styles, which are typified by blame, criticism, and a lack of support. This study fills a knowledge gap by concentrating on the "boss approach" as a moderating variable. This is especially important when considering how various leadership behaviours can either lessen or increase the detrimental consequences of a toxic workplace. Its uniqueness resides in its capacity to offer intricate knowledge into the dynamics of relationships at work, providing a novel perspective on employee engagement in the face of hardship. The results may also have real-world ramifications for leadership development and organisational policies, expanding our understanding of organisational behaviour both theoretically and practically.

The detrimental effects of toxic work environments on employee engagement, productivity, and well-being are well documented in the current literature; however, little empirical research has

---

examined the role of leadership as a moderating variable in this relationship, and it is unclear how a boss's approach can mitigate or intensify the effects of toxicity on job satisfaction.

This study's main goal is to investigate how a toxic workplace affects employee engagement, with an emphasis on how the boss's approach (behaviour, communication, and leadership style) functions as a moderating factor. In the routine operations of organisations, human resource challenges, such as diminished employee engagement and heightened work-related stress, often impede the attainment of optimal employee performance (Kurniawan et al., 2023). Since employees are the most important assets of the organisation and the success of any organisation is dependent on its employees for survival, an organisation must attend to and mend a toxic work environment. Hence, any organisation needs to demonstrate and oversee the presence of its workforce through engagement to enhance overall productivity (Hasan et al., 2023; Novindra & Sary, 2023). The efficient performance of human resources personnel facilitates the attainment of an organisation's vision, purpose, and objectives. The inherent human inclination to seek social affiliation is a significant aspect of the human psychological makeup, although individuals often have challenges in distinguishing between personal and occupational connections within their cognitive processes. The sense of belonging is intricately linked to productivity, profitability, and engagement (Questback, 2023:4). However, it is important to consider that engagement approaches may not provide the same results for workers across different nations, owing to cultural disparities (Sun, 2019). The research paper was divided into four sections. The first section dealt with the presentation of literary contributions related to the research topic, while the second section presented the research methodology followed, and the third section presents the results and discusses them in the fourth section. A toxic workplace severely lowers employee engagement levels. Employees who experience unfavourable behaviours including bullying, a lack of support, and harsh criticism report being less motivated, committed, and satisfied with their jobs overall. Certain leadership actions, like acknowledgement, encouragement, and helpful criticism, can lessen the negative consequences of a toxic workplace. On the other hand, toxic leaders increase disengagement, highlighting the significant impact that management has on workers' well-being.

## LITERATURE REVIEW

### **Toxic work environment**

The phrase "toxic work environment" is not often seen in discussions about workplace dynamics. Most individuals possess an inherent understanding of the concept, which entails that the work environment has a detrimental impact on the overall welfare of employees, often affecting their mental and emotional state (McCulloch, 2016). The impact of the work environment on workers' happiness and commitment to a business has been identified as a significant element (Hanaysha, 2016). The presence of a toxic work environment has a negative influence on employee engagement, which is considered unacceptable within the workplace and has consequences for employee engagement (Saepudin & Sary, 2022; Thapa et al., 2022). The perception of organisational toxicity varies across various levels, with the most severe toxicity being associated with violent behaviours, while the least severe toxicity is linked to inflexible and narcissistic behaviours (Kasalak, 2019). The most significant determinant of employee turnover and a primary factor contributing to the phenomenon known as great resignation is an adverse work environment characterized by toxicity. The presence of a toxic work culture significantly contributes to the development of mental health difficulties. The presence of a toxic work culture has been shown to have significant implications for productivity, absenteeism, and presenteeism. According to a study conducted by the Segal Group (2023), it was seen that a toxic work culture may lead to a decrease in productivity by as much as 40%. A comprehensive analysis was conducted on over 170 cultural problems of employee attrition among the Culture 500 organisations over the period spanning from April to September 2021. The issues identified include a toxic organisational culture, employment

---

instability and restructuring, a notable degree of innovation, inadequate recognition of employee achievement, and an unsatisfactory reaction to the coronavirus disease - 2019 (COVID-19) pandemic. The most significant indicator of industry-adjusted attrition is a detrimental company culture, which has a significantly greater influence than remuneration in forecasting departure, with a magnitude that is tenfold. Primary factors that contribute to toxic environments include the absence of efforts to foster diversity, equality, and inclusion, employees experiencing feelings of disdain, and the presence of unethical conduct (Sockin, 2021).

Saleem et al. (2020) study found that violent incidents primarily occurred during the day shift (91.1%), with staff members identified as perpetrators in 30.3% of cases and managers in 29.9%. Most incidents (56.2%) took place in office settings. Of the respondents, 25.8% took no action, 19.1% directly confronted the perpetrator, and 15.2% reported it to senior staff. Many (128 respondents) did not report incidents due to viewing them as unimportant (51.6%) or fearing repercussions (24.1%). While 61.8% of cases were investigated, 23.1% remained unaddressed, often due to misunderstandings (30.3%) or communication barriers (23.6%). Investigations were mainly conducted by management (46.6%) and department heads (30.3%). Most participants believed verbal warnings were issued (69.2%), with 61.5% having opportunities to discuss the incidents. Satisfaction with management's response varied, with 38.5% moderately satisfied and 15.4% dissatisfied. Rasool et al. (2021) study found that employee engagement and a toxic workplace are directly correlated, which supports the idea that employees who work in a toxic atmosphere will propagate unfavourable sentiments among their peers. Employees may experience needless stress, burnout, despair, and anxiety because of the negative emotions that accompany a toxic work environment, such as harassment, bullying, and exclusion. Second, actions that improve employee engagement with the organisation and their work will be influenced by the well-being of employees. Similarly, in a study by Soqair and Gharib (2023) employees and organisations may be seriously threatened by a toxic work environment. Employees who operate in a toxic atmosphere regularly will get disengaged and unmotivated to put up their best effort to achieve corporate goals. Employees' physical and mental health may suffer because of the bad emotions brought on by workplace toxicity, which may have an impact on businesses by lowering output and raising attrition rates.

