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The Effect of Toxic Workplace Environment and Job Burnout on Turnover Intention (Study: PT Steel Pipe Industry of Indonesia, Tbk – Unit V)

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Abstract: The main objective of this research is to explain the influence of a toxic workplace environment and job burnout on employee turnover intention at PT. Steel Pipe Industry of Indonesia, Tbk – Unit Karawang. Furthermore, this research aims to identify the influence of a toxic workplace environment and job burnout on employee turnover intention levels at PT. Steel Pipe Industry of Indonesia, Tbk – Unit Karawang. This research uses a quantitative approach and descriptive analysis, with a sample of 110 respondents. Data collection efforts in this research were carried out using a survey method in the form of a questionnaire. The results of multiple linear regression equation modeling were obtained using SPSS for Windows software. The research results show that toxic workplace environment and job burnout have a positive effect on turnover intention. The findings in this research will help company management, policy makers and practitioners to formulate policies to reduce toxic workplace environments, job burnout and turnover intention among company employees.

Keyword: Toxic Workplace Environment, Job Burnout, Turnover Intention

INTRODUCTION

The manufacturing industry plays an important role in meeting human needs, by processing raw materials into finished or semi-finished products. To meet these demands, manufacturing companies must continue to develop and improve their processes, which also aims to increase company productivity. High productivity can optimize profits, reduce waste, and make the company system more effective and efficient. Many factors influence this development, such as humans, machines, methods, information, and money.

PT Steel Pipe Industry of Indonesia, Tbk. (PT SPINDO, Tbk.), which was founded in 1971, is the largest steel pipe manufacturer in Indonesia. The company is experienced in producing various types of steel pipes and related products, and has obtained domestic and international certifications. PT SPINDO's customer base includes domestic Indonesian and multinational companies such as Total, Chevron, Honda, Yamaha, and J Steel Australasia Pty, Ltd. With around 1000 employees and six modern factory units, the company continues to

strive to realize its vision and mission to increase sales and product quality, which depends on effective human resource (HR) management.

The problem faced by the company in managing HR is the high level of turnover intention or employee intention to leave. According to Djafar & Alauddin (2020), turnover intention is caused by various factors that make employees want to look for other jobs. High turnover can cause companies to have difficulty in achieving their goals, especially due to the cost of recruiting and training new employees. Turnover intention, as explained by Ksama & Wibawa (2016) and Rahman Bin et al. (2012), is the employee's intention to leave the company and look for other jobs. The departure of high-performing employees can be detrimental to the organization, as expressed by Infante & Darmawan (2022), because it can reduce productivity and increase operating costs. Slavianska (2012) added that a high turnover rate can cause significant financial losses for the company. PT SPINDO Unit V in Karawang was chosen as the object of research because of the high employee turnover rate in this unit, which makes it difficult for the company to achieve its goals. The Karawang Unit has 110 employees, with a composition of 75% permanent employees and 25% contract employees.

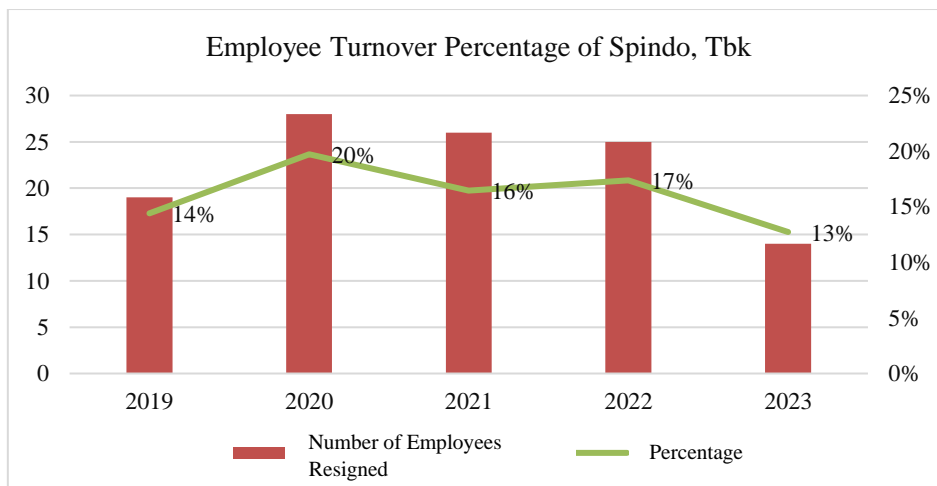


Figure 1. Employee Turnover Data 2019 – 2023

Figure 1 shows that in 2019 - 2023 the overall employee turnover rate at PT Steel Pipe Industry of Indonesia, Tbk – Karawang Unit is quite high, which is above 10% each year, with a peak turnover in 2020, which is a turnover rate of 20%. To find out the percentage of turnover rates for contract employees and permanent employees at PT Steel Pipe Industry of Indonesia, Tbk – Karawang Unit in 2019 – 2023, the following is presented in Figure 2 and Figure 3:

