



# How Toxic Workplace Environment Affects Employee Engagement and Employee Loyalty in Organizations (Literature Review)

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## Abstract

**Purpose:** This study aims to show that toxic environments are related to employee engagement and loyalty.

**Research Methodology:** The existing problems are based on existing literature reviews and are later presented in scientific articles.

**Results:** The results of the research are depicted at all three variables above that are directly used in one research or scientific article with the results or objects of research from various journals that exist and are available.

**Conclusions:** The conclusion of this scientific article illustrates that the literature review above reinforces the variables used by the author in writing this scientific article, thus adding to the characteristics of scientific results in the field of human resources.

**Limitations:** This study is limited to secondary data from existing literature, without primary data collection that could provide more up-to-date insights. Additionally, many of the studies reviewed are from specific industries or regions, limiting the generalizability of the findings to other contexts. The study also includes articles published over the past decade, meaning that recent changes in work environments, such as the shift to remote work, may not be fully captured.

**Contributions:** In the future, this scientific article can be used or continued by other researchers for the development or production of research results that are expected with research objects that can be adjusted.

**Keywords:** *Employee Engagement, Employee Loyalty, Toxic Workplace Environment*

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## 1. Introduction

The main asset for small and medium-sized businesses trying to adapt to an uncertain employee engagement refers to employees' commitment to their work and organization. Therefore, theorists of organizational behavior consider personal and situational factors affecting employee involvement. The debate on employee engagement continues and is healthy for new ideas emerging in the scientific literature (Hudaya, 2022b). In many ways it is expected; However, given the current debate about engagement, there is still widespread uncertainty about what engagement is conceptually and statistically, how it differs from commonly used performance tools, and what results to expect (Shuck et al., 2013), there is a statement stating in article i.e. top management should create an environment where employees feel empowered, because empowered employees automatically become involved employees (Srivastava &

Singh, 2020), according to Gruman and Saks (2011) in its scientific article that We recommend that the The best way to achieve performance improvement is to align a performance management system to drive employee engagement. Leaders and their commitments play an important role in employee engagement (Hendiyana et al., 2022; Nikolova et al., 2019). In addition to the involvement of employees in an enterprise or organization, there is also a toxic workplace environment that refers to the cruel and often cruel treatment of people, which endangers employees' safety and health. The impact of a toxic workplace environment may be felt within any organization, but for personal reasons, very few workers are willing to file formal complaints against the behavior (Amaral & Iramani, 2022). Victims' avoidance and silence in this toxic workplace environment make such incidents difficult to record. However, it is unanimously recognized that victims of violence suffer from a lack of well-being. According to the results of research from a scientific article (Anitha, 2014) states that organizations must eliminate toxic elements of the work environment to ensure their prosperity and success. The scientific article belonging (Rasool et al., 2021) states that the direct relationship between the toxic work environment and employee involvement confirms that employees who work in toxic environments spread negative emotions among other colleagues. Feelings of harassment, intimidation, and rejection caused by a toxic work environment can be damaging and cause unnecessary stress, fatigue, depression, and anxiety among employees. Second, employees' well-being affects their behavior, which increases their attachment to work and the company (Hudaya, 2022a). Third, organizational support increases employee engagement with work and the organization. It is also recognized that seeing organizational support strengthens employees' sense of belonging (Laili & Sukesi, 2022). This is also supported by the statement that workers who suffer from this problem may eventually suffer from conditions such as depression, anxiety, and insomnia. These problems degrade morale and negatively affect productivity. Organizational support can reduce these negative effects (Wang et al., 2020).

Creating loyal employees in an organization or company is not easy, this is in line with In a scientific article (Ineson et al., 2013), employee retention (interaction with managers and companies, working conditions, personal service, and location elements) and job satisfaction (personal satisfaction with participation and recognition, community engagement, advancement and salary and benefits) are the most important drivers, and position and career). In addition, some studies have found that spiritual experiences in the workplace greatly increase employee loyalty to the company (Aboobaker et al., 2020). A statement from a scientific article states that it shows an overlap of variables that affect job satisfaction and employee loyalty (Dhir et al., 2020). The three variable expressions above are a result of scientific article results exposure toe of wrig in this a. Thee, the purpose of this research is to showides shows that toxic environments are related to employee engagement and employee loyalty. The existing problems are based on existing literature reviews and are later presented from scientific articles.