A toxic workplace environment had a positive impact on work stress and a negative impact on employee engagement. Both work stress and employee engagement controlled the negative impact of a toxic workplace environment on employee performance, and these mediating effects were found to be statistically significant (Kurniawan et al., 2023). This is because work engagement has to do with the extent to which a person demonstrates high levels of enthusiasm, devotion, and commitment towards their job. There is a positive association between elevated job engagement among employees and enhanced well-being, including improved mental health and reduced levels of stress. Elevated levels of job engagement have the potential to enhance employee motivation and instill a profound feeling of purpose within their professional endeavours (Rabuana & Yanuar, 2023). The work environment had a significant influence on the level of employee engagement (Marginingsih & Khaeri, 2022). The level of employee engagement is significantly impacted by the presence of a toxic working environment, while job burnout serves as a mediating variable, accounting for 74.0% of the relationship. There is a statistically significant and detrimental impact of a toxic working environment on both employee engagement and job burnout. These results provide support for the mediating link between the two variables, as suggested by Saepudin and Sary (2022). The presence of a poor or poisonous organisational culture has the potential to significantly undermine employee motivation. Within such a context, it is plausible that employees may experience a lack of support, a sense of being devalued, and a perception of being unappreciated. This phenomenon has the potential to result in diminished levels of motivation, decreased productivity, and elevated rates of employee turnover. In the given situation, it is plausible that workers may experience a decline in their intrinsic motivation towards their job,



---

potentially leading to adverse consequences for the overall functioning of the organisation (Bhat & Patni, 2023).

*H1: A toxic work environment negatively influences employee engagement.*

### **Toxic leadership**

The conduct and attributes of a management leader are significant in cultivating employee loyalty and augmenting engagement. The use of people-centred communication strategies has been shown to have a positive impact on employees' self-assurance and continuous growth, whilst the presence of trust in managerial relationships fosters an environment conducive to communication that is honest and open. Consequently, personnel have a heightened feeling of organisational pride, which serves as a driving force for their constant commitment and motivation towards their professional responsibilities (Zanabazar et al., 2023). Hussain (2016) found that toxic managers create negative responses across various sectors, including businesses, non-profits, government, education, and religious institutions. Such bosses quickly criticize and rarely offer praise, humiliating rather than guiding employees. They take credit for success but blame the team for failures, leading to high employee turnover and a hostile work environment. Encountering a toxic superior can hinder productivity and diminish self-worth, as they focus on flaws rather than encouragement. In these situations, individuals can either seek new jobs or develop skills to manage the toxic behaviour, contributing significantly to staff turnover. Paltu & Brouwers (2020) found a positive link between extrinsic work happiness and toxic leadership, indicating that employees felt more content as their leaders' toxicity increased. There is a strong correlation between toxic leadership dimensions and turnover intention, with a medium impact size; greater perceived toxicity leads to higher turnover likelihood. Toxic leadership negatively affects emotional commitment, reducing employees' attachment to their organisation. This lack of dedication can increase absenteeism and decrease productivity. The study also indicates that toxic leadership can harm organisational culture, potentially leading to employee attrition as dissatisfied individuals seek to leave the organisation.

Naeem and Khurram (2020) argued that the presence of an executive displaying toxic qualities poses challenges for employees, hence augmenting their inclination to depart from their existing banking institutions. The examination of the data revealed a statistically significant negative correlation between psychological well-being and turnover intention. This implies that workers who experience psychological distress are more likely to express a desire to quit their present banking institutions. A noteworthy and adverse correlation between toxic leadership and employee engagement exists. Employees are more prone to experiencing lower levels of engagement in their jobs when their superiors exhibit toxic traits. The current research has also offered support for these structures since they have been explored in diverse circumstances. There is a positive correlation between employee disengagement and their intentions to quit their current employment.

The presence of toxicity within managerial, employee, and customer interactions underscores the manifestation of personal conflicts and the prevalence of various diseases, including serious mental illness and bipolar disorder (Said et al., 2023). Labrague et al. (2020) postulate that employees who are under the supervision of toxic leaders experience higher levels of job distress and are more likely to have intentions of leaving their current job, in comparison to those who are working under transformational leaders. Agarwal (2019) emphasises that there exists a substantial relationship between abusive supervision and both the desire to resign and perceived stress. Weberg and Fuller (2019) have conducted a study in which they observed that leaders possess the ability to establish a toxic atmosphere for their subordinates, whether it is done deliberately or inadvertently. This toxic environment has been found to have negative consequences at both the individual and organisational levels. Specifically, it leads to reduced performance and work efforts among individuals, while also contributing to higher turnover rates, increased job stress, and

---

diminished commitment within the organisation. Bhandarker and Rai (2019) claim that the manifestation of toxic qualities in managers has a detrimental impact on the psychological well-being of workers, leading to the experience of psychological discomfort. The issue of unfairness, especially in incentive and compensation systems, is a matter of concern. Occupations are characterized by significant levels of stress, coupled with limited opportunities for flexibility and autonomy. The study conducted by Purcell (2009) highlights the issue of inadequate line management behaviour and the presence of bullying in the workplace. In a study conducted by Kumar and Pansari (2015), the impact of having a destructive boss on staff engagement was evaluated across five dimensions, namely employee performance, employee commitment, employee happiness, employee identity, and employee loyalty. All five dimensions experienced a negative impact when employees were under the supervision of a destructive boss. Among these dimensions, employee loyalty and satisfaction were particularly affected, as indicated by the responses of thirteen out of fifteen participants who reported a decline in both loyalty and satisfaction while working under unfavourable leadership. The discovery regarding diminished employee loyalty is consistent with the observed pattern of "exiting behaviour" in evaluating responses to detrimental leadership conduct.

