



RESEARCH ARTICLE

IMPACT OF TOXIC WORK ENVIRONMENT ON EMPLOYEE TURNOVER INTENTION IN PHARMACEUTICAL INDUSTRY, KLANG VALLEY, MALAYSIA

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ABSTRACT

The purpose of this study is to investigate the relationship between the impact of toxic work environment and employee turnover intention from pharmaceutical industry in Klang Valley, Malaysia. Employee turnover is getting higher in recent years. It becomes a concern of the organization whereby the employees are decided to leave voluntary or involuntary. One of the reasons contributed to this high turnover would be toxic work environment. Toxic work environment consists of multiple factors such as workplace bullying, work stress, job burnout, leadership style and work-life balance. In this research, a statistical design approach is used to collect 180 primary data through cross sectional field survey questionnaires using non-probability convenience sampling method. All the data are analysed using SPSS 22 for demographic analysis, normality test, reliability test, data distribution, correlation, and regression analysis. The result showed that toxic work environment has a significant impact on employee turnover intention.

INTRODUCTION

Employee turnover is getting higher in recent years. It becomes a concern of the organization whereby the employees are decided to leave voluntary or involuntary. (Saeed *et al* , 2014). According to Ministry of Human Resources (2019), the turnover rate was at average of 20% across sectors. Accommodation and Food Service sector was reported the highest at 45%, followed by Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles at 29% and manufacturing sector at 25%. One of the reasons contributed to this high turnover would be toxic work environment. Toxic work environment consists of multiple factors such as workplace bullying, work stress, job burnout, leadership style and work-life balance. (Hashim *et al* , 2016; Taştan, 2017; Anjum *et al* , 2018; Belete, 2018). There are multiple reasons leading to employee turnover intention including toxic work environment. Employee will consider quitting when they feel unhappy or dissatisfaction in this environment. According to Said *et al* (2018), a questionnaires survey was carried out to Private Institutions' staffs to examine the relationship between job dissatisfaction (IV) such as leadership, employee commitment, workload and career development towards employee turnover. The study concluded with positive relationships between independent variables toward staff turnover intention. Khairuddin *et al* (2017) conducted a study to 150 MARA entrepreneurs/managers. The study discovered that stressors (work relationships, work-life balance, overload, job security, control, resources and communication, and etc) and burnout dimensions (emotional exhaustion, cynicism and professional efficacy) were associated with turnover intentions.

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Kim *et al*. (2019) carried out a study among clinical nurses and found that workplace bullying is significantly associated with burnout, Professional Quality of Life (ProQol) and turnover intention. Akca (2017) conducted a survey in private company in Turkey and discovered that turnover intention is highly associated with toxic leadership. According to The Star Online, 12 May 2019, employee overworked is commonly seen in Malaysia. Employer did not respect employee's time off and causes employees' health problem, decreasing morale and productivity due to overworked. As a result, there was employee high turnover.

Research Rationale: Employee turnover intention has become one of the major concerns in the organization. Based on the Randstad Employer Brand Research 2019 Malaysia Report, 21% of respondents has just changed employer in 2018. 38% of respondents intended to change employer in 2019, whereas 63% of newly employed respondents in 2018 intended to change employer again in 2019. Also, according to the 2019 Hays Asia Salary Guide, 31% of the respondents are actively looking for new job, whereas 45% of the respondents are open for new job opportunity. Lastly, a study conducted by The Workday and IDC found that 38% of Malaysia employees are likely to change job in the next 12 months. (The Edge Markets, 2018). High turnover will weaken company operation, impaired service delivery and delaying in task completion resulted to poor company performance and may increase in hiring cost and re-training employees. (Ainer *et al* , 2018). Jaharuddin *et al*

(2019) highlighted that employee turnover intention is a serious and continuous problem for many developing countries. High turnover may incur additional cost up to 25% of annual compensation of each new employee in recruiting process and re-training them, and also affects company's productivity/performance, thus, losing competitiveness in the market. Hence, it is very crucial in identifying the influencing factors of turnover intention before retention strategies implemented. (Hee *et al* , 2019).