## 2. Literature Review & Hypothesis Development

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### 2.1 Employee Engagement

Employee engagement refers to the level of emotional, cognitive, and behavioral commitment employees have toward their organization and job roles. Engaged employees are typically more enthusiastic, productive, and willing to contribute beyond their formal job responsibilities. According to Lumi and Yosef (2022) and Shuck et al. (2013), employee engagement is still debated in terms of its conceptual definition and measurement, yet it is widely recognized as a key driver of organizational performance. Furthermore, Berlian Rms and Wahyuningsih (2021) and Gruman and Saks (2011) argue that performance management systems should be aligned with engagement strategies to enhance employee outcomes. Leadership also plays a significant role in fostering engagement, as leaders' behavior and commitment directly influence employees' psychological attachment to their work (Nikolova et al., 2019; Parmenas,

2022).

## **2.2 Toxic Workplace Environment**

A toxic workplace environment is characterized by harmful behaviors such as harassment, intimidation, bullying, discrimination, and lack of organizational support. Such environments negatively affect employees' psychological and physical well-being. [Anitha \(2014\)](#) and [Lumi and Yosef \(2022\)](#) emphasize that organizations must eliminate toxic workplace conditions to sustain long-term success and productivity. [Nuraeni et al. \(2022\)](#) and [Rasool et al. \(2021\)](#) further explain that toxic environments generate negative emotions among employees, which may spread across teams and reduce overall organizational morale. Employees exposed to toxic conditions often experience stress, anxiety, depression, and burnout. These conditions not only harm individuals but also weaken organizational effectiveness.

## **2.3 Organizational Support and Employee Well-being**

Organizational support is an important factor in mitigating the negative effects of a toxic workplace. According to [Wang et al. \(2020\)](#), perceived organizational support can reduce stress-related outcomes such as anxiety, insomnia, and depression. When employees feel supported, they are more likely to remain committed and engaged with the organization. This aligns with social exchange theory, which suggests that employees reciprocate positive treatment from organizations with higher loyalty and performance.

## **2.4 Employee Loyalty**

Employee loyalty refers to the psychological attachment and commitment employees have toward their organization, leading to retention and reduced turnover intentions. Loyalty is influenced by multiple factors, including job satisfaction, workplace conditions, leadership, and organizational culture ([Ardhianti et al., 2022](#)). [Ineson et al. \(2013\)](#) highlight that job satisfaction and retention factors such as recognition, working conditions, and career advancement significantly influence loyalty. Similarly, [Aboobaker et al. \(2020\)](#) found that workplace spirituality enhances employee loyalty by increasing meaningful work experiences and emotional attachment to the organization. [Dhir et al. \(2020\)](#) and [Sudono \(2021\)](#) further indicate that job satisfaction and employee loyalty share overlapping determinants, meaning improvements in workplace conditions can simultaneously enhance both outcomes.

## **2.5 Relationship Between Toxic Workplace, Engagement, and Loyalty**

Existing literature consistently shows that toxic workplace environments negatively affect both employee engagement and loyalty. Employees working in hostile environments tend to withdraw psychologically, reduce effort, and show lower commitment to organizational goals. Over time, this leads to decreased productivity, higher turnover intentions, and weakened organizational performance ([Ricardianto et al., 2022](#); [Wijayanti & Santoso, 2022](#)). Conversely, supportive and healthy work environments promote engagement, strengthen emotional attachment, and increase loyalty. Therefore, organizations must prioritize eliminating toxic behaviors and fostering supportive leadership practices to enhance employee outcomes ([Fadlianto & Sulistyowati, 2022](#); [Harywibowo & Hariadi, 2022](#); [Kurniawan & Hariadi, 2022](#)).

## **2.6 Research Gap**

Although previous studies have examined employee engagement, workplace toxicity, and employee loyalty separately, there is still limited integrated research that simultaneously explores the direct relationship among these three variables. Most studies focus on either engagement or loyalty without fully examining how toxic workplace environments act as a central influencing factor. Therefore, this study aims to fill this gap by analyzing how toxic workplace environments influence employee engagement and employee loyalty in organizations.

## 2.7 Hypothesis Development

Therefore, the following hypotheses are proposed:

$H_1$ : A toxic work environment negatively impacts employee engagement.

$H_2$ : A toxic work environment negatively impacts employee loyalty.

$H_3$ : Employee engagement positively impacts employee loyalty.

## 3. Methodology

This research uses a qualitative method with a literature review of various scientific articles related to the variables discussed in this scientific article. The use of two tables in describing scientific articles by providing an opposition to the three variables.