The decline in employee satisfaction can be attributed to a decrease in the perception that management demonstrates concern for employees, primarily due to the absence of any measures taken by the larger organisation against the destructive behaviour exhibited by the managers (Maharaj, 2018). An adverse correlation was observed between toxic leadership and employee engagement, whereas a positive correlation was found with the desire to depart. The results of the research emphasized that the presence of toxic leadership behaviour has a detrimental effect on employee engagement, leading to an increased likelihood of individuals intending to quit their current positions. Hence, the study's findings indicate that leadership behaviour significantly influences employee engagement and retention inside the organisation. The endorsement of toxic leadership behaviour should be avoided owing to its detrimental effects. Instead, it is advisable to advocate for ethical leadership practices that foster a favourable working environment, enabling workers to make substantial contributions to the organisation's development (Amutenya, 2019). The correlation between a toxic workplace environment and employee engagement substantiates the notion that when individuals operate in a toxic setting, they are likely to disseminate pessimistic sentiments among their colleagues. The emotional experiences associated with a toxic workplace setting, such as instances of harassment, bullying, and ostracism, may have adverse effects on employees, resulting in unwarranted levels of stress, burnout, depression, and anxiety. Furthermore, the well-being of employees has been shown to have an impact on their behaviours, leading to increased levels of engagement both in their job tasks and within the organisation (Rasool et al., 2021). Employees' perceptions of abusive supervision can largely be explained by their attribution patterns, with studies (Lee et al., 2023; Kurniawan et al., 2024; Tambunan et al., 2024) showing a positive correlation between externally attributed styles and attitudes toward abuse. This correlation is stronger among those who view the outcomes as stable. The findings suggest that attitudes toward abuse are influenced not only by management behaviours but also by subordinates' attribution styles. Consequently, interventions focused solely on changing managers' behaviours may be insufficient. Attribution style is just one of many individual factors affecting feelings of maltreatment, and while it accounts for some variability in perceptions, other characteristics may play a larger role. Understanding the contributions of both management behaviour and individual differences is essential for developing effective interventions against the adverse effects of abusive supervision. (Martinko et al., 2011).

The presence of abusive supervision has a detrimental impact on employee engagement, leading to heightened levels of stress and an increased likelihood of attrition among subordinates. The research further discovered that the association between inappropriate management and intention to leave is mediated by involvement, but stress does not serve as a mediating factor.

---

Employees are more likely to depart from a company when they are subjected to abusive leadership, therefore supporting the notion that individuals choose companies based on their preferences but ultimately disengage from their managers. The statement underscores the need to implement appropriate procedures for leadership selection and training (Oliveira & Najnudel, 2022). There is a substantial relationship between abusive supervision and colleague incivility, and the presence of both factors predicts job stress. Work stress is shown to be a major predictor of turnover intention. There is a strong association between abusive supervision and turnover intention, indicating a positive link. Conversely, the relationship between colleague incivility and turnover intention is more complex and requires more examination. Furthermore, it has been shown that both abusive supervision and colleague incivility have a substantial impact on turnover intention via the mediating factor of job stress, as demonstrated by Rahman's (2023) study. The presence of toxic management practices is a contributing factor to the emergence of burnout syndrome among workers. This, in turn, results in a detrimental work attitude, unpleasant emotional states, as well as physical and mental fatigue. Furthermore, it hinders the employees' capacity to replenish their physical and psychological resources. The findings indicate that the primary catalysts for burnout encompass various aspects of toxic management, including detrimental working conditions that pose risks to employees' well-being and safety, inequity, and deceit in the allocation of workload and compensation, and instances of verbal abuse and intimidation from higher-ranking individuals (Koropets et al., 2020).

Managers have the responsibility of ensuring employees possess a clear understanding of the tasks that need to be accomplished, aiding, and advocating when deemed essential, and elucidating the correlation between their work and the attainment of corporate objectives. However, many managers cannot effectively engage in regular dialogues that have significant significance. Consequently, their actions often result in being seen as micromanagement, as they fail to provide enough resources and guidance. Therefore, it is insufficient for leaders to just instruct managers to take responsibility for employee engagement and provide guidance to their teams (Gallup, 2020). The impact of toxic management styles on both people and the organisational culture was evident. Several factors contributed to the challenges seen in this study, including concerns related to group cohesion, the presence of strict or abusive supervision, individual levels of participation, inadequate communication, and the dynamics between individuals, their line managers, and the working group. The findings of the research provided evidence for the existence of a detrimental organisational environment, characterized by toxic behaviour and a culture of bullying. Moreover, it was observed that the frequency of toxic behaviour shown by line managers had a direct influence on the employees' desire to continue in their current positions (Gargan, 2019).

