

The Influence of Toxic Leadership and Employee Engagement on Employee Performance at PT. Glory Offset Press

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Abstract

This study employed a saturated sampling method where the entire population of 81 employees was used as the research sample. Data collection was conducted through questionnaires. The results revealed that toxic leadership had a negative and significant impact on employee performance, with a determination coefficient (R²) value of 0.052, indicating a 52% influence. The t-value was -2.078, which was greater than the t-table value of 1.66462, with a significance value of 0.041, less than 0.05. Meanwhile, employee engagement had a positive effect on employee performance, with a determination coefficient (R²) value of 0.137, representing a 13.7% influence. The t-value was 3.548, greater than the t-table value of 1.66462, and a significance value of 0.001, less than 0.05. Simultaneously, toxic leadership and employee engagement had a combined effect on employee performance, with an R² value of 0.217, meaning a combined influence of 21.7%, with an F-value of 10.822, greater than the F-table value of 3.11.

Keywords *toxic leadership, employee engagement, employee performance*

INTRODUCTION

One of the government's strategies to stimulate economic growth is by providing several facilities for local industries to export, such as the issuance of the KITE policy (Import Facility for Export Purpose). PT Glory Offset Press is one such export-oriented industry, with 70% of its production supplying paper bags to export markets and 30% serving local companies. Not all SMEs are able to export, as there are various conditions that must be met, especially regarding product quality standards for export. PT Glory Offset Press recognizes the importance of adhering to these standards and is committed to meeting them. Management also acknowledges that employee performance is a key factor in achieving these standards and the company's vision.

Based on the researcher's natural observation while working at PT Glory Offset Press, several interesting workplace phenomena have been identified, such as employees frequently arriving late, high absenteeism, failure to store mobile phones in designated lockers, long bathroom breaks (15-20 minutes), leaving their work areas 10 minutes before the end of their shifts, and low compliance with SOPs. These behaviors have led to production errors, resulting in suboptimal production quality and quantity.

These phenomena can be observed as symptoms of declining employee performance at PT Glory Offset Press. If left unaddressed, they could negatively impact the company's productivity and hinder its ability to meet the established export product standards, ultimately causing material and immaterial losses.

As an export-oriented company, PT Glory Offset Press has a vision to "Become Indonesia's leading international standard commercial printing and packaging company, providing the best creative solutions and becoming the customer's first choice." The company's commitment to maintaining quality in line with export standards is one of its



main objectives. Therefore, the company should have highly engaged employees who are focused and dedicated to their work. Employee performance is closely tied to leadership quality, which drives employees to be highly productive for the company.

Based on the background outlined above, the researcher is interested in conducting a study on "The Influence of Toxic Leadership and Employee Engagement on Employee Performance at PT Glory Offset Press."

LITERATURE REVIEW

Employee Performance

Mangkunegara (2017) defines performance (employee performance) as the result achieved by workers, both in terms of quality and quantity, through the execution of tasks and responsibilities. According to Kasmir (2016), employee performance refers to a person's work results and behavior in completing tasks and responsibilities within a specific period. Manurung (2011) notes that employee performance is multidimensional and influenced by three aspects: characteristics, behavior, and managerial factors.

Employee Engagement

The concept of employee engagement was first introduced by Kahn (1990), who described engagement as a psychological involvement in work and organizational roles, which includes physical, cognitive, and emotional expression. The cognitive aspect of employee engagement relates to employees' beliefs about the organization, leadership, and working conditions. The emotional aspect pertains to how employees feel about these factors and whether their feelings have a positive or negative impact on the organization and its leaders.

According to Bakker (2010), employee engagement involves enthusiasm, focus, effort, and energy in the job. The concept of workplace engagement suggests that employees who are engaged will put more effort into their work because they understand the importance of what they are doing.

Toxic Leadership

Toxic leadership was first introduced by Whicker (1996) in his book "Toxic Leader: When Organization Go Bad." Whicker (1996) defines toxic leadership as leadership that is incompatible, anxiety-inducing, and harmful. Heppell (2011) describes toxic leadership as behavior that is destructive and exhibits non-functional characteristics.

Schmidt (2008) briefly defines a toxic leader as someone who displays narcissism, unpredictability, authoritarian control, and self-centeredness.

METHOD

This research utilized a quantitative method and employed regression techniques to analyze the data. The data collection process involved distributing questionnaires directly to the employees of PT Glory Offset Press. The sampling method used was saturation sampling, in which all members of the population are included in the sample. The data was processed

using SPSS 26 software.

RESULT AND DISCUSSION

The respondents in this study were final-year students from University X, aged 18-25, who had not yet gained work experience. A total of 103 respondents participated in the research.