Table 1. Distribution of Journals and Publishers

No	Title	Authors	Journal	Year
1	Performance management and employee engagement	<a href="#">Gruman and Saks (2011)</a>	Human Resource Management Review 21 (2011) 123–136	2011
2	The Jingle Jangle of Employee Engagement: Exploration of the Emerging Construct and Implications for Workplace Learning and Performance	<a href="#">Shuck et al. (2013)</a>	Human Resource Development Review 12(1) 11–35	2012
3	Employee engagement: Communicating clear expectations	<a href="#">Lowry (2016)</a>	Seminars in Orthodontics Vol 22 No 2 pp 103–106	2016
4	Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis	<a href="#">Mackay et al. (2017)</a>	Human Resource Management Review 27 (2017) 108–120	2017
5	Engaging leader = Engaged employees? A cross-lagged study on employee engagement	<a href="#">Nikolova et al. (2019)</a>	European Management Journal 37 (2019) 772–783	2019
6	Transformational leadership and employee performance: The role of identification, engagement and proactive personality	<a href="#">Buil et al. (2019)</a>	International Journal of Hospitality Management 77 (2019) 64–75	2019
7	Relationships Among Organizational Values, Employee Engagement, and Patient Satisfaction in an Academic Medical Center	<a href="#">Kang et al. (2020)</a>	Mayo Clinic Proceedings: Innovations, Quality & Outcomes 4(1) 8–20	2020
8	An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model	<a href="#">Kang et al. (2020)</a>	Human Resource Management Review 30 (2020) 100704	2020

No	Title	Authors	Journal	Year
9	Linking personal growth initiative and organizational identification to employee engagement: Testing mediating-moderating effects in Indian hotel industry	Srivastava and Singh (2020)	Journal of Hospitality and Tourism Management 45 (2020) 79–89	2020
10	When and why does competitive psychological climate affect employee engagement and burnout?	Lee et al. (2022)	Journal of Vocational Behavior 139 (2022) 103810	2022
11	Empirical study of public sector employee loyalty and satisfaction	Turkyilmaz et al. (2011)	Industrial Management & Data Systems 111(5) 675–696	2011
12	Employee loyalty in Hungarian hotels	Turkyilmaz et al. (2011)	International Journal of Hospitality Management 32 (2013) 31-39	2013
13	Employee loyalty and engagement in UAE public sector	Ibrahim and Al Falasi (2014)	Employee Relations 36 (5), 562-582	2014
14	Employee loyalty and organizational performance: a critical survey	Guillon and Cezanne (2014)	Journal of Organizational Change Management 27 (5), 839-850	2014
15	The Effect of Employee Loyalty on Wages	Masakure (2016)	Journal of Economic Psychology	2016
16	Multinational companies' human resource management practices' and their organizational culture impact on employees' loyalty: Case of Japanese multinational company in Morocco	Aljayi et al. (2016)	Procedia - Social and Behavioral Sciences 230 (2016) 204 – 211	2016
17	How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification	Tseng and Wu (2017)	Leadership Organization Development Journal, Vol. 38 Issue: 5	2017
18	Workplace spirituality and employee loyalty: an empirical investigation among millennials in India	Aboobaker et al. (2020)	Journal of Asia Business Studies 14 (2) 2020, 211-225	2020
19	Linking employee loyalty with job satisfaction using PLS–SEM modelling	Dhir et al. (2020)	Personnel Review	2020
20	How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?	Cachón-Rodríguez et al. (2022)	Evaluation and Program Planning 95 (2022) 102171	2022
21	"TOXIC" workplaces: the negative interface between the physical and social environments	Harvey and Too (2012)	Journal of Corporate Real Estate 14(3) 2012, 171- 181	2012

No	Title	Authors	Journal	Year
22	An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments	(Anitha, 2014)	Int. J. Environ. Res. Public Health 2018, 15, 35	2018
23	Positioning Depression as a Critical Factor in Creating a Toxic Workplace Environment for Diminishing Worker Productivity	(Rasool et al., 2019)	Sustainability 2019, 11, 2589	2019
24	How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing	(Rasool et al., 2021)	Int. J. Environ. Res. Public Health 2021	2021
25	Exploring the Relationships Between a Toxic Workplace Environment, Workplace Stress, and Project Success with the Moderating Effect of Organizational Support: Empirical Evidence from Pakistan	(Wang et al., 2020)	Risk Management and Healthcare Policy 2020:13 1055–1067	2021