*H2: The boss's approach mediates the effects of a toxic work environment on employee engagement.*

## **METHODOLOGY**

In many organisations, toxic work environments have become prevalent, leading to decreased employee engagement, productivity, and retention. Toxic leadership behaviours, characterized by criticism, blame, and a lack of support, exacerbate these negative outcomes. Understanding how these toxic dynamics influence employee engagement is crucial for developing effective management strategies that foster a healthier workplace. This research aims to explore the extent to which toxic leadership moderates the effects of a toxic work environment on employee engagement, providing insights into potential interventions. While existing literature has explored the individual effects of toxic work environments and leadership styles on employee outcomes, there is a lack of comprehensive studies examining the interaction between toxic leadership and

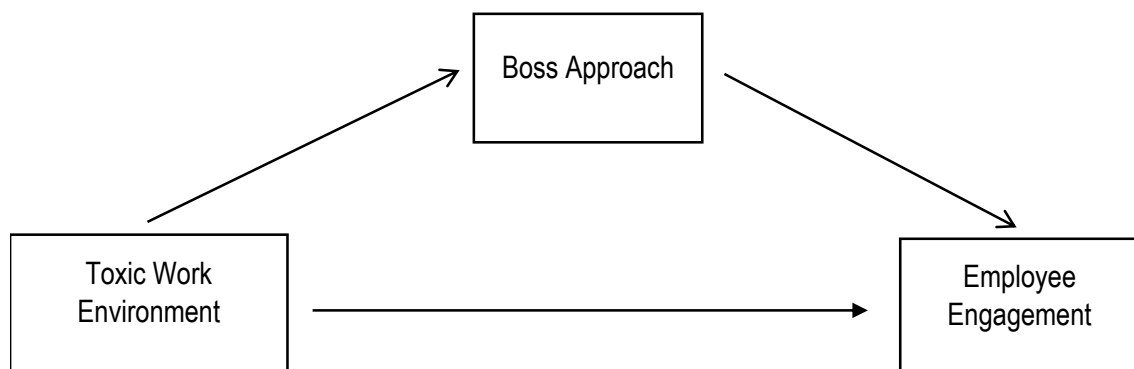


---

employee engagement within toxic work settings. This research seeks to fill this gap by analysing how the approach of managers influences employee engagement levels amid a toxic organisational climate. This study is significant for multiple reasons. Firstly, it will contribute to the theoretical understanding of the interplay between toxic work environments and employee engagement, highlighting the critical role of leadership in shaping employee experiences. Secondly, the findings can inform organisational policies and practices by providing actionable insights for improving workplace culture and enhancing employee engagement. Lastly, this research may assist organisations in developing targeted training programs for leaders to mitigate toxic behaviours, ultimately fostering a more positive work environment and improving overall employee well-being and performance.

The current study adopted a theoretical philosophical approach, which emphasises understanding the underlying principles and frameworks that influence the phenomena being investigated. This approach allows for a comprehensive exploration of the complex relationships between toxic work environments, leadership styles, and employee engagement. An informal design was utilised to encourage a flexible and adaptive research process, enabling the exploration of nuances and variations within the data. An illustrative design was employed to visually represent key concepts and findings, enhancing clarity and facilitating deeper insights into how toxic leadership behaviours moderate the effects of a toxic work environment on employee engagement. This combination of theoretical grounding and flexible design fosters a robust analysis, contributing to a richer understanding of the research topic. This study utilised casual design (explanatory design) since the study is attempting to comprehend the cause and effect between three variables, namely, toxic work environment, boss approach and employee engagement (Cooper & Schindler, 2014; Saunders et al., 2019). The present investigation only used secondary sources of information. The collection of secondary material was facilitated using several Internet search engines and specialized academic publications. The inquiry was supported by a review of relevant literature, including books and journals. Figure 1 delineates the conceptual framework that drives this study.

**Figure 1.** Conceptual Framework



## RESULTS

The emotional and physical well-being of employees, including their level of job satisfaction and productivity, may all take a hit if a toxic work environment is allowed to persist. An organisation's priority should be to foster an environment where all employees feel respected and valued via open lines of communication, psychological security, and equal treatment of all employees. Managers need to avoid using an autocratic management style since this approach results in employee disengagement. Employees who want a more collaborative and empowering management

---

approach may be discouraged by autocratic leadership, which may hinder innovation and reduce motivation to go above and beyond (Bates, 2004). Organisations should find proper management styles that do not create a toxic work environment. When employees have a sense of relational attachment to owner-managers, it mitigates the adverse impact of abusive supervision on an employee's capacity to attain organisational goals (Hanu et al., 2023). Creating a close relationship and open communication will make the employees committed to the organisation.

The presence of colleague support has a moderating role in the positive association between abusive supervision and colleague incivility. Specifically, when coworker support is strong, the link between abusive supervision and coworker incivility becomes less pronounced. Job engagement plays a moderating role in the positive association between colleague incivility and turnover intentions, indicating that this association is less pronounced when work engagement levels are high. Subsequently, it was shown that the occurrence of uncivil behaviour among colleagues serves as a mediating factor in the positive association between abusive supervision and the inclination to leave one's job. Furthermore, this indirect impact is influenced by both the level of support received from coworkers and the degree of participation in work activities, as seen by Abi Aad et al. (2021). Organisations need to provide employees with a conducive environment where employees are trained to look after each other through support.

The results of this research by Pradhan and Jena (2018) support the claim that employees who see their superiors as engaging in abusive behaviour are more likely to have stronger inclinations to leave the organisation. However, the findings of this research indicate that the impact of emotional intelligence on the association between abusive supervision and the desire to leave is more pronounced when emotional intelligence is high rather than low. Thus, organisations should train management and employees' emotional intelligence to handle conflict among them. Robinson et al. (2004) suggested that efforts to enhance engagement levels are unlikely to yield desired results unless certain organisational factors are in place. These factors include competent line management, effective two-way communication, efficient internal collaboration, a strong emphasis on employee development, and a commitment to employee well-being. The presence of human resources rules and procedures that are easily understood and implemented, together with dedication demonstrated by managers across various hierarchical levels.