Research objectives: The aim of this study is to investigate the impact of toxic work environment and employee turnover intention from pharmaceutical industry in Klang Valley, Malaysia.

LITERATURE REVIEW

Toxic Work Environment can be defined as the entire interrelationships of individual at workplace included technical, human, and organizational. When individuals in power are become greedy and narcissistic, they may start unethical action such as bully, harass, threat, and humiliate others that cause anxiety, stress, depression, health problems, absenteeism and job burnout, resulted low productivity and increase turnover intention. (Anjum *et al* , 2018). According to Taştan (2017), toxic behavioural and personality are common factors to toxic work environment. Toxic behavioural such as control freaks, narcissists, manipulators, bullies, humiliations, poisonous individuals or toxic managers etc. Whereas toxic personality is individual who demonstrated unworkable behaviours that weakening individuals, teams, and even organizations for long period. According to Tricahyadinata *et al* (2020), the intensity of the relationships is difference by gender. Also, there is difference in perceived toxicity in leaders by gender. Female's perceived toxicity in leaders is higher and more sensitive to and influenced by this event compared to males. (Singh *et al* , 2017). This is in line with Fapohunda (2014) that female workers perceive and experience various forms of harassment is associated with the men power holders resulting an uncomfortable, hostile, offensive or scary work environment. (Fapohunda, 2014).

According to Belete (2018), the prerequisite of leaving the job or organization is the intention to leave and can be referred as turnover intention. This happened in everywhere regardless of location, size or nature of business. Turnover intention is a serious issue of most organizations in private sector comparing to public sector. (Alias *et al* , 2018). According to Foster *et al* , 2011, employee's dissatisfaction and frustration, would affect the commitment and loyalty to the organization, and would have higher turnover intention compared to satisfied employees. There are multiple factors contributed to the employee turnover intention such as job stress and burnout, leadership style, work-life balance, workplace bullying, remuneration package, employee's growth and development, organizational commitment and supports etc. (Foster *et al* , 2011; Arshad *et al* , 2015; Hashim *et al* , 2016; Taştan, 2017; Nwobia *et al* , 2017; Belete, 2018; Alias *et al* , 2018; Sarisik *et al* , 2019). According to Emiroğlu *et al* (2015), gender is one of the key determinants for turnover intention. Empirical research shows that gender may be related to job stress, burnout, workplace bullying, work-family conflict, work-life balance and turnover intention. (Posig *et al* , 2004; Kim *et al* , 2008; Jung *et al* , 2012; Anjum, 2018; Tan, 2018). Female tends to

have higher turnover intention than male. (Akthar, 2017; Wu *et al*, 2018).

Leadership style can be defined as the approaches and behaviour applied by managers to exercise their role as a leader and motivating subordinates to achieve company's goal. (Belete, 2018). It is very important to any organization as the leaders' behaviour determined the future of an organization by either ruining or improving. (Maaitah, 2018). Leadership effectiveness able to drive the followers to achieve the company's goal; and the followers usually depend on the leaders' behaviour when performing their tasks. Hence, the quality of relationship between followers and leaders related to leadership effectiveness. (Leong, 2017). In the book "The Leadership Challenge" by Kouzes and Posner (2012), leadership started to be conceptualized as a set of behaviours and leaders could be made through skills (practice and learning). There are multiple theories of leadership namely Transformational, Transactional, Autocratic, Democratic, Laissez-faire (Iqbal *et al* ., 2015; Nawose Ing'ollan *et al* ., 2017; Alkhawaja, 2017; Maaitah, 2018; Deraman *et al* , 2018; Khajeh, 2018).