Table 2. Article Categories by Subject

No	Article Name	Purpose	Findings	Recommendation
1	Performance management and employee engagement	We describe a new approach to the performance management process that includes employee engagement and key drivers of employee engagement at every stage	presents an engagement management model that incorporates the main ideas of the paper and offers a new perspective for thinking about how to motivate and manage employee engagement for high performance	Employee Engagement where the results of this article in the form of a model relate to employee performance variables
2	The Jingle Jangle of Employee Engagement: Further Exploration of the Emerging Construct and Implications for Workplace Learning and Performance	The structure of employee engagement appears, development is in the development stage	Literature on employee engagement, job satisfaction, engagement and participation. Effects on organizational learning and work performance are examined within the framework of human resource development (HR)	Literature review with variable employee engagement with human resource development
3	Employee engagement: Communicating clear expectations	We take steps to set clear expectations and improve our communication, satisfaction, morale, and increased employee engagement	Employees start to feel engaged and informed, and when they have the opportunity to contribute, they tend to be more likely to have	The results of the literature review that can be used as reference material.

No	Article Name	Purpose	Findings	Recommendation
4	Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis	Use meta-analytical reviews and path analysis to test whether employee engagement (EE) constructs show the validity of constructs in predicting employee performance (a broad measure of performance behavior) compared to other work arrangements such as work. Satisfaction, work participation and organizational commitment.	Shows that EE is better conceptualized as a measure of a high-level work attitude that is a strong and concise indicator of employee performance	Investigate Employee Engagement using meta – analytic path analysis with employee performance variables.
5	Engaging leader e Engaged employees? A cross-lagged study on employee engagement	To provide a cross-sectional study of the relationship between leadership commitment, job resources and employee engagement	A comprehensive view of the triggers and outcomes of committed work and leadership engagement is necessary because traditional one-way causal reasoning does not explain how these concepts relate to each other and to the employee's experience with resources	The results of future research on employee engagement with leadership variables can make references.
6	Transformational leadership and employee performance: The role of identification, engagement and proactive personality	Examines the underlying mechanisms and constraints that explain the relationship between transformational leadership and frontline worker performance	indicates that identification and commitment fully mediate the relationship between transformational leadership and organizational member behavior, while commitment partially mediates the relationship between transformational leadership and performance	The results of this study can make references in the future.

No	Article Name	Purpose	Findings	Recommendation
7	Relationships Among Organizational Values, Employee Engagement, and Patient Satisfaction in an Academic Medical Center	To study the relationship between various organizational values, employee engagement and patient satisfaction in academic medical centers	Identified seven constructs related to employee value and attachment, all of which showed a high positive correlation with each other. We can define structural equation models for values and commitments that provide excellent fit (comparative match index, 0.957). Leadership empowerment correlates positively with the highest patient satisfaction scores, followed by employee engagement and psychological safety/trust. All items in the parenting category are positively correlated with positive leadership and psychological safety/trust	The results of the study where the Employee Engagement variable with the organizational values variable, and patient satisfaction have a positive correlation.
8	An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model	To provide a comprehensive understanding of the relationship between employee engagement and innovative behavior through the lens of the JD-R model; (b) identify and re-examine the guiding theories underlying employee engagement; and (c) develop a unified conceptual framework based on empirically validated factors and their relationships and relevant theories	Employees find a combination of fairly high demands and high resources ideal for their commitment, innovative behaviors are the result of these sensitive interactions, and engaged employees are more likely to innovate through action. Strategies to overcome challenges. Taken together, these results demonstrate an integrated conceptual framework that refines the original JD-R model and thus better explains the dynamics associated with employee engagement and innovative behavior. Important implications for research and practice are shown	The results of the study using the JD-R model between Employee Engagement and innovative behavior with the qualitative literature review method.

No	Article Name	Purpose	Findings	Recommendation
9	Linking personal growth initiative and organizational identification to employee engagement: Testing the mediating-moderating effects in Indian hotel industry	To know the relationship between personal growth initiatives, organizational identification and employee engagement. In addition, the mediating effects of psychological empowerment and resilience on organizational identification, personal growth, and employee engagement with hotel workers were examined	Top management should create an environment where employees feel empowered, as empowered employees automatically become engaged employees. This is only possible when the organization has a culture in which employees have the power to "say", "remain" and "aspire"	The results of this study can be used for other researchers in the future as a reference.
10	When and why does competitive psychological climate affect employee engagement and burnout?	Existing literature and previous work highlight that perceived interpersonal competition in the workplace affects employees' career outcomes by shaping their job or career development experience (i.e., greater or lesser engagement and burnout)	provide managers with new insights into their influential role in facilitating employee-specific work behavior in response to the psychological competitive climate and how they feel next in the workplace	Literature review of employee engagement to managers.
11	Empirical study of public sector employee loyalty and satisfaction	To identify the factors that determine the level of job satisfaction of public employees and thus contribute to the creation of an effective and efficient management system in the public sector in developing countries such as Turkey.	Analysis of the data shows that there is a strong link between ESL and a branch of the Turkish Public Sector Social Insurance Agency. Education and personal development are seen as the factors that most influence customer satisfaction. The study also found a positive correlation between working conditions and job satisfaction	The results of the Employee Loyalty research with satisfaction in the public sector.