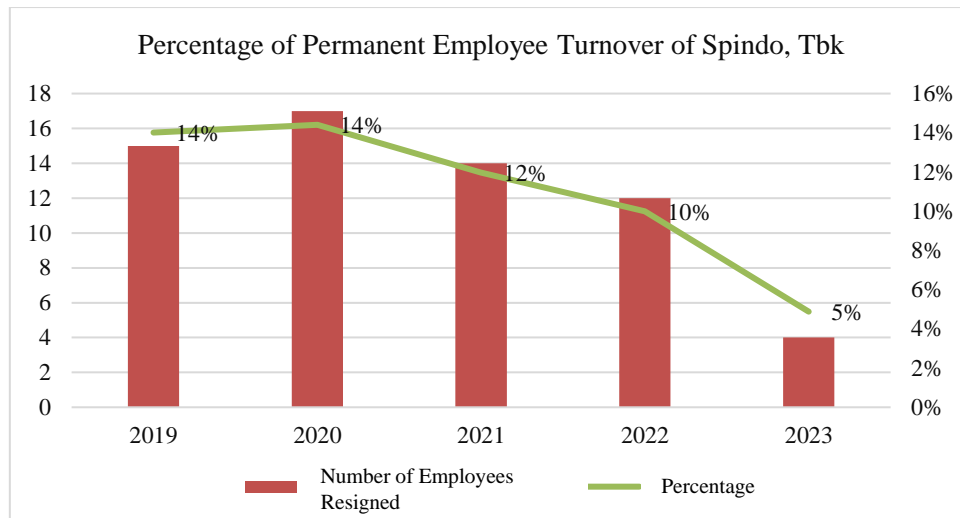


Figure 2. Permanent Employee Turnover Data 2019 – 2023

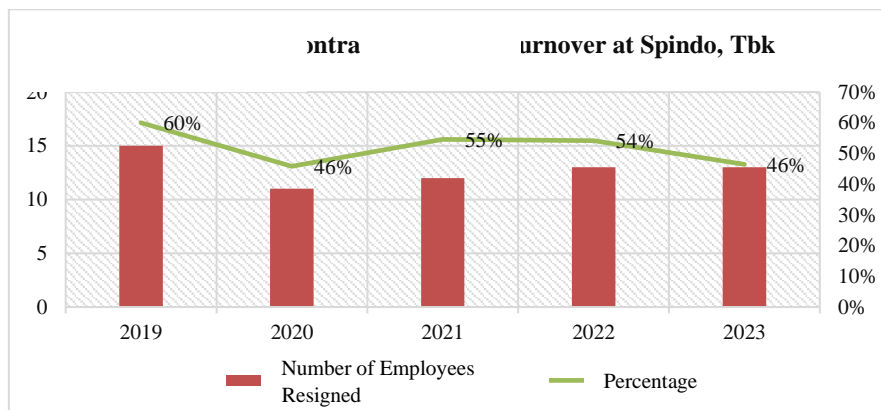


Figure 3. Contract Employee Turnover Data 2019 – 2023

Figure 1 shows that the employee turnover rate of PT Steel Pipe Industry of Indonesia, Tbk Unit V fluctuates every year, with the peak turnover of contract employees occurring in 2019 reaching 60%. This is a concern for the company because of the negative impacts it causes. According to Dubas & Nijhawan (2007), high turnover can cause financial losses such as recruitment costs, separation costs, and employee development costs. Therefore, it is important to identify the factors that influence turnover intention before implementing a retention strategy (Hee & Ann, 2019). Employee turnover is categorized as ideal if it is in the range of 5-10% per year, and high if it exceeds 10% per year (Suyono et al., 2020). Turnover data at PT SPINDO shows a figure exceeding 10%, which indicates management inaccuracy in managing the company's HR, resulting in significant turnover. Although the highest turnover occurs among contract employees, they still have an important contribution to the organizational system. According to Low et al. (2023), one of the causes of high turnover is a toxic work environment, which makes employees feel unhappy and dissatisfied. Rasool et al. (2021) added that a toxic environment can reduce employee engagement. Cheung & Yip (2015) revealed that a toxic environment can damage an organization by creating a toxic culture and behavior. This increases operational costs due to poor corporate image, low morale, high turnover, absenteeism, and decreased productivity (Pouliakas & Theodossiou, 2013). Factors that contribute to a toxic workplace environment include intimidation, work stress, work fatigue, leadership style, and work-life balance (Hashim et al., 2016; TASTAN, 2017; Anjum et al., 2018; AK, 2018). PT SPINDO, as a manufacturing company, faces pressure from competitors that can cause stress and emotional exhaustion, which in turn can lead to job