The common characteristics such as supportive, politeness, friendliness, respectful etc are the good traits of a good leader. (Alkhawaja, 2017). Whereas, egocentric or narcissistic are the most common toxic leader behaviour seen. This type of leaders uses self-reinforcing pattern to conquer subordinate and transform them into obedient follower. (Taştan, 2017). According to Anjum (2018), workplace bullying can be defined as an exhibition of undesirable behaviour toward one or more employees that resulted stress and humiliation of the targeted individual and work environment. Workplace bullying consist of verbal abuse, accusations, humiliations, gossiping, spreading rumours, and social exclusion between colleagues or manager within an organization. (Nwobia *et al* , 2017). Bullying behaviour is different from regular workplace conflicts as the bullying behaviour is associated with repetition and continuous negative behaviour toward the targeted one to hurt his or her feelings, personal dignity or self-confidence. (Coetzee *et al* , 2018). This will cause high emotional stress and trigger employee turnover intention because the employee would like to escape from this type of environment. (Nwobia *et al* , 2017).

Job burnout can be defined as a psychological process of a series of attitudinal and emotional reaction that employee goes through related to working environment or the job itself and personal experiences. (Jackson *et al*, 1983). There are multiple factors contributed to employee's job burnout such as poor organisation culture, lack of social support and resources, role conflict, role ambiguity, work overload, unsafe and uncomfortable working atmosphere etc. (Fong *et al* , 2013; Sarisik *et al* , 2019). According to Maslach *et al* . (1981), there are three subdimensions of burnout namely emotional exhaustion, depersonalization and reduced personal accomplishment. Reduced personal accomplishment affects self-evaluation. Meaning employee tend to evaluate themselves negatively and feeling dissatisfied with their achievements and incapable to fulfil the job demand. (Sarisik *et al* , 2019). All these factors can impact on employee's health condition, low in motivation, productivity, job satisfaction and performance. Thus, higher rate in absenteeism and turnover intention. (Fong *et al* , 2013; Sarisik *et al* , 2019). According to Greenhaus *et al* , (2003), work-life balance can be defined as

“the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role” and could be considered as modernized term and replacement of work-family conflict. (Suifan *et al* , 2016). Today, WLB is a common term used by all to illustrate the ideal and balance life between personal and work. This means employee would have achieved realistic and personal satisfaction balance among work, family and leisure. (Hashim *et al* , 2016). There are three dimensions of WLB namely time balance which is equal allocation between work and family, involvement balance as mental involvement with work and family, and satisfaction balance which is equal satisfaction between work and family. There are two categories of initiatives taken by the organization today namely cultural and structural to support WLB of employees. The cultural initiatives such as supportive supervisors or organization environment. Whereas, the structural flexible work schedule and arrangement, teleworking, job redesign, decreasing workloads and policies changes about absenteeism and parental leave. (Aslani *et al* , 2015).

Based on the empirical studies, the researcher found that there is similarity positive outcome on different variables identified in toxic work environment towards employee turnover intention. Gim *et al* (2015), Anjum (2018), Coetzee *et al* (2018), Kim *et al* (2019) and Raaj *et al* (2019) were tested similar variables on workplace bullying and studies concluded with positive relationship to turnover intention despite different context. Fong *et al* (2013), Sewwandi *et al* (2016), Khairuddin *et al* (2017), Gok *et al* (2017), Lu *et al* (2017) and Scanlan *et al* (2019) measured job burnout or job stress to turnover intention. Studies concluded positive relationship between job burnout or job stress to turnover intention. Akca (2017), Kim *et al*. (2017), Othman *et al* (2017), Deraman *et al* (2018) and Bakkal *et al* (2019), identified different types of leadership and found that there was a significant and positive relation between leadership styles and intention to leave of employees. Lastly, according to Atiq *et al*. (2017), Tan (2018), Hashim *et al* (2016) and Jaharuddin *et al* (2019), studies concluded that there was a significant positive relationship between work-life balance and turnover intention. Also, females tend to have higher turnover intention related to work-life balance and workplace bullying. (Emiroğlu *et al*, 2015; Atiq *et al*, 2017; Anjum, 2018; Wu *et al* , 2018). Researcher also observed that quantitative research is the most commonly and preferred method used by most researchers. Empirical research shows that gender may be related to job stress, burnout, workplace bullying, work-family conflict, work-life balance and turnover intention. (Posig *et al* , 2004; Kim *et al* , 2008; Jung *et al* , 2012; Anjum, 2018; Tan, 2018). According to Emiroğlu *et al* (2015), gender is one of the key determinants for turnover intention. Female tends to have higher turnover intention than male. (Akthar, 2017; Wu *et al* , 2018). Tricahyadinata *et al* (2020) found that the intensity of the relationships is difference by gender. Also, there is difference in perceived toxicity in leaders by gender. Female’s perceived toxicity in leaders is higher and more sensitive to and influenced by this event compared to males. (Singh *et al* , 2017). This is in line with Moradeke (2014) that female workers perceive, and experience various forms of harassment is associated with the men power holders resulting an uncomfortable, hostile, offensive or scary work environment. (Moradeke, 2014).