No	Article Name	Purpose	Findings	Recommendation
12	Employee loyalty in Hungarian hotels	To know their attitude to loyalty and opinions about job satisfaction	Key components identify key potential drivers of job satisfaction (personal satisfaction with participation and recognition, community engagement, career development, and salary and benefits) and employee retention (engagement with managers and companies, working conditions, personal benefits, service elements, and location). , career and status). Exploring correlation reveals that how managers treat employees and the positive benefits of social participation in the workplace have a greater impact on employee retention than monetary rewards	The results of the study with the variable employee loyalty with the object of research at a hotel in Hungary, can be used as a reference in future research.
13	Employee loyalty and engagement in UAE public sector	To test the relationship between employee loyalty (organizational commitment) and its two dimensions, Affective Commitment (AC) and Continuity Commitment (CC), on employee engagement.	shows that there is a significant relationship between loyalty and commitment. Air conditioning found to have a more significant impact on employee engagement compared to CC	For the future, the results of this study can be used as a reference, especially the variables of employee loyalty and attachment.
14	Employee loyalty and Organizational Performance: a critical survey	To explain the relationship between employee loyalty and company performance	Provides a critical overview of the various existing employee retention concepts. It shows the ambiguity of the theoretical outline of the concept and the practical way of making it a source of value for the organization. The paper shows that the relationship between employee loyalty and performance varies depending on the size used	The results of research where employee loyalty has a varied relationship with performance, and can be used as a reference for other researchers.

No	Article Name	Purpose	Findings	Recommendation
15	The Effect of Employee Loyalty on Wages	Many studies linking employee loyalty to organizational performance, the causal relationship between employee loyalty and employee compensation is poorly researched	Our results show that employee loyalty is negatively related to wages	Employee loyalty has a negative relationship with wages, this reference, especially employee loyalty, can be used by researchers in the future.
16	Multinational companies' human resource management practices' and their organizational culture impact on employees' loyalty: Case of Japanese multinational company in Morocco	Analyze the Japanese HRM system, employee loyalty as its backbone, as well as its transferability and conformity to Moroccan values and culture	Identify the loyalty of Moroccan employees supported by the HRM practices of Japanese companies and the characteristics of the environment that favors Morocco	The results of the study with the variable employee loyalty with two research objects located in Japan and Morocco.
17	How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification	This case study examines the influence of ethical leadership on financial professional loyalty by focusing on the mediating effects of perceived psychological contract fulfillment (PPCF) and organizational identification (OI)	Financial professionals from Taiwan were included in the sample. The results showed that the ethical leadership experience of professionals is positively related to their loyalty to their organization. Further results show that the fulfillment of the perceived psychological contract and the identification of the organization significantly mediate the relationship	offers several implications for those involved in employee retention management and programs. On the other hand, Taiwan's focus is unique and helps to improve the generalization of previous research on the relationship between ethical leadership and employee identification.
18	Workplace spirituality and employee loyalty: an empirical investigation among millennials in India	Examines the relationship between dimensions of workplace spirituality (meaningful work, sense of community and harmony with organizational values) and employee loyalty (intention to stay, dislike of alternative employers, and talking about organizations)	It generally shows that the experience of employee spirituality at work has a significant positive influence on their loyalty to the organization	Employee Loyalty variables with other variables with research results that can be used by other researchers in the future.