burnout (Wu et al., 2021). Rahim & Cosby (2016) found that job burnout can increase turnover, while Abate, Schaefer, & Pavone (2018) stated that job burnout and job satisfaction are important factors that influence turnover.

This phenomenon shows the importance of studying the relationship between turnover intention with toxic workplace environment and job burnout. This analysis is expected to provide a solution to minimize turnover, so that companies can improve performance, compete with competitors, and dominate the market.

Based on the phenomenon that occurred at PT. Steel Pipe Industry of Indonesia, Tbk, the objectives of this study are: (1) To determine and analyze employee perceptions regarding toxic workplace environment, job burnout and turnover intention. (2) To determine and analyze the effect of toxic workplace environment on turnover intention. (3) To determine and analyze the effect of job burnout on turnover intention.

Hypothesis

The study aims to determine whether there is a statistically significant relationship between the dimensions of toxic workplace environment, job burnout and turnover intention. To answer the problem identification, the author sets a hypothesis test for testing in this study, namely, as follows:

H1: There is a positive influence between toxic workplace environment and turnover intention.

H2: There is a positive influence between job burnout and turnover intention.

METHOD

This study aims to determine the effect of the relationship between toxic workplace environment, job burnout, and turnover intention on employees of PT Steel Pipe Industry of Indonesia, Tbk - Plant V in Karawang. The object of the study was this company, which has six factories in East Java and West Java. The unit of analysis was Plant V, while the observation unit involved all employees who were not implementers.

The method used was quantitative with an explanatory survey approach, using a questionnaire distributed online. This study collected primary data from employees of PT Steel Pipe Industry of Indonesia, Tbk - Plant V, as well as secondary data in the form of theoretical references that support the research. The primary data collected were related to the variables of toxic workplace environment, job burnout, and turnover intention, while secondary data were taken from relevant literature.

The study population consisted of all employees of PT Steel Pipe Industry of Indonesia, Tbk - Plant V, with a sample size of 110 people. Data collection techniques included observation, interviews, and questionnaire distribution. Observation was used to see the condition of the company which often experienced job rotation and high turnover rates. Interviews were conducted with HRD staff and several employees to obtain more in-depth information, while questionnaires were distributed to obtain data from employees regarding the three main variables.

To test the validity and reliability of the research instrument, validity and reliability tests were used with the help of SPSS. The validity test aims to ensure whether the instrument used measures the intended variable correctly, while the reliability test is to ensure the consistency of the instrument in measurement. In addition, the classical assumption test was conducted to avoid violations of assumptions in multiple linear regression, including normality, linearity, multicollinearity, heteroscedasticity, and autocorrelation tests.

Descriptive analysis was used to describe the characteristics of the data and provide an overview of the respondents. To measure the relationship between the variables studied, multiple linear regression analysis was used. In this case, a hypothesis test was conducted to

test whether there was a significant influence between toxic workplace environment, job burnout, and turnover intention on employees, using the t-test and F-test.

By using this comprehensive method, the study aims to provide a clear picture of the influence of the three variables on turnover intention on employees of PT Steel Pipe Industry of Indonesia, Tbk - Plant V.

RESULTS AND DISCUSSION

Respondent Overview

The respondents selected in this study were employees working at PT Steel Pipe Industry of Indonesia Tbk (SPINDO) – Unit V located in the Mitrakarawang Industrial Area (KIM), Jalan Mitra Raya, Parungmulya, Karawang. The number of respondents in this study was 110 respondents with the following identities: gender, age, education, marital status, length of service, and salary received.