Despite many research on employee turnover intentions, there are limited studies conducted on the identified variables of toxic work environments towards employee turnover intention from Pharmaceutical industry in Klang Valley, Malaysia. Also, there are fewer studies examining gender difference on impact of toxic work environment on employee turnover intention. This study will investigate the relationship and filling the gap that influence employee turnover intentions.

RESEARCH METHODOLOGY

This research is done using data collected by using questionnaires, thus it is a quantitative research and positivism is applied to search the cause-effect relationship. Interpretivism and critical may not be suitable to apply as interpretivism is towards understand the subject’s viewpoint rather than observer’s viewpoint (Kivunja *et al* , 2017), and critical requires the researcher to have dialogue with subjects with the aim of social change. (Rehman *et al* , 2016). Quantitative research can be described as a systematic investigation to an issue by gathering numerical data and perform statistical analysis. (Apuke, 2017). The common methods of collecting data are closed-ended questionnaires, interview, experiments, survey etc. (Kabir, 2016). Quantitative research method is deployed for this study as it is cheaper way to implement, easy to compare and measure. Explanatory research is aimed to formulate a problem for investigation and establish the relationship between independent and dependent variables in a given research problem. (Rahi, 2017). The purpose of this research is to find out the relationship between the four variables of toxic work environment and turnover intention. This research will be using quantitative approach and the data collection done through survey questionnaires. Also, cross-sectional study will be adopted as the outcomes and exposure in the study participants will be measured at the same time (Setia, 2016). In this research, the questionnaire survey is distributed among respondents through Google Form and structured into three parts: 1) questions about the independent variables, 2) questions about dependent variable which is turnover intention and 3) respondent’s personal information. The questionnaire is measured using Five-Point Likert Scale which is 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree. (Fong *et al* , 2013). The respondents are required to response as per the Five-Point Likert Scale (1-5) to the questions to demonstrate their level of agreement and the data collected reveal the respondents’ viewpoint about the research objectives. Validity and reliability test are performed to test the instrument. Reliability is measured on the consistency of the results whereby the same result is achieved with the same methods and circumstances. Validity is measuring the data related to the knowledge or we can say validity refers to how accurately a method measures on what it is supposed to measure. (Heale *et al* , 2015; Ghazali, 2016). Probability sampling refers to everyone in the population will have equal chance to be selected. Non-probability sampling uses non-randomised methods to draw samples based on subjective judgement of researcher. This method is considered less expensive, less complicated and easy to apply. (Hamed, 2016; Showkat *et al*, 2017).