No	Article Name	Purpose	Findings	Recommendation
19	Linking employee loyalty with job satisfaction using PLS–SEM modelling	To empirically test models that describe how person-job-fit (PJF), person-organization-fit (POF), and perceived managerial support (PSS) as individual factors affecting job satisfaction and employee retention influence Indian context	PJF, POF and PSS factors are believed to significantly affect job satisfaction and also improve employee retention. Compared to PJF and PSS, POF proved to be the most influential factor in the proposed model	Employee Loyalty with other variables with the object of study in India.
20	How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?	To test the relationship between physical workplace and social behavior	There is a correlation between the physical workplace and the social behavior of employees. Due to the toxic workplace, two dysfunctional social behaviors are highlighted, namely bullying and destructive leadership	This paper then presents a logical plan to monitor and restore these "TOXIC" conditions in the physical environment.
21	"TOXIC" workplaces: the negative interface between the physical and social environments	To find out the influence of a toxic work environment that can negatively affect a person's work productivity	Organizations must eliminate toxic elements of the work environment to ensure their prosperity and success	Cross sectional research design. Subsequent research aims to expand research through longitudinal studies.
22	An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments	To find out the influence of a toxic work environment that can negatively affect the work productivity of an employee	Organizations must eliminate toxic elements of the work environment to ensure their prosperity and success	This research was conducted with a cross-sectional research design. Subsequent research aims to expand research through longitudinal studies.
23	Positioning Depression as a Critical Factor in Creating a Toxic Workplace Environment for Diminishing Worker Productivity	Researching how a toxic work environment can affect an employee's productivity directly and indirectly uses work depression as a mediating variable	Shows that a toxic work environment has a direct and indirect negative influence on employee productivity	Toxic variables with employee productivity have a negative influence.

No	Article Name	Purpose	Findings	Recommendation
24	How Toxic Workplace Environment Affects Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing	To evaluate the proposed relationship of the research model, we used modeling of the structural equation of partial smallest squares (PLS-SEM 3.2.2	Asserting that a toxic work environment negatively affects employee attachment. In addition, the results of this study confirm that organizational support and employee well-being have a significant impact on the toxic work environment and employee attachment	The results of the study between two variables of toxic and employee engagement in one study.
25	Exploring the Relationships Between a Toxic Workplace Environment, Workplace Stress, and Project Success with the Moderating Effect of Organizational Support: Empirical Evidence from Pakistan	Showed great interest in the relationship between toxic work environments, work-related stress, and project success, leading to extensive research on the topic	Toxic work environments have been found to have a negative association with project success and stress at work. Organizational support acts as a facilitator in the relationship between toxic work environment and stress at work, thereby affecting the success of the project.	Research results that can be used by other researchers in the future

#### 4. Results and Discussion

From the results of the elaboration of literature reviews related to scientific articles written This study illustrates that none of the three variables above are directly used in a single research or scientific article with the results or objects of research from various existing and available journals. However, there are some notes for the toxic workplace environment variable with the employee engagement variable from the results of [Rasool et al. \(2021\)](#) which states that a toxic work environment negatively affects employee attachment. In addition, the results of this study confirm that organizational support and employee well-being significantly impact toxic work environments and employee attachment. There are also research results from [Ibrahim and Al Falasi \(2014\)](#) stating that there is a significant relationship between loyalty and commitment. Air conditioning had a more significant impact on employee engagement than CC.

Moreover, some scientific articles were only review literature found in the search for authors and exposed in this scientific article.

#### 5. Conclusions

The results of the research above that have not existed in one study or the results of scientific articles in an existing journal, the conclusion of this scientific article describes that the literature review above reinforces the variables used by the author in writing this scientific article, thus adding to the distinctiveness of scientific results in the field of sources human power generally.

##### 5.1 Research Limitations

Several limitations must be considered in this research:

1. Lack of Primary Data: The study relies solely on secondary data from existing literature, which

may not fully capture current trends in the workplace.

2. **Scope of Studies:** Many of the studies analyzed are from specific industries or regions, limiting the generalizability of the findings to other contexts.
3. **Timeframe of Studies:** The literature review covers studies published over a decade, meaning that recent changes in work environments (such as the rise of remote work) may not be fully accounted for.

## ***5.2 Suggestions and Directions for Future Research***

In the future, this scientific article can be used or continued by other researchers for the development or production of expected research results with research objects that can be adjusted. Future research must focus on:

1. **Empirical Studies:** Conducting primary research to gather fresh data on the effects of toxic environments in contemporary workplaces, particularly in emerging sectors.
2. **Longitudinal Studies:** Long-term studies could assess the cumulative impact of toxic environments on employee engagement and loyalty over time.
3. **Industry-Specific Research:** Exploring how toxic environments affect engagement and loyalty in different industries, such as healthcare, technology, or education.

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## **Author Contributions**

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AMST contributed to conceptualization, methodology, formal analysis, data collection, investigation, writing—original draft preparation, writing—review and editing, supervision, and validation.

## **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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