Based on the results of the study, it is known that employees of PT SPINDO, Tbk are almost evenly distributed between male and female employees, namely 61% are male and 39% are female. Based on the researcher's observations, employees of PT SPINDO, Tbk are not only dominated by male employees but also by female employees. The cultural shift that can be felt is that more and more women are working and choosing to become career women.

Based on the research results, the employees of PT SPINDO, Tbk are dominated by employees aged 33-44 years as much as 51%, it can be said that more than half of PT SPINDO, Tbk employees are in the 33-44 year age category. The age of 33-44 years is the age that falls into the Millennials generation category or also known as Generation Y, those who were born between 1981 and 1996. At present, those born between 1981 and 1996 are in their productive period so it is not surprising that the Millennials generation dominates the employees.

In the education category that dominates PT SPINDO, Tbk employees, 98% of employees have a bachelor's or diploma education status. Many companies require employees to have a minimum diploma education to be accepted to work at the company, it can be said that employees are people who work according to their educational background and are experts in their fields.

Based on the research results, it is known that the employees of PT SPINDO, Tbk dominate single or unmarried employees as much as 75%. It can be said that most employees do not have family responsibilities (wife and children), where for reasons of career choice they are not burdened by having responsibilities (wife and children).

Based on the results of the study, the employees who dominate are employees with a work period of 4-20 years, the work period describes the level of employee experience and the level of employee satisfaction with the company. It is undeniable that the percentage of employees with a work period of less than 4 years is quite large, it is hoped that there will be efforts to be able to retain employees with a work period of less than 4 years to be able to stay in the company.

In the category of job status, it is dominated by permanent employees as much as 75%, this is very natural because the maximum contract employee period is 5 years if it is more than 5 years then the employee only has the choice to become a permanent employee by submitting and presenting or having to resign from the company. Becoming a permanent employee can provide many benefits than contract employee status.

Based on the results of the study, the salary received by employees is dominated by a salary range of IDR 3,000,000 - IDR 6,000,000, which is 55%, this salary range includes the URM of Karawang Regency. Based on the researcher's observation, the salary range of IDR 3,000,000 - IDR 6,000,000 is the average salary of employees in Karawang Regency, with this salary range, PT SPINDO, Tbk employees are considered sufficient to meet their living needs in Karawang.

RESULTS AND DISCUSSION
Instrument Test

Table 1. Results of the Validity Test of the Research Questionnaire

Variable	Question Item No.	Validity Coefficient	Information
Toxic workplace environment	1	0,406	Valid
	2	0,685	Valid
	3	0,683	Valid
	4	0,601	Valid
	5	0,687	Valid
	6	0,538	Valid
	7	0,53	Valid
Job burnout	8	0,683	Valid
	9	0,737	Valid
	10	0,601	Valid
	11	0,791	Valid
	12	0,734	Valid
	13	0,207	Valid
	14	0,456	Valid
Turnover intention	15	0,785	Valid
	16	0,913	Valid
	17	0,900	Valid
	18	0,799	Valid
	19	0,892	Valid

Based on Table 1. above, it can be seen that all question items in the questionnaire for all research variables have a validity coefficient value of more than 0.1576 so that it can be stated that all question items in the questionnaire are said to be valid and accurately measure the variables of this study.

After the validity test is fulfilled, the next step is to test the reliability of the measurement model by considering two criteria, namely Cronbach's alpha & Composite Reliability.

Table 2. Results of the Research Questionnaire Reliability Test

Variables	Number of Questions	Reliability Coefficient	Information
Toxic Workplace Environment	7	0,698	Reliable
Job burnout	7	0,707	Reliable
Turnover intention	5	0,911	Reliable

Table 2 shows the results of the reliability test of each research variable, it can be seen that the Toxic workplace environment, Job burnout and Turnover variables have a reliability coefficient value of more than 0.6 so that it can be said that all research variables are reliable or consistent.

Descriptive Analysis Results

Table 3. Likert Scale

Answer	Positive Question Score	Negative Question Score
Strongly Agree (SS)	5	1
Agree (S)	4	2

Answer	Positive Question Score	Negative Question Score
Disagree (KS)	3	3
Disagree (TS)	2	4
Strongly Disagree (STS)	1	5

To facilitate the classification of the average score, the assessment criteria are made in the form of intervals. In this study, the number of assessment criteria is 5 classes, with the calculation of the length of the class interval as follows:

$$\text{Interval Length} = \frac{\text{Highest Score Weight} - \text{Lowest Score Weight}}{\text{Many Interval Classes}} = \frac{5-1}{5} = 0,8$$

