



THE EFFECT OF TOXIC WORKPLACE ENVIRONMENT AND MENTAL HEALTH ON TURNOVER INTENTION

Faisal Pathir

Faculty of Economics and Business, Universitas Siliwangi, Tasikmalaya, Indonesia

223402361@student.unsil.ac.id

Abstract. This study aims to analyze the effect of Toxic Workplace Environment and Mental Health on Turnover Intention among employees of the Production Department at Faaz Fashion in Tasikmalaya City. The study uses a quantitative approach with a survey method and saturated sampling technique, with data collection through a Likert scale questionnaire which was then processed using path analysis with the help of statistical software. The results show that the model constructed is empirically valid and that Toxic Workplace Environment has a positive and significant effect on Turnover Intention, meaning that the higher the perception of danger in the workplace, the stronger the employees' urge to leave the company. Conversely, Mental Health has a negative and significant effect on resignation intention, meaning that the better the condition of employees' Mental Health, the lower their tendency to intend to leave the organization. These findings confirm that controlling occupational hazards and strengthening support for employees' Mental Health are crucial strategic steps for companies in their efforts to reduce Turnover Intention and maintain workforce sustainability in the production sector.

Keywords: Toxic Workplace Environment; Mental Health; Turnover Intention.

1. Introduction

The phenomenon of turnover intention, or the intention of employees to leave the company, is one of the serious challenges faced by organizations (Mulvi & Emilisa, 2024). This refers to an individual's mental decision to leave their job, a decision that is greatly influenced by various internal and external factors (Haholongan, 2018). High turnover rates can have various negative impacts, such as increased recruitment and training costs, loss of employee knowledge and skills, and disruption to work stability and productivity (Fadli et al., 2024).

One factor that contributes to the intention to leave a company is a toxic work environment (Dwita, 2022). This type of work environment not only affects employee well-being but can also influence their decision to seek employment opportunities elsewhere. In addition, this work environment is characterized by negative behaviors, such as bullying, excessive pressure, fatigue, unhealthy leadership styles, and an imbalance between work and personal life (Mulvi & Emilisa, 2024). These conditions can create an unpleasant work atmosphere, reduce job satisfaction, and affect employees' motivation to stay.

Mental health also plays an important role in explaining the emergence of turnover intentions (Fadli et al., 2024). Workers who experience mental health problems during working hours often develop a desire to leave their jobs. High work pressure, emotional burdens, and lack of support from the work environment can trigger stress, anxiety, and even depression in employees. These mental health disorders not only reduce work quality but also increase the likelihood of someone choosing to leave their job. Previous studies have shown that a toxic work environment has a significant relationship with employee turnover intentions (Haholongan, 2018). Similarly, employee psychological

health problems have been shown to be closely related to increased resignation rates in organizations (Tang, 2023).

Although many previous studies have explored the relationship between toxic work environments, mental health, and turnover intentions, most of these studies were conducted in the health, education, or office sectors. Research focusing on the fashion industry, particularly in production departments with high physical workloads and direct supervision, is still very limited. In addition, several previous studies (Low & Mahadevan, 2023) tend to analyze these variables separately, whereas this study tests both variables simultaneously in one integrated model. On the other hand, (Herdiyan, 2021) states that psychological factors at work, such as mental health, can increase the intention to remain in an organization. However, this research is theoretical and has not been empirically tested in the context of companies with informal organizational structures, such as the garment industry, and this is also related to the background of the Faaz Fashion company.

Therefore, the uniqueness of this study lies in its focus on production employees in a medium-sized company, namely Faaz Fashion in Tasikmalaya City, thus providing a more in-depth contextual understanding of how a toxic work environment and Mental Health conditions together influence employees' desire to leave the company in the local manufacturing industry.

2. Literature Review

A toxic work environment, characterized by negative behaviors such as harassment and intimidation, directly increases employee turnover intentions by creating dissatisfaction and demotivation (Iqbal et al., 2022; Jantjies, S. D., & Botha, 2024; McCulloch, 2017). Additionally, a toxic work environment significantly damages employees' mental health, causing stress, anxiety, and depression (Alsomaidae et al., 2023; Wang et al., 2025). This impaired mental health then becomes an important mediating factor, where employees who suffer from mental health problems due to an unhealthy workplace are more likely to want to leave their jobs (Naeem & Khurram, 2020; Tang, 2023). Thus, a toxic workplace environment not only directly encourages employees to leave, but also indirectly through its negative impact on mental health, which ultimately triggers employees' intention to leave. This shows the complex interaction between workplace conditions and individual psychological well-being, which cumulatively shapes employees' decisions to stay or resign (Rahadiyanti & Prahiawan, 2024).