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WB1	179	1.0	5.0	2.179	1.2682	.695	.182	-.763	.361
WB2	180	1.0	5.0	2.606	1.3721	.242	.181	-1.244	.360
WB3	180	1.0	5.0	2.011	1.1723	1.051	.181	.193	.360
WB4	180	1.0	5.0	2.356	1.3059	.655	.181	-.782	.360
WB5	180	1.0	5.0	2.378	1.2996	.550	.181	-.875	.360
WB6	180	1.0	5.0	2.389	1.2876	.479	.181	-.914	.360
WB7	180	1.0	5.0	2.522	1.3514	.426	.181	-1.009	.360
WB8	180	1.0	5.0	2.306	1.3541	.644	.181	-.876	.360
JB1	180	1.0	5.0	3.228	1.1998	-.076	.181	-.833	.360
JB2	180	1.0	5.0	3.006	1.3096	-.071	.181	-1.080	.360
JB3	180	1.0	5.0	3.006	1.3680	-.050	.181	-1.251	.360
JB4	180	1.0	5.0	3.122	1.2713	-.034	.181	-1.069	.360
JB5	180	1.0	5.0	2.983	1.2923	.094	.181	-1.036	.360
JB6	180	1.0	5.0	3.172	1.1951	-.218	.181	-.749	.360
JB7	180	1.0	5.0	2.706	1.3851	.198	.181	-1.261	.360
LS1	180	1.0	5.0	2.822	1.3829	.157	.181	-1.251	.360
LS2	180	1.0	5.0	2.372	1.3288	.647	.181	-.719	.360
LS3	180	1.0	5.0	2.600	1.4244	.347	.181	-1.201	.360
LS4	180	1.0	5.0	2.694	1.3664	.223	.181	-1.186	.360
LS5	180	1.0	5.0	2.794	1.3770	.168	.181	-1.179	.360
LS6	180	1.0	5.0	2.689	1.3341	.273	.181	-1.074	.360
LS7	179	1.0	5.0	2.687	1.3708	.250	.182	-1.162	.361
WLB1	180	1.0	5.0	2.844	1.3321	.131	.181	-1.095	.360
WLB2	180	1.0	5.0	2.794	1.2404	.149	.181	-1.025	.360
WLB3	180	1.0	5.0	3.350	1.2528	-.413	.181	-.896	.360
WLB4	180	1.0	5.0	3.067	1.2623	-.076	.181	-1.117	.360
WLB5	180	1.0	5.0	2.867	1.2435	.062	.181	-.882	.360
WLB6	179	1.0	5.0	3.134	1.1287	-.386	.182	-.539	.361
WLB7	177	1.0	5.0	3.000	1.1677	-.173	.183	-.776	.363
ETI1	180	1.0	5.0	2.994	1.5079	.049	.181	-1.415	.360
ETI2	180	1.0	5.0	2.550	1.4388	.394	.181	-1.192	.360
ETI3	180	1.0	5.0	3.417	1.4255	-.508	.181	-1.052	.360
ETI4	180	1.0	5.0	3.067	1.3561	-.204	.181	-1.109	.360
WB	180	1.00	5.00	2.3424	1.05359	.520	.181	-.686	.360
JB	180	1.00	5.00	3.0317	1.04919	-.053	.181	-.812	.360
LS	180	1.00	5.00	2.6668	1.17888	.274	.181	-.999	.360
WLB	180	1.00	5.00	3.0052	.75416	-.047	.181	.425	.360
ETI	180	1.00	5.00	3.0069	1.21168	-.057	.181	-.926	.360
Valid N (listwise)	174								

Reliability statistics		
Variables	No. of Items	Cronbach's Alpha
Workplace bullying	8	0.924
Job burnout	7	0.914
Leadership style	7	0.941
Work-life balance	7	0.702
Turnover intention	4	0.867