The length of the class interval obtained in this study is 0.8, so that the interval criteria for assessing the average respondent's answers can be determined as in Table 4 below:

Table 4. Percentage Criteria for Respondents' Responses to Actual Scores

Interval	Criteria
1,00 - 1,08	Very Low
1,81 - 2,60	Low
2,61 - 3,40	Quite High
3,41 - 4,20	High
4,21 - 5,00	Very High

Respondents' Responses Regarding Toxic Workplace Environment

Table 5. Average Score of Toxic Workplace Environment Variable

No.	Question Item	Average Score	Criteria
1	My coworkers often appreciate my physical appearance (R)	2,48	Low
2	My coworkers talk rudely to me in public	2,37	Low
3	My coworkers often try to be direct and make dirty jokes at me	2,79	Quite High
4	My coworkers assign me work that is not appropriate for my level of competence	2,75	Quite High
5	My coworkers often try to talk about my personal and sexual life	2,67	Quite High
6	My coworkers try to keep me at a distance at work	2,55	Low
7	My coworkers do not respond to my greetings	2,45	Low
Average Toxic Workplace Environment Variable Score		2,58	Rendah

Table 5 shows the results of the descriptive analysis of the Toxic workplace environment variable obtained an average score of 2.58 in the interval of 1.81 - 2.60. This shows that the respondents' responses regarding the Toxic workplace environment variable at PT. Steel Pipe Industry of Indonesia Tbk (Unit V - Karawang) are included in the Low criteria. Overall, the Toxic workplace environment variable is included in the Low category, it can be seen from the 7 question items, there are 4 question items with the Low category, but for question items 3 to 5 are included in the Quite High category where this point must be of more concern to the company.

In question no. 3, respondents gave a fairly high score, which means that employees feel that fellow coworkers often make dirty jokes that are considered unnecessary to discuss in the work environment (verbal abuse), this needs to be considered because according to (Rowe & Sherlock, 2005) employees who often experience verbal abuse tend to be more easily stressed, feel less satisfied with their work, and neglect their work more.

Question item no. 4 also got a fairly high score from respondents, where it can be concluded that superiors or coworkers give work that does not match the employee's competency level. This certainly also needs to be considered because it can trigger work stress in employees which can cause disruption while working. Work stress is employees who experience tension due to an imbalance between the employee's ability to complete their work and the demands of the job (Dewi et al., 2014).

The last question that got a fairly high score from respondents on the toxic workplace environment variable, namely question no. 5, this means that employees feel that coworkers or superiors often talk about their personal lives and sexual lives that should not be discussed in the work environment. This needs to be considered by the company because it can cause discomfort and insecurity in the work environment and can increase turnover intention. Strengthened by the explanation (Moslem & Sary, 2021) that negative feelings that arise due to work stress originating from threats in the work environment that are felt to be unsafe can trigger employees' desire to leave their jobs (turnover intention).

Respondents' Responses Regarding Job Burnout

Table 6. Average Score of Job Burnout Variables

No	Question Item	Average Score	Criteria
1	I feel emotionally drained by my work	3,70	High
2	I feel exhausted at the end of the workday	3,85	High
3	Working with people all day is really stressful for me	3,50	High
4	I feel exhausted by my work	3,35	Quite High
5	I feel like I work too hard at my job	3,34	Quite High
6	After work, I have enough energy to do leisure activities (R)	2,40	Low
7	When I work, I usually feel energized (R)	2,17	Low
Average Score of Job Burnout Variable		3,19	Quite High

Based on Table 6, it is known that overall the job burnout variable obtained an average score of 3.19, which is in the interval of 2.61 - 3.40, so it can be concluded that the job burnout variable is included in the Fairly High category. This can be seen from the 7 question items, 3 items fall into the High criteria, 2 items are Fairly High and 2 more items fall into the Fairly High criteria.

Question items no. 1 to no. 3 fall into the High criteria so that they require more attention from the company so that they can minimize job burnout in the organization. From the scores given by respondents on question item no. 1, it can be concluded that employees feel emotionally drained by their work, this is an early indication of job burnout experienced by employees. According to (Excerpted et al., 2001) "the emergence of burnout is marked by emotional exhaustion, depersonalization, and low self-achievement", therefore the company needs to make efforts to minimize the occurrence of job burnout.