## DISCUSSION

This study examined the effects of a hostile work environment, namely the managerial approach of the boss, on employee engagement. The hypotheses are accepted in this study, *Hypotheses<sub>1</sub>*: Toxic work environment negatively influences employee engagement and *Hypotheses<sub>2</sub>*: The boss approach mediates the effects of a toxic work environment on employee engagement. The proposed hypotheses of this study integrate various factors and present a full explanation for a phenomenon that might be more compelling. data acquired through evaluations consistently supports the provided hypotheses, thus providing a solid basis for acceptance. The study offers empirical evidence that a hostile work environment negatively affects engagement, thereby highlighting the need for additional research and intervention. The research offers insights applicable across various industries, enhancing understanding of how different work contexts influence the relationship between management and employee engagement. The study contributes to the discourse on promoting positive work cultures, emphasizing the critical role of leadership in fostering an environment conducive to employee engagement. The managerial strategy used by the manager inside a hostile work environment is anticipated to engender a dearth of transparent and efficacious communication channels between subordinates and higher-ups, therefore culminating in misinterpretations, suboptimal cooperation, and unresolved concerns. Workplace harassment, such as bullying, verbal abuse, or other types of mistreatments, perpetrated by

---

coworkers or superiors, contributes to the development of a hostile and unpleasant work environment for employees. This is proven by Saepudin and Sary (2022) stating that negatively impacts employee engagement and propagates unfavourable sentiments among colleagues in a toxic workplace. The potential for employees' efforts and accomplishments to be overlooked or underestimated might result in a sense of demotivation and diminished morale. The presence of an overwhelming number of tasks, unattainable timeframes, excessive supervision, or frequent changes in performance standards may result in elevated levels of stress experienced by workers, affecting their psychological welfare and professional efficacy.

In an environment at work characterized by toxicity, the absence of trust and support is evident among both team members and management. The prevalence of backstabbing, gossip, and a blame culture may create challenges in fostering good relationships and promoting cooperation. Pertiwi et al. (2024) argued that negative gossip from the workplace and a toxic work atmosphere are positively correlated with information concealing. In a work environment characterized by toxicity, a manager's approach often neglects the need for work-life balance for employees, resulting in extended working hours, overwhelming workloads, and unattainable deadlines. Abell's (2024) findings revealed that in a toxic workplace environment, organisations may not be as delighted with employees' jobs because of persistent bullying, disproportionate and frequent criticism for their work and employees being required to perform tasks that are outside of their level of competency. Consequently, the researcher argues that this may contribute to burnout, elevated stress levels, and eventually have detrimental effects on employees' mental well-being and insecurity. An employee who experiences workplace insecurity is unhappy, which leads to stress and a decrease in efficiency, according to Saleem et al. (2020). The presence of preferential treatment, disparities in opportunity, or the absence of equity in decision-making procedures, as shown by management, leads to a detrimental work environment. Osei et al. (2022) study supports the findings that employee engagement at work is negatively impacted by leaders' abusive supervision.

The higher the perception of toxicity in a leader and toxic work environment, the greater the likelihood of employee disengagement and high turnover. A toxic work environment with toxic leadership dimensions negatively impacts employee engagement (Kanyumba et al, 2024), resulting in employees being aloof and wanting to leave the organisation by increasing the attrition rate. This finding is supported by Ofei et al. (2023) and Sull et al. (2022) study that found a toxic work environment is certainly the best cause of high attrition rate, immoral conduct, employees experiencing disdain and an inability to encourage inclusiveness, equity, and diversity are the main causes of toxic environments. Toxic leadership has a substantial influence on employees' emotional attachment towards their organisation. Insufficient levels of dedication within a manufacturing organisation might result in increased absenteeism and reduced output volumes due to a lack of personnel. In support of this finding Al Soqair and Al Gharib (2023) found that both employees and organisations may be seriously threatened by a toxic work environment. Employees will become disengaged and frustrated to put out their highest standards to achieve organisational goals if they are continuously employed in a toxic atmosphere, this is because emotions that result from toxic workplaces can have a detrimental impact on employees' physical and mental well-being. This study concludes that employee engagement is negatively impacted by a toxic work environment, which includes toxic leadership traits. This can result in employees becoming distant and expressing a wish to leave the organisation.

Based on this study's findings these suggestions for organisations are recommended: Organisations should implement targeted training for leaders focused on emotional intelligence, constructive feedback, and conflict resolution. Equipping managers with these skills can help them foster a supportive work environment and reduce toxic behaviours. Establish anonymous feedback channels where employees can voice concerns about workplace toxicity and leadership practices. Organisations should regularly assess employee engagement and satisfaction through surveys to

---

identify areas needing improvement. Encourage open and transparent communication between employees and management. Create forums or meetings where employees can express their thoughts and contribute to decision-making processes, fostering a sense of belonging and engagement. Offer Employee Assistance Programs (EAPs) that provide counselling and support services for employees dealing with stress or workplace issues. This can help them cope with a toxic environment and improve their overall engagement. Hold leaders accountable for their behaviour and its impact on employee engagement. Regular performance evaluations should include assessments of how leadership practices influence workplace culture. Develop and communicate a clear policy that defines toxic behaviours and outlines consequences for engaging in such practices. This sets expectations and helps cultivate a respectful work environment.

Identifying the "boss approach" as a moderating variable could contribute to theories on leadership and management styles. By showing how a toxic work environment affects employee engagement, this study enhances existing theories related to workplace behaviour, such as organisational behaviour and management theories. This study offers new insights into the dynamics of workplace relationships. This study shows how various supervisory approaches can either mitigate or exacerbate the negative effects of a toxic environment, thus enriching the literature on leadership. Using a clearly defined methodology and appropriate data collection techniques (document analysis) that directly addressed the research problem, the study produced results that were both thorough and accurate. The analysis was conducted using rigorous qualitative assessments that provided strong evidence to support the conclusions, and the analytical depth ensured that the research questions were answered accurately and thoroughly.