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.495 ^a	.245	.241	1.05546	2.004

a. Predictors: (Constant), TWE

b. Dependent Variable: ETI

ANOVA - Model Significance						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	64.512	1	64.512	57.911	.000 ^b
	Residual	198.291	178	1.114		
	Total	262.804	179			

a. Dependent Variable: ETI

b. Predictors: (Constant), TWE

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.062	.267		3.973	.000		
	TWE	.708	.093	.495	7.610	.000	1.000	1.000

a. Dependent Variable: ETI

In this research, non-probability convenience sampling method is adopted as this is the cheaper way and easy to apply. Also, researcher is unable to reach everyone working in pharmaceutical companies in Klang Valley, Malaysia. This research is intended to carry out in Klang Valley, Malaysia and the questionnaire is distributed via internet google platform. There are about 15 pharmaceutical companies in Klang Valley, Malaysia and researcher is targeting 150 to 200 employees working in pharmaceutical companies as respondents to this survey. Researcher has sent out 200 questionnaires to the targeted respondents, however, there are only 186 responses received at 93% response rate. After rejected 6 responses due to insufficient information, the remaining 180 responses is used for this research with 90% effective response rate. In this research, the data collected was analysed using correlation and multiple regression analysis methods through IBM SPSS software.

Data Analysis

Normality test

Normality test is used to determine whether a data set is modelled for normal distribution. It is an important step in deciding the measures of the central tendency and statistical methods for data analysis. There are two methods of normality test which are graphical and numerical (Mishra *et al*, 2019). Though graphical method is useful in checking the normality of data, but it unable to provide formal conclusive evidence where the normal assumption holds. (Yap *et al*, 2011). In this research, numerical method is used to make an objective judgement by using Kurtosis and Skewness test in IBM SPSS. Kurtosis is measured on peakedness of distribution and Skewness is measured on symmetry of distribution. If the distribution looks the same to the right and left from the centre, is called symmetric distribution when skewness = 0 and kurtosis = 0. If the data range between -1 and +1, is called normal distribution. (Mishra *et al*, 2019). According to Garson 2012, skewness and kurtosis within the range of +2 to -2 is also well accepted as normal distribution. If the data follow normal distribution, this data is presented in mean value and used to compare among the groups to calculate significance level (P value). (Mishra *et al*, 2019). Table above shows the results of the descriptive analysis. As the table exhibits, the skewness value range between -0.508 to 1.051 is well accepted as guided by Garson (2012). Kurtosis statistic show that majority value is range between -1.415 to 0.425 are in normal distribution. Therefore, assumption is made that the underlying distribution of scores in the sample drawn from population in this study fits in the acceptable level.

Reliability analysis: According to Hair *et al* (2014), reliability test is assessing internal consistency whereby the level of consistency between multiple measurements of variable is examined. Cronbach's alpha is the most used to measure reliability coefficient. The agreed level of scale should be above 0.7. This is aligned with Garson (2012) that stated minimum scale of 0.7 is acceptable. Table 4.3 shows the Cronbach's alpha for all variables namely workplace bullying, job burnout, leadership style, work-life balance and turnover intention are all beyond the recommended level of 0.7. Thus, the result suggested fair level of internal consistency and acceptable for further analysis.

Regression Analysis: Regression analysis is used to determine the relationship between variables by using mathematic

equation. (Uyanik *et al*, 2013; Kumari, 2018). The regression coefficient (R^2) ranges from 0 to 1 measures percentage of variation in the dependent variable that is accounted for by the independent variable. If the R^2 is +1 indicates that perfect linear relationship. If R^2 is greater than 0 but lesser than 1, it shows there is a weaker linear relationship. (Kumari *et al.*, 2018). According to Moore *et al.* (2013), if R^2 value <0.3 is considered none or very weak effect, if it is $0.3 < R^2 < 0.5$ is considered weak effect, if it is $0.5 < R^2 < 0.7$ is considered moderate effect, and if $R^2 > 0.7$ is considered strong effect. Durbin-Watson is also used in regression analysis to test the autocorrelation with value between 0 and 4. If the value is 2, meaning that there is no autocorrelation found in sample. If the value from 0 to less than 2, it shows positive autocorrelation. If the value from 2 to 4, it indicates negative autocorrelation. If the value is close to 2, can be regarded as zero autocorrelation. (Chen, 2015). The table above shows the model summary with R^2 value of 0.245 reflecting 24% of turnover intention is predicted by independent variable. It indicates there is very weak cause-effect relationship between variables. The Durbin-Watson value of 2.004 is close to 2 direct to zero autocorrelation resulting no conflict and autocorrelation among the respondents.