Furthermore, question item no. 2 is also included in the High criteria, this means that employees often feel tired at the end of the day, fatigue can occur due to doing quite heavy work on that day. Fatigue here can be in the form of emotional fatigue and physical fatigue, both of which have the potential to cause job burnout and increase turnover intention in employees.

In question item no. 3 it is known that employees often feel that working with people all day is a tension, this can cause job burnout. Strengthened by the explanation (Maslach et al.,

1996) that work that is directly related to other people has a higher stress vulnerability value which causes burnout.

Respondents' Responses Regarding Turnover Intention

Table 7. Average Score of Turnover Intention Variables

No	Question Item	Average Score	Criteria
1	I am thinking about leaving this organization	2,99	Quite High
2	I plan to look for a new job	3,39	Quite High
3	I intend to ask people about new job opportunities	3,49	Quite High
4	I do not plan to stay with this organization much longer	3,30	Quite High
5	I intend to make a serious effort to look for another job in the next few months	3,36	Quite High
Average Score of Turnover Intention Variable		3,31	Quite High

Based on Table 7, it can be seen that the average score of the Turnover intention variable is 3.31 which is in the interval of 2.61 - 3.40 so that it can be concluded that the Turnover intention variable is included in the Quite High category. It can be seen that all items get the Quite High and High categories based on the respondents' assessment at PT. Steel Pipe Industry of Indonesia Tbk (Unit V - Karawang).

By looking at the question data for the turnover intention variable, it can be seen that the average employee has a fairly high intention to move, of course this must be an important concern for the company in an effort to minimize the level of turnover intention. Question item no. 3 is a question with the highest criteria, where employees often ask about new job opportunities to many people, in other words employees already have the intention to move to another organization and are just waiting for the realization of the intention to move.

Model Test Results

F Test

Table 8. F Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1438,333	2	719,167	34,337	.000 ^b
	Residual	2241,021	107	20,944		
	Total	3679,355	109			
a. Dependent Variable: TURNOVER INTENTION						
b. Predictors: (Constant), JOB BURNOUT, TOXIC WORKPLACE						

Based on Table 8, the p-value results obtained are <level of significance, namely 0.000 <0.05, so it can be concluded that toxic workplace environment and job burnout have a significant effect on turnover intention simultaneously.

Determination Coefficient Test (R²)

Table 9. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	0,391	0,380	4,57648

a. Predictors: (Constant), JOB BURNOUT, TOXIC WORKPLACE

Based on the determination coefficient test above, it is known that the Adjusted R Square is 0.380, so it can be concluded that the contribution of the role of the toxic workplace environment and job burnout variables to the turnover intention variable simultaneously (together) is 38%. The remaining 62% is influenced by other factors not included in this study.

Classical Assumption Test Results
Normality Test

Table 10. Normality Test Results (Kolmogorov - Smirnov Test)

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			110
Normal Parameters ^{a,b}	Mean		0,0000000
	Std. Deviation		4,53429487
Most Extreme Differences	Absolute		0,090
	Positive		0,048
	Negative		-0,090
Test Statistic			0,090
Asymp. Sig. (2-tailed)			.027 ^c
Monte Carlo Sig. (2-tailed)	Sig.		.311 ^d
	99% Confidence Interval	Lower Bound	0,299
		Upper Bound	0,323
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Based on 10000 sampled tables with starting seed 2000000.			

Based on the normality test in Table 10, the Monte Carlo sig. (2-tailed) value is 0.323, so the conclusion of the normality test is that the residual data in this regression model is normally distributed because it has a Monte Carlo sig. (2-tailed) greater than 0.05.

Linearity Test

Table 11. Linearity Test Results for Toxic Workplace Environment and Turnover Intention Variables

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Y * X1	Between Groups	(Combined)	1488,797	16	93,050	3,950	0,000
		Linearity	1177,676	1	1177,676	49,998	0,000
		Deviation from Linearity	311,121	15	20,741	0,881	0,587
Within Groups			2190,558	93	23,554		
Total			3679,355	109			

Table 12. Linearity Test Results of Job Burnout and Turnover Intention Variables

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Y * X2	Between Groups	(Combined)	1268,593	19	66,768	2,493	0,002
		Linearity	757,283	1	757,283	28,271	0,000

	Deviation from Linearity	511,309	18	28,406	1,060	0,404
Within Groups		2410,762	90	26,786		
Total		3679,355	109			

Table 11 and Table 12 show the linearity significance value obtained in each model is more than 0.05 so it can be concluded that there is a significant linearity relationship in each model.