Limitations of this study. Poorly constructed review paper research may weaken the overall conclusions if the analysed studies differ in quality. The results of secondary sources may not be as applicable in the long run, particularly in industries that are changing swiftly. Since review papers do not include fresh data or experiments, their ability to further knowledge of a topic may be limited. in a study that explains it can be difficult to prove causation. Since this study used explanatory research design other confounding factors may affect the results, and correlation does not necessarily indicate causality. When using the explanatory research design the complexity of variables: social phenomena and human behaviour are frequently complicated, making it challenging to separate variables and completely comprehend how they interact.

Future research can concentrate on examining how various leadership philosophies such as transactional, transformational, and laissez-faire modify the connection between employee engagement and toxic workplaces. Analyse whether a manager's emotional intelligence can reduce negative effects and how it affects employee engagement in toxic work environments. The coping mechanisms used by workers in toxic workplaces and how encouraging boss conduct might strengthen these mechanisms to increase participation.

## REFERENCES

- Abell, M. O. (2024). Effect of workplace toxics on employees wellbeing in Nigeria banking sector. *International Journal of Research and Innovation in Social Science*, VIII(VII), 368-384. <https://doi.org/10.47772/ijriss.2024.807031>
- Abi Aad, A., Andrews, M. C., Maalouf, J. T., Kacmar, K. M. & Valle, M. (2021). Easing the Multiplicative Effects of abusive supervision. *Leadership & Organisation Development Journal*, 42(6), 899–911. <https://doi.org/10.1108/lodj-02-2021-0066>
- Agarwal, U. A. (2019). Examining Links Between Abusive Supervision, PsyCap, LMX and Outcomes. *Management Decision*, 57(5), 1304-1334. <https://doi.org/10.1108/MD-02-2017-0103>

- 
- Al Omar M., Salam M., & Al-Surimi K. (2019). Workplace bullying and its impact on the quality of healthcare and patient safety. *Human Resource Health*, 17(1):1-8.
- Al Soqair, N., & Al Gharib, F. (2023). Toxic Workplace Environment and Employee Engagement. *Journal of Service Science and Management*, 16, 661-669. <https://doi.org/10.4236/jssm.2023.166035>
- Amutenya, L. D. (2019). The Relationship Between Toxic Leadership, Employee Engagement, and the Intention to Leave. Master's thesis, Stellenbosch University.
- Anjum, A., & Ming, X. (2018). Combating Toxic Workplace Environment: An Empirical Study in the Context of Pakistan. *Journal of Modelling in Management*, 13, 675-697. <https://doi.org/10.1108/JM2-02-2017-0023>
- Bates, S. (2004). 'Getting engaged', *HR Magazine*, 49(2), 44–51.
- Bhandarker, A., & Rai, S. (2019). Toxic Leadership: Emotional Distress and Coping Strategy. *International Journal of Organisation Theory & Behaviour*, 22(1), 65-78. <https://doi.org/10.1108/IJOTB-03-2018-0027>
- Bhat, S. A., & Patni, P. (2023). A Review: Impact of Motivation and Toxic Work Around Job Culture. *World Journal of Advanced Research and Reviews*, 17(3), 747–751. <https://doi.org/10.30574/wjarr.2023.17.3.0463>
- Brouwers, M., & Paltu, A. (2020). Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organisational culture within the South African manufacturing industry. *SA J Human Resource Management*, 18(1), 1-11.
- Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods*. 12th ed. NY. New York: McGraw-Hill/Irwin.
- Gallup, G. (2020). What Is Employee Engagement and How Do You Improve It? <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>
- Gargan, H. M. (2019). Toxic Management and Intention to Quit. Master's thesis, School of Business, National College of Ireland.
- Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organisational Learning on Organisational Commitment. *Procedia - Social and Behavioural Sciences*, 229(1), 289–297. <https://doi:10.1016/j.sbspro.2016.07.139>
- Hanu, C., Agbenyegah, A. T., Kumadey, G., Amankwaa, R., & Ofosu-Appiah, S. (2023). Bottom-line Mentality and Abusive Supervisory Behaviour in MSMEs: How Do They Affect Employee Outcomes? *Journal of Entrepreneurship in Emerging Economies*. <https://doi.org/10.1108/jeee-07-2022-0215>
- Hasan, I. A., Basalamah, S., Amang, B., & Bijang, J. (2023). The Influence of Leadership, Work Environment, Competence, and Character Development, on Organisational Commitment and Employee Performance in Banking in Sinjai Regency. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(5), 124. <https://doi.org/10.26668/businessreview/2023.v8i5.2176>
- Hussain, M. A. (2016). The Disastrous Impact of a Toxic Boss on Employees and Organisation's Growth and Development. *International Journal of Management and Commerce Innovations*, 3(2), 1019-1023. [www.researchpublish.com](http://www.researchpublish.com)
- Jin, Y., Bi, Q., Song, G., Wu, J., & Ding, H. (2022). Psychological coherence, inclusive leadership and implicit absenteeism in obstetrics and gynecology nurses: a multisite survey. *BMC Psychiatry*, 22(1), 1-10.
- Kanyumba, B., Daweti, B. ., Mathews, M. P. ., & Khumalo, N. . (2024). Strategies to enhance employee wellbeing in an institution of higher learning in South Africa. *Journal of Management and Business Education*, 7(2), 261–276. <https://doi.org/10.35564/jmbe.2024.0015>
- Kasalak, G. (2019). Toxic Behaviours in Workplace: Examining the Effects of the Demographic Factors on Faculty Members' Perceptions of Organisational Toxicity. *International Journal of Research in Education and Science (IJRES)*, 5(1), 272-282. <http://www.ijres.net/>
-