ANOVA table shows that the value of F is 57.911 with significant value of 0.000 which is <0.05 , meaning the model is highly significant to predict the outcome variables. According to the table above the Beta coefficient value of toxic work environment is 0.495 with significance value of 0.000, meaning there is 49% of impact of toxic work environment on employee turnover intention and shows there exist a significant impact of toxic work environment on employee turnover intention as the significance level was lesser than 0.05. The study focuses to investigate the relationship between the impact of toxic work environment (workplace bullying, job burnout, leadership style and work-life balance) and employee turnover intention from pharmaceutical industry in Klang Valley, Malaysia. The result shows that toxic work environment has significant impact on employee turnover intention (beta coefficient= 0.495, p-value 0.000). This finding is supporting Tricahyadinata *et al.* (2020) that workplace incivility has positive effect on employee turnover intention. When individuals in power become greedy and narcissistic, they may start unethical action such as bully, harass, threat, and humiliate others that cause anxiety, stress, depression, health problems, absenteeism and job burnout, resulting in low productivity and increased turnover intention. (Anjum *et al.* 2018).

Conclusion and Recommendations

Employee turnover is getting higher in recent years. It becomes a concern of the organization whereby the employees are decided to leave voluntary or involuntary. (Saeed *et al*, 2014). One of the reasons contributed to this high turnover would be toxic work environment. Toxic work environment consists of multiple factors such as workplace bullying, work stress, job burnout, leadership style and work-life balance. (Hashim *et al*, 2016; Taştan, 2017; Anjum *et al*, 2018; Belete, 2018). High turnover will weaken company operation, impaired service delivery and delaying in task completion resulted to poor company performance and may increase in hiring cost and re-training employees. (Ainer *et al*, 2018). Toxic work environment is one of the reasons leading to employee turnover intention.

Employee will consider quitting when they feel unhappy or dissatisfaction in this environment. This study revealed that toxic work environment has significant relationship on employee turnover intention with beta coefficient value of 0.495 and significant value of 0.000 lesser than 0.05. When individuals in power are become greedy and narcissistic, they may start unethical action such as bully, harass, threat, and humiliate others that cause anxiety, stress, depression, health problems, absenteeism and job burnout, resulted low productivity and increase turnover intention. (Anjum *et al*, 2018).

Recommendations

Several recommendations formulated focusing on the key affected areas to resolve the root cause of toxic work environment and improved the employee's wellbeing for the affected employees found in this research. The recommendations are defined as below and not limited to-

- Review current policies and procedures - Develop a policy clearly define toxic work environment and set clear expectations for employee behaviour.
- Walk the talk - Ensure management set good example of appropriate workplace behaviours by treating the employees respectfully and always encourage respectful interactions.
- Promote productive and respectful working relationship – Creating healthy working culture where everyone is treated with dignity and respect.
- Have an open-door policy -The employer or HR Department must be approachable, trustworthy, and let employees know that you are there to help them.
- Training - Provide training for all employees on respectful communication protocols and its consequences not adhering to them. Also, uplift the employee's skills to prevent, recognise and respond to any incidents of toxic work behaviours.
- Communication -Ensure policies are clearly communicate to employees and encourage employees to speak out. Listen to the employee's concerns and make changes appropriately.
- Support system – Implement a platform and encourage employee to report if you are the victim or if you see something any disrespectful or toxic work behaviour. Also, can consider allowing anonymous reporting to third party. Form a standard investigation protocol to evaluate every reported incident.

All the above improvement recommendation to be led by HR department for imposing effective healthy work culture to curb toxic work environment.

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