Multicollinearity Test

Table 13. Multicollinearity Test Results

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
1 (Constant)	-4,148	2,614		-	0,116			
X1	0,673	0,118	0,462	5,702	0,000	0,868	1,152	
X2	0,383	0,108	0,286	3,528	0,001	0,868	1,152	

a. Dependent Variable: Y

Based on Table 13, it can be seen that the tolerance value of all variables shows a tolerance value for each variable > 0.10, which means that the regression equation model does not experience multicollinearity.

Heteroscedasticity Test

Table 14. Heteroscedasticity Test Results

Model	Coefficients ^a				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	3,782	1,610			2,349	0,021
X1	-0,060	0,073	-0,085		-0,823	0,412
X2	-0,061	0,067	-0,093		-0,911	0,365

a. Dependent Variable: LN_RES

From the test results in Table 14, it shows that the significance value of each variable is greater than 0.05. So it can be said that there is no heteroscedasticity.

Autocorrelation Test

Table 15. Autocorrelation Test Results

Model	Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.625 ^a	0,391	0,380	4,57648	1,755

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

In Table 15, the Durbin-Watson value is 1.755, which is greater than the upper limit (dU) of 1.7262 and less than (4-du) 4-1.7262 = 2.2738, so it is concluded that there are no problems or symptoms of autocorrelation.

Results of Verification Analysis

After all variables meet the classical assumption test and are free from symptoms of heteroscedasticity, multicollinearity and autocorrelation, the next step is to test the hypothesis using the multiple linear regression method. In this study, multiple linear regression analysis was carried out with the help of SPSS for Windows software to test the effect of toxic workplace environment and job burnout on turnover intention.

Multiple Linear Regression

Table 16. Results of Multiple Linear Regression Test

Model		Coefficients ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients	Beta		
		B	Std. Error				
1	(Constant)	-4,148	2,614			-1,587	0,116
	TOXIC	0,673	0,118	0,462		5,702	0,000
	WORKPLACE						
	JOB BURNOUT	0,383	0,108	0,286		3,528	0,001

a. Dependent Variable: TURNOVER INTENTION

Based on the test results above, multiple linear regression is obtained as follows:

$$Y = a + b1X1 + b2X2 + \dots + e$$

$$Y = -4.148 + 0.673X1 + 0.383X2$$

Description:

Y = Turnover intention variable

a = Constant

b1, b2 = Regression Coefficient

X1 = Toxic workplace environment variable

X2 = Job burnout variable

Based on the regression equation above, the interpretation of the coefficient of each variable is as follows:

1. Constant Value (a)

A constant value of -4.148 means that the turnover intention of employees at PT. Steel Pipe Industry of Indonesia, Tbk (Unit V - Karawang) is -4.148 points if the toxic workplace environment and job burnout variables are zero or nonexistent.

2. b1X1 (Toxic workplace environment)

The regression coefficient b1X1 has a positive value of 0.673, which is the interpretation of the variable parameter of the toxic workplace environment from employees towards the turnover intention of PT. Steel Pipe Industry of Indonesia, Tbk (Unit V - Karawang). This value indicates that if the toxic workplace environment towards turnover intention increases by 1 point, then the turnover intention decision at PT. Steel Pipe Industry of Indonesia, Tbk (Unit V - Karawang) will increase by 0.673, provided that there are no other influencing factors or other variables are constant.

3. b2X2 (Job Burnout)

It is known that the regression coefficient b2X2 is 0.383, which is the interpretation of the variable parameter of job burnout from employees towards the turnover intention of PT. Steel Pipe Industry of Indonesia, Tbk (Unit V - Karawang). This value indicates that if job burnout towards turnover intention increases by 1 point, then the turnover intention decision at PT. Steel Pipe Industry of Indonesia, Tbk (Unit V – Karawang) will increase by 0.383 with the note that there are no other influencing factors or other variables are constant.

Based on the multiple linear regression equation above, it is proven that the variables that have the highest regression coefficient values (Xn, bn) with values that are farthest from zero are the variables that have the most dominant influence compared to other variables.

The coefficient value of the toxic workplace environment variable is 0.673, which is greater than the coefficient value of the job burnout variable, which is 0.383. Because X1 (b1 = toxic workplace environment) > X2 (b2 = job burnout) where 0.673 > 0.383, it can be concluded that the most dominant variable is the toxic workplace environment variable.