H₁: The Influence of Toxic Workplace Environment and Mental Health on Turnover Intention

3. Method

Researchers used a quantitative survey method to collect data from a sample of employees, which enabled the identification of patterns and statistical relationships between hazardous work environment variables, mental health, and turnover intention (Uma & Swasti, 2024). Sampling was conducted using saturated sampling technique, given the relatively small population size of 40 employees, so that all members of the population were included as research respondents (Fitriatin, & Yustini, 2023). The researcher collected data through a questionnaire distributed directly to all employees of the Production Department at Faaz Fashion, with each question item measured using a Likert scale from 1 to 5 to identify the respondents' level of agreement with the statements

provided. The researcher analyzed the data using Path Analysis with the assistance of SPSS Software version 26.

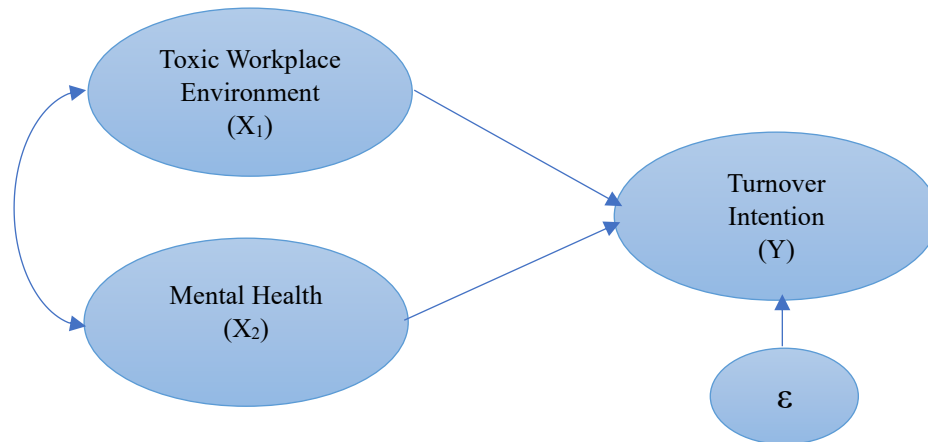


Fig 1 . Research Model

4. Research Results

The results of the study on the influence of Toxic Workplace Environment and Mental Health on Turnover Intention among production employees at Faaz Fashion in Tasikmalaya City. The analysis was conducted based on primary data obtained through questionnaires distributed to 40 respondents and processed using path analysis with the help of SPSS version 26.

4.1 Respondent Characteristics

This study was conducted on 40 respondents. Respondent characteristics were divided into several criteria groups, namely based on gender and age.

Table 1. Respondent Characteristics

Characteristics	Attribute	Number (persons)	Percentage
Gender	Male	23	57.5
	Female	17	42.5
Age Group (years)	15–20	22	55
	21–25	12	30
	26–30	4	10
	> 30	2	5

Source: Research Results (2025)

Based on the survey results, respondents in the Production Department of Faaz Fashion in Tasikmalaya City were dominated by men, namely 23 people (57.5%), and women, namely 17 people (42.5%). Meanwhile, respondents in the Faaz Fashion Production Department in Tasikmalaya City aged 15-20 years numbered 22 people or 55%, aged 21-25 years numbered 12 people or 30%, 4 people or 10% aged 26-30 years, and 2 people or 5% aged over 30 years.

4.2 Validity Test and Reliability Test

Based on the validity test results, all questionnaire items had an r-count value greater than r-table (0.304), with the smallest r-count value from the Toxic Workplace

Environment variable at (0.402), the Mental Health variable at (0.387), and the Turnover Intention variable at (0.477). all of which exceeded the r-table (0.304), confirming the validity of the research instrument.

Meanwhile, the reliability test results show that all variables have a Cronbach's Alpha value above (0.70), namely Toxic Workplace Environment, Mental Health, and Turnover Intention, indicating high internal consistency and reliability of the instrument in measuring the intended construct (Fadli et al, 2024).