- 
- Koropets, O., Fedorova, A., & Dvorakova, Z. (2020). The Impact of Toxic Management on Staff Burnout.
- Kumar, V., & Pansari, A. (2015). Measuring the Benefits of Employee Engagement. *MIT Sloan Management Review*, 56(4), 67. <https://sloanreview.mit.edu/article/measuring-the-benefits-of-employee-engagement/>
- Kurniawan, S., Bamumin, F. A., & Kusnandar, K. N. (2023). The Effect of Toxic Workplace Environment on Employee Performance Mediated by Employee Engagement and Work Stress Among F&B Employees in Jakarta. *Journal Business Economic, Communication, and Social Sciences*, 5(2), 127-136. <https://doi.org/10.21512/becossjournal.v5i2.9729>
- Kurniawan, I. S., Kusuma, N. T., Suyanto, S., Nikmah, U., Purbowo, F. A., Susilowati, H., & Sholihah, M. (2024). Job satisfaction for Sustainability: The impact of toxic work environment and workload mediated by emotional exhaustion. *E3S Web of Conferences*, 571, 01013. <https://doi.org/10.1051/e3sconf/202457101013>
- Labrague, L. J., Nwafor, C. E., & Tsaras, K. (2020). Influence of Toxic and Transformational Leadership Practices on Nurses' Job Satisfaction, Job Stress, Absenteeism and Turnover Intention: A Cross-Sectional Study. *Journal of Nursing Management*, 28(5), 1104-1113. <https://doi.org/10.1111/jonm.13053>
- Lee, M. C. C., Sim, B. Y. H., & Tuckey, M. R. (2023). Comparing effects of toxic leadership and team social support on job insecurity, role ambiguity, work engagement, and job performance: A multilevel mediational perspective. *Asia Pacific Management Review*, 29(1), 115-126. <https://doi.org/10.1016/j.apmr.2023.09.002>
- Lockhart, L. (2018). What to Do If Your Workplace Is Toxic. *Nursing Made Incredibly Easy*, 16, 54-55. <https://doi.org/10.1097/01.NME.0000546257.61537.14>
- Low, Y. M., & Sambasivan, M., & Ho, J. A. (2021). Impact of abusive supervision on counterproductive work behaviors of nurses. *Asia Pac J Hum Resour*, 59(2), 250-78.
- Maharaj, J. (2018). The Effect of Destructive Bosses on Female Employee Engagement. Master's Thesis, Gordon Institute of Business Science, University of Pretoria.
- Marginingsih, R., & Khaeri, M. K. (2022). How work environment and rewards affects the employee engagement. *IJEED (International Journal of Entrepreneurship and Business Development)*, 5(1), 109-117. <https://doi.org/10.29138/ijeed.v5i1.1615>
- Martinko, M. J., Harvey, P., Sikora, D., & Douglas, S. C. (2011). Perceptions of abusive supervision: The role of subordinates' attribution styles. *The Leadership Quarterly*, 22(4), 751-764. <https://doi.org/10.1016/j.leaqua.2011.05.013>
- McCulloch, A. (2016). Toxic Work Environments. Doctoral Thesis, Carleton University.
- MichealPage. (2023). 5 Ways You're Killing Employee Engagement. <https://www.michaelpage.com.au/advice/management-advice/engagement-and-retention/5-ways-youre-killing-employee-engagement>
- Naeem, F., & Khurram, S. (2020). Influence of Toxic Leadership on Turnover Intention: The Mediating Role of Psychological Wellbeing and Employee Engagement. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, Johar Education Society, Pakistan (JESPK), 14(3), 682-713. <http://hdl.handle.net/10419/224956>
- Novindra, A., & Sary, F. P. (2023). The Effect of Employee Engagement and Physical Work Environment on Employee Performance at PT PLN (Persero) Sulselrabar Main Distribution Unit. *International Journal of Social Science and Human Research*, 06(07), 4106-4115. <https://doi.org/10.47191/ijsshr/v6-i7-30>
- Ofei, M. A., Poku, C. A., Paarima, Y., Barnes, T., & Kwashie. A. A. (2023). Toxic leadership behaviour of nurse managers and turnover intentions: the mediating role of job satisfaction. *BMC Nursing*, 22(372), 1-10. <https://doi.org/10.1186/s12912-023-01539-8>
-