Hypothesis Test Results (T-Test)

Table 17. T-Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4,148	2,614		-1,587	0,116
	TOXIC WORKPLACE	0,673	0,118	0,462	5,702	0,000
	JOB BURNOUT	0,383	0,108	0,286	3,528	0,001

a. Dependent Variable: TURNOVER INTENTION

In Table 17, it can be seen that the toxic workplace environment variable obtained a p-value <level of significance, namely 0.000 <0.05, so it can be concluded that the toxic workplace environment variable has a significant positive effect on turnover intention partially. In Table 4.18, it is also known that the job burnout variable gets a p-value <level of significance, namely 0.001 <0.05, this means that the job burnout variable has a significant positive effect on turnover intention partially. From the research that has been conducted, it is known that the results of the p-value obtained <level of significance, namely 0.000 <0.05, so it can be concluded that the toxic workplace environment and job burnout have a positive effect on turnover intention. It can be interpreted that the higher the toxic workplace environment, the higher the turnover intention. Thus, it can be said that the hypothesis (H1) is accepted, between the toxic workplace environment variable has a significant positive effect on the turnover intention variable. This means that toxic behavior in the work environment that is negative by employees or superiors can increase employee turnover. The results of this study are in line with previous studies, namely according to (Pouliakas & Theodossiou, 2013) that toxic workplace environment has a significant positive impact on turnover intention.

Toxic behavior is negative behavior in the workplace that can make employees feel uncomfortable while working, this is because it can interfere and become a burden on work. Toxic behavior can create a work environment that does not support collaboration and positive communication between teams. The interactions created are in the form of intimidation and

hierarchical views which can ultimately damage relationships between employees, hinder collaboration and destroy team spirit.

Toxic workplace environment not only affects individual employee performance but can also affect overall team performance. In an effort to minimize the negative impact of a toxic workplace environment, it is important to implement policies and training programs that focus on eradicating toxic workplace environment behavior in the work environment, namely by creating a supportive atmosphere, this is expected to reduce the level of employee turnover intention and ensure continued stable productivity. Employees who feel appreciated and supported tend to be loyal and contribute maximally to the organization.

From the results of the study, it is known that there is a significant positive influence between job burnout and turnover intention so that the hypothesis (H2) is accepted. It can be interpreted that the higher the job burnout, the higher the turnover intention. The results of this study are in line with the results of research according to (Wu et al., 2021) that job burnout has a significant positive impact on turnover intention. The high level of job burnout felt by employees can increase employee turnover intention.

Job burnout comes from various factors such as workload, length of service, prolonged work stress levels that can trigger turnover intention in employees. Of the several factors that cause job burnout, workload stands out as the biggest influence on employee turnover rates. Excessive workload will cause job burnout to be influenced by the increasing pressure and workload given by superiors to back up employees who have previously resigned, where the company has not yet found a replacement for these employees. The higher the workload, the higher the work stress felt, this encourages employees to leave their jobs.

To overcome the causes of job burnout in the workplace, this can be done by creating a positive work culture, providing a workload that is in accordance with employee capacity and ensuring a productive and committed work environment.

CONCLUSION

After conducting testing and analysis of research data on "The Effect of Toxic Workplace Environment and Job Burnout on Turnover Intention (Study: PT Steel Pipe Industry of Indonesia, Tbk - Unit V)", the following conclusions were obtained:

1. Based on the results of the descriptive analysis, it is known that employee perceptions of toxic workplaces at PT. Steel Pipe Industry of Indonesia, Tbk are still in the low category, but toxic behavior in the work environment is still often found, it is feared that if left unchecked it will become a big problem in the future. Meanwhile, the job burnout felt by employees is in a fairly high category such as experiencing work stress, emotional exhaustion and physical exhaustion. The turnover rate is also felt to be quite high by employees, this can be caused by the toxic workplace environment and job burnout which are quite high in the organization.
2. Toxic workplace environment has a positive and significant effect on turnover intention, where the higher the toxic workplace environment that occurs, the higher the employee's desire to leave the company (turnover intention), and vice versa. Toxic workplace environment makes the environment uncomfortable because of bad relationships with coworkers and does not provide support in the group, causing the turnover rate to increase.
3. The results of the study showed that job burnout had a positive and significant effect on turnover intention, where the higher the job burnout felt by employees, the higher the employee's desire to leave the company (turnover intention), and vice versa. The high level of job burnout experienced will cause mental health problems and decreased employee productivity, this can cause unhappiness in employees, resulting in high absenteeism and turnover.

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