4.3 Classical Assumptions

The classical assumption test in this study includes tests of normality, multicollinearity, heteroscedasticity, and linearity (Irvianti, L. S. D., & Verina, 2015). The results of the normality test using Kolmogorov-Smirnov showed a sig. value of 0.652 ($p > 0.05$), confirming that the data was normally distributed. The multicollinearity test showed a VIF value of $1.102 < 10$, confirming that there was no significant correlation between the independent variables. The heteroscedasticity test using the Glejser test showed significance values for the Toxic Workplace Environment and Mental Health variables of 0.265 and 0.165, respectively, both of which were greater than 0.05, indicating no heteroscedasticity issues. Finally, the linearity test shows sig. values of 0.213 and 0.187, which are greater than 0.05, confirming the linear relationship between the research variables.

4.4 Path Analysis

The path analysis results show that Toxic Workplace Environment and Mental Health have a correlation value of 0.841 and a sig. value of 0.000. In addition, the model summary results show an R-square of 0.707, indicating that 70.7% of the variance in Turnover Intention can be explained by Toxic Workplace Environment and mental health. Meanwhile, the ANOVA results show an F-value of 45.922 with a significance level of 0.000, indicating that the regression model used can accurately predict Turnover Intention. The Coefficient results from the standardized beta value show that Toxic Workplace Environment has a significant effect on Turnover Intention with a t-statistic value of 2.543 and a significance value of 0.016, while Mental Health also has a significant impact with a t-statistic value of -5.987 and a significance value of 0.000. Therefore, it can be concluded that Toxic Workplace Environment has a positive effect on turnover intention, while Mental Health shows a negative effect on Turnover Intention.

4.5 Hypothesis Testing

The results of the hypothesis testing (F test) show that the F-count value is 45.922 with a significance of 0.000, indicating that Toxic Workplace Environment and Mental Health have an effect on Turnover Intention.

4.6 Discussion

The results of the study indicate that Toxic Workplace Environment and Mental Health affect Turnover Intention. These findings show that unsafe working conditions or those that pose a risk to physical and psychological well-being can encourage employees to consider leaving their jobs (Safitri et al, 2018). Psychosocial factors such as high workloads, role conflicts, lack of support, workplace bullying, and poor working conditions contribute to stress, anxiety, depression, and emotional exhaustion, which are known to be major triggers of turnover intention (Arnold & Rahimi, 2025; Wang et al.,

2025). Other studies also support that a healthy work environment will reduce turnover intention (Haholongan, 2018). Meanwhile, poor mental health can increase the likelihood of employees having turnover intention (Arifani & Kusmaryani, 2021). Therefore, it is crucial for organizations to be proactive in identifying and reducing workplace hazards, including implementing comprehensive occupational health and safety programs that not only protect employees physically but also support their psychological well-being (Deady et al., 2024; Hammer et al., 2024).

5. Conclusion and Recommendations

Research on employees in the Production Department of Faaz Fashion in Tasikmalaya City shows that a Toxic Workplace Environment has a positive and significant effect on turnover intention, meaning that the higher the perception of hazards in the workplace, the higher the turnover intention. Conversely, mental health has a negative and significant effect on turnover intention, meaning that the better the mental condition of employees, the lower their tendency to intend to leave. These two variables together explain a significant proportion of the variation in turnover intention, so that employees' decisions to consider resigning are closely related to the combination of the quality of the work environment and the psychological conditions they experience.

This study has limitations because it uses a cross-sectional design, has a relatively small sample size, focuses on only one company and one department, and relies on self-report questionnaires that may contain perception bias. In addition, the model only includes Toxic Workplace Environment and Mental Health, so it does not consider other variables such as job satisfaction or organizational commitment. Therefore, further research is recommended to involve a larger and more diverse sample, use a longer time design, and add relevant mediation or moderation variables so that the mechanism of influence is clearer. Practically, Faaz Fashion management needs to follow up on these findings by improving work safety and comfort in the production area while developing mental health support programs, such as workload management, improving the quality of supervisor communication, and access to counseling services, to reduce Turnover Intention in a more targeted manner.