Research Results

The validity test on the research instrument was conducted with 81 respondents at a 5% error rate, resulting in a table value of 0.1841.

Variable	Item	r-value	r-table	Conclusion
Employee Performance	item1	0.303	0.1841	Valid
	item2	0.471	0.1841	Valid
	item3	0.610	0.1841	Valid
	item4	0.544	0.1841	Valid
	item5	0.517	0.1841	Valid
	item6	0.029	0.1841	Invalid
	item7	0.570	0.1841	Valid
	item8	0.352	0.1841	Valid
	item9	0.303	0.1841	Valid
	item10	0.327	0.1841	Valid
	item11	0.364	0.1841	Valid
	item12	0.348	0.1841	Valid
	item13	0.395	0.1841	Valid
	item14	0.416	0.1841	Valid
	item15	0.462	0.1841	Valid
	item16	0.682	0.1841	Valid
	item17	0.158	0.1841	Invalid
	item18	0.608	0.1841	Valid
	item19	0.677	0.1841	Valid
	item20	0.707	0.1841	Valid
	item21	0.752	0.1841	Valid
	item22	0.643	0.1841	Valid
	item23	0.708	0.1841	Valid
	item24	0.442	0.1841	Valid



Variable	Item	r-value	r-table	Conclusion
	item25	0.341	0.1841	Valid
	item26	0.506	0.1841	Valid
	item27	0.334	0.1841	Valid
	item28	0.635	0.1841	Valid
	item29	0.710	0.1841	Valid
	item30	0.623	0.1841	Valid
	item31	0.522	0.1841	Valid
	item32	0.556	0.1841	Valid
	item33	0.420	0.1841	Valid

The results from the validity test showed that out of 33 items, item number 6 and item number 17 had r-values of 0.029 and 0.158, respectively, which were lower than the r-table value of 0.1841, making these items invalid. Therefore, it was concluded that 31 items passed the validity test.

Employee Engagement

Variable	Item	r-value	r-table	Conclusion
Employee Engagement	item1	0.554	0.1841	Valid
	item2	0.456	0.1841	Valid
	item3	0.467	0.1841	Valid
	item4	0.432	0.1841	Valid
	item5	0.525	0.1841	Valid
	item6	0.141	0.1841	Invalid
	item7	0.537	0.1841	Valid
	item8	0.714	0.1841	Valid
	item9	0.582	0.1841	Valid
	item10	0.616	0.1841	Valid
	item11	0.726	0.1841	Valid
	item12	0.643	0.1841	Valid
	item13	0.687	0.1841	Valid
	item14	0.730	0.1841	Valid
	item15	0.534	0.1841	Valid
	item16	0.639	0.1841	Valid

The results from the validity test on the employee engagement variable, consisting of 16 items, showed that the highest r-value was 0.730 and the lowest was 0.141 for item number 6. Since the r-table value was 0.1841, item number 6 was declared invalid, while the remaining 15 items were valid.

Toxic Leadership

Variable	Item	r-value	r-table	Conclusion
Toxic Leadership	item1	0.526	0.1841	Valid
	item2	0.586	0.1841	Valid
	item3	0.498	0.1841	Valid
	item4	0.548	0.1841	Valid
	item5	0.411	0.1841	Valid
	item6	0.584	0.1841	Valid
	item7	0.631	0.1841	Valid
	item8	0.681	0.1841	Valid
	item9	0.642	0.1841	Valid
	item10	0.565	0.1841	Valid
	item11	0.671	0.1841	Valid
	item12	0.657	0.1841	Valid
	item13	0.599	0.1841	Valid
	item14	0.616	0.1841	Valid
	item15	0.490	0.1841	Valid
	item16	0.650	0.1841	Valid
	item17	0.613	0.1841	Valid
	item18	0.673	0.1841	Valid
	item19	0.410	0.1841	Valid
	item20	0.452	0.1841	Valid
	item21	0.411	0.1841	Valid
	item22	0.520	0.1841	Valid
	item23	0.463	0.1841	Valid
	item24	0.472	0.1841	Valid
	item25	0.738	0.1841	Valid
	item26	0.575	0.1841	Valid
	item27	0.713	0.1841	Valid



Variable	Item	r-value	r-table	Conclusion
	item28	0.746	0.1841	Valid
	item29	0.758	0.1841	Valid
	item30	0.659	0.1841	Valid

The validity test for the toxic leadership variable indicated that all items had an r-value greater than the r-table value, with the lowest r-value being 0.410 and the highest 0.758. Compared to the r-table value of 0.1841, all 30 toxic leadership items were declared valid.

Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Number of Items	Conclusion
Employee Performance	0.905	0.6	31	Reliable
Employee Engagement	0.859	0.6	15	Reliable
Toxic Leadership	0.934	0.6	30	Reliable

The results from the reliability test in Table 4.8 show that the variables of employee performance, employee engagement, and toxic leadership had Cronbach's Alpha values greater than 0.6, meaning that these variables are considered reliable.

The Influence of Toxic Leadership on Employee Performance

Based on the research results, the data processing shows that toxic leadership has a negative and significant impact on employee performance. This is indicated by the linear regression results, where the t-value for the toxic leadership variable was -2.078, which is greater than the t-table value of 1.66462. Furthermore, Table 4.15 shows that the significance value for toxic leadership was 0.041, which is less than 0.05. The regression coefficient for toxic leadership was negative (-0.162), indicating a negative relationship between toxic leadership and employee performance. The R Square (R²) value shows that toxic leadership has an influence of 5.2% on employee performance.

From the correlation matrix test, it is evident that the abusive supervision dimension of toxic leadership has a considerable negative impact on employee performance, particularly in managerial aspects. Employees who experience high levels of abusive supervision tend to exhibit lower managerial performance in their tasks, such as coordinating, informing, and managing their work and that of their colleagues and subordinates. This leads to suboptimal results, and their contributions to the team become passive, which causes a decline in employee performance.

Previous studies, such as Williams (2018), support these findings, showing that toxic

leaders not only represent poor leadership but also significantly harm individuals, teams, organizational productivity, and job satisfaction. Additionally, research by Omar, Robinson, and Dudau (2017) found that toxic leadership in universities caused emotional disturbances, reduced employee performance, and fostered anti-social behavior among employees.

The Influence of Employee Engagement on Employee Performance

The research results also show that employee engagement has a positive and significant impact on employee performance. According to the linear regression results, the t-value for employee engagement was 3.548, which is greater than the t-table value of 1.66462. Table 4.15 further reveals that the significance value for employee engagement was 0.001, which is smaller than 0.05. The regression coefficient for employee engagement was positive (0.516), indicating a positive relationship between employee engagement and employee performance. The R Square (R²) value indicates that employee engagement has an influence of 21.7% on employee performance.

From the correlation matrix test, the vigor dimension of employee engagement had the strongest correlation with employee performance, particularly in behavioral aspects. Higher vigor leads to increased enthusiasm and focus on tasks, which is manifested in effective and efficient task completion, good behavior, and active participation in generating ideas and suggestions. This ultimately enhances employee performance. These findings are supported by the research of Mohammad, Hoque, Siddiqui, and Sabiu (2018), which showed that employee engagement has a significant positive effect on employee performance ($\beta = 0.403, P = .000$).

The Combined Influence of Toxic Leadership and Employee Engagement on Employee Performance

The research also shows that toxic leadership and employee engagement, when combined, have a significant simultaneous impact on employee performance. This is demonstrated by the F-test result, where the F-value was 10.822, greater than the F-table value of 3.11. Additionally, Table 4.15 shows that the significance value from the F-test was 0.000, which is smaller than 0.05. The R Square (R²) value indicates that the combined influence of toxic leadership and employee engagement on employee performance is 21.7%.

According to the multiple regression equation shown in Table 4.20, employee performance will increase if toxic leadership is reduced and employee engagement is improved. This means that reducing toxic leadership while enhancing employee engagement will lead to better employee performance. From the correlation matrix, it is evident that the abusive supervision dimension of toxic leadership had a strong negative impact (-0.238) on managerial aspects of employee performance. Thus, the company should focus on providing training to leaders on good leadership principles and raising awareness about toxic leadership behaviors. Additionally, conducting internal leadership audits and involving all organization members can help in providing feedback to control and prevent such behaviors.

For employee engagement, the lowest correlation was found in the dedication dimension (0.224) related to managerial aspects of employee performance. Therefore, the



company should pay more attention to enhancing employees' dedication, as this correlates with improved managerial performance. This can be done by fostering enthusiasm, pride, and a sense of challenge in the work being performed.

CONCLUSION

Based on the results of this study on the influence of toxic leadership and employee engagement on employee performance at PT Glory Offset Press, the following conclusions can be drawn:

1. Toxic leadership has a negative and significant effect on employee performance. This indicates that the higher the toxic leadership experienced by employees, the lower their performance will be. The most influential dimension of toxic leadership on performance is abusive supervision.
2. Employee engagement has a positive and significant effect on employee performance. This indicates that the higher the employee engagement, the higher their performance will be. The most influential dimension of employee engagement on performance is dedication.
3. Toxic leadership and employee engagement, when combined, have a significant simultaneous effect on employee performance. Therefore, it can be concluded that reducing toxic leadership and increasing employee engagement will improve employee performance.

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