- 
- Oliveira, L. B., & Najnudel, P. S. (2023). The Influence of Abusive Supervision on Employee Engagement, Stress and Turnover Intention. *Revista de Gestão*, 30(1), 78-91. <https://doi.org/10.1108/REGE-02-2021-0025>
- Osei, H. V., Ofori, H., Otsen, E., Adjei, T., & Odoom, L. (2022). The effects of leaders' abusive supervision on employees' work engagement: a moderated-mediation model of employees' silence and employees' proactive personalities, *Leadership in Health Services*, 35(4), 519-536. <https://doi.org/10.1108/LHS-03-2022-0021>
- Paltu, A., & Brouwers, M. (2020). Toxic leadership: Effects on Job Satisfaction, Commitment, Turnover Intention and Organisational Culture within the South African Manufacturing Industry. *SA Journal of Human Resource Management*, 18(0), a1338. <https://doi.org/10.4102/sajhrm.v18i0.1338>
- Pertiwi, W., Murni Setyawati, S., & Anggraeni, A.I. (2024). How do negative workplace gossip and toxic workplace environment fuel the fire of knowledge hiding? The moderating role of workplace spirituality, *Journal of Applied Research in Higher Education*, 16(5), 1515-1532. <https://doi.org/10.1108/JARHE-03-2023-0118>
- Pradhan, S., & Jena, L. K. (2018). Emotional Intelligence as a Moderator in Abusive Supervision-Intention to Quit Relationship Among Indian Healthcare Professionals. *Asia-Pacific Journal of Business Administration*, 10(1), 35-49. <https://doi.org/10.1108/APJBA-09-2017-0089>
- Purcell, J. (2009). Maintaining employee engagement in difficult times. *Employee Engagement Summit 2009*.
- Quek, S. J, Thomson, L., Houghton, R., Bramley, L., Davis, S., & Cooper, J. (2021). Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff. *Journal Nursing Management*, 29(6), 1544-53. <https://doi.org/10.1111/jonm.13321>
- Questback, (2023). Four Driving Forces for Higher Employee Engagement.
- Rabuana, N. K. D. N., & Yanuar, Y. (2023). The Influence of Work Environment and Work Engagement on Employee Performance Mediated by Employee Well-Being. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 4(3), 541-557. <https://doi.org/10.31538/munaddhomah.v4i3.523>
- Rahman, M. M. (2023). The Interplay of Abusive Supervision and Coworker Incivility on the Turnover Intention of Frontliners: A Mediation Effect of Work Stress. *Asia-Pacific Journal of Business Administration*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/APJBA-11-2022-0500>
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organisational Support and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 2294. <https://doi.org/10.3390/ijerph18052294>
- Robertson-Smith, G., & Markwick, C. (2009). Employee Engagement: A review of current thinking. [www.employment-studies.co.uk](http://www.employment-studies.co.uk)
- Robinson, D., Perryman S., & Hayday, S. (2004). The Drivers of Employee Engagement; Report 408, Institute for Employment Studies.
- Rusdiyanto, J. (2023). The Effect of a Toxic Work Environment on Employee Engagement in the Digital Era and Society 5.0. 550-554. [https://doi.org/10.2991/978-94-6463-008-4\\_69](https://doi.org/10.2991/978-94-6463-008-4_69)
- Saepudin, N. L., & Sary, F. P. (2022). Employee Engagement: How Toxic Workplace Environment and Job Burnout as a Mediation Variable Influence It?
- Said, N. S. M., Mohamad, S. N. B., Mat, K. A., Mansor, F. A., & Zahari, A. S. M. (2023). The Toxic Workplace Environment and Employees' Engagement among KELAS Al-quran Dan Fardu Ain (KAFA) Teachers in Terengganu. *International Journal of Academic Research in Economics and Management and Sciences*, 12(2), 55-66. <http://dx.doi.org/10.6007/IJAREMS/v12-i2/16671>
-

- 
- Saleem, Z., Shenbei, Z., & Hanif, A. M. (2020). Workplace Violence and Employee Engagement: The Mediating Role of Work Environment and Organisational Culture. *SAGE Open*, 10(2), p.215824402093588. <https://doi.org/10.1177/2158244020935885>
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students*. 8th ed. United Kingdom: Pearson.
- Segal Group. (2023). *The Power of Culture: Driving Retention, Productivity and Performance*. <https://www.segalco.com/media/3269/the-power-of-culture-webinar.pdf>
- Shellow, A. L. (2022). *The Relationship Between Employee Engagement, Job Satisfaction, And Employee Performance in The Federal Government*. Doctoral thesis, Walden University. <https://scholarworks.waldenu.edu/dissertations>
- Sockin, J. (2021). Show Me the Amenity: Are Higher-Paying Firms Better All Around? (November 5, 2021). CESifo Working Paper 9842, <https://ssrn.com/abstract=3957002> or <http://dx.doi.org/10.2139/ssrn.3957002>
- Soqair, N., & Gharib, F. (2023) Toxic Workplace Environment and Employee Engagement. *Journal of Service Science and Management*, 16, 661-669. doi:[10.4236/jssm.2023.166035](https://doi.org/10.4236/jssm.2023.166035)
- Sull, D., Sull, C., & Zweig, B. (2022). Toxic Culture Is Driving the Great Resignation. MIT Sloan Management. <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>
- Sun, L. (2019). Employee Engagement: A Literature Review. *International Journal of Human Resource Studies*, 9(1), 63-80. <https://doi.org/10.5296/ijhrs.v9i1.14167>
- Tambunan, W., Partiw, S. G., & Sudiarno, A. (2024). Impact of toxic work environment on employee engagement mediated by employee well-being and supportive work culture. *Journal of Infrastructure, Policy and Development*. 8(8): 5532. <https://doi.org/10.24294/jipd.v8i8.5532>
- Tastan, S. B. (2017). Toxic Workplace Environment in Search for the Toxic Behaviours in Organizations with a Research in Healthcare Sector. *Postmodern Openings*, 8(1), 83-109. <https://doi.org/10.18662/po/2017.0801.07>
- Thapa, P., Giridharan, B., Thapa, R. D., & Pandey, N. (2022). The Effect of Toxic Workplace Environments on Employee Engagement: Mediating Roles of Employee's Wellbeing and Organisation Support. *Horizon J. Hum. Soc. Sci. Res.* 4 (2), 66-74. <https://doi.org/10.37534/bp.jhssr.2022.v4.n2.id1168.p66>
- Weberg, D. R., & Fuller, R. M. (2019). Toxic leadership: Three lessons from complexity science to identify and stop toxic teams. *Nurse Leader*, 17(1), 22-26. <http://dx.doi.org/10.1016/j.mnl.2018.09.006>
- Zanabazar, A., Yondonrenchin, M., & Baljinnyam, E. (2023). The Impact of Leadership Styles on Employee Loyalty and Engagement. *European Journal of Business and Management Research*, 8(4), 94-100. <https://doi.org/10.24018/ejbmr.2023.8.4.2048>