References

- Alsomaidae, M. M., Joumaa, B. A., & Khalid, K. W. (2023). *Toxic Workplace, Mental Health and Employee Well-being, the Moderator Role of Paternalistic Leadership, an Empirical Study*. <https://doi.org/https://doi.org/10.35145/jabt.v4i2.126>
- Arifani, N. S., & Kusmaryani, R. E. (2021). *Turnover Intensity in Hospitality Companies: A Study of Workload as a Determinant*. *Acta Psychologia*. <https://doi.org/https://doi.org/10.21831/ap.v3i1.36044>
- Arnold, B., & Rahimi, M. (2025). *Teachers' working conditions, wellbeing and retention: an exploratory analysis to identify the key factors associated with teachers' intention to leave*. *The Australian Educational Researcher*. <https://doi.org/https://doi.org/10.1007/s13384-024-00794-1>
- Deady, M., Sanatkar, S., Tan, L., Glozier, N., Gayed, A., Petrie, K., Dalgaard, V. L., Stratton, E., LaMontagne, A. D., & Harvey, S. B. (2024). *A mentally healthy framework to guide employers and policy makers [Review of A mentally healthy*

- framework to guide employers and policy makers]. *Frontiers in Public Health*, 12. *Frontiers Media*. <https://doi.org/https://doi.org/10.3389/fpubh.2024.1430540>
- Dwita, F. (2022). *Effect Of Toxic Leadership And Job Stress On TURNOVER INTENTION In Logistic Courier Bekasi City*. *Airlangga Journal of Innovation Management*. <https://doi.org/https://doi.org/10.20473/ajim.v3i1.39982>
- Fadli, A., Bhastary, M. D., Martin, M., Anita, A., & Suryani, A. (2024). *Study of Determination of Turnover Intention Problems in the Digital Era at PT Bandha Graha Reksa Logistik Medan*. *ProBisnis Jurnal Manajemen*. <https://doi.org/https://doi.org/10.62398/probis.v14i6.424>
- Fitriatin, & Yustini, T. (2023). *The Influence of Competence, Information Technology, and Work Environment on Employee Performance at PT. PLN (Persero) UID S2JB*.
- Haholongan, R. (2018). *Work Stress and Work Environment on Company Turnover Intention*. *Indonesian Management Journal*. <https://doi.org/https://doi.org/10.25124/jmi.v18i1.1260>
- Hammer, L. B., Dimoff, J. K., Mohr, C. D., & Allen, S. J. (2024). *A Framework for Protecting and Promoting Employee Mental Health through Supervisor Supportive Behaviors*. *Occupational Health Science*. <https://doi.org/https://doi.org/10.1007/s41542-023-00171-x>
- Herdiyan. (2021). *Work Psychology*. Jakarta: PT. Rineka Cipta.
- Iqbal, J., Asghar, A., & Asghar, M. Z. (2022). *Effect of Despotism Leadership on Employee Turnover Intention: Mediating Toxic Workplace Environment and Cognitive Distraction in Academic Institutions*. *Behavioral Sciences*. <https://doi.org/https://doi.org/10.3390/bs12050125>
- Irvianti, L. S. D., & Verina, R. E. (2015). *Analysis of the Effect of Work Stress, Workload, and Work Environment on Employee Turnover Intention at PT XL Axiata Tbk Jakarta*. *Binus Business Review*. <https://doi.org/https://doi.org/10.21512/bbr.v6i1.995>
- Jantjies, S. D., & Botha, P. A. (2024). *Investigating toxic leadership's influence on employee turnover intention in a clinical research organization*. *SA Journal of Human Resource Management*. <https://doi.org/https://doi.org/10.4102/sajhrm.v22i0.2571>
- Low, S. B., & Mahadevan, A. (2023). *Impact of toxic work environment on employee turnover intention in the pharmaceutical industry, Klang Valley, Malaysia*. *International Journal of Recent Advances in Multidisciplinary Research*.
- McCulloch, A. (2017). *Toxic Work Environments*. <https://doi.org/https://doi.org/10.22215/etd/2017-11743>
- Mulvi, A. N. A., & Emilisa, N. (2024). *The Influence of Work-Life Balance and Job Burnout on Intention to Quit with Psychological Distress as a Mediating Variable*. *Solusi*. <https://doi.org/.https://doi.org/10.26623/slsi.v22i2.8638>
- Naeem, F., & Khurram, S. (2020). *Influence of toxic leadership on turnover intention: The mediating role of psychological wellbeing and employee engagement*. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*.

- <https://doi.org/https://www.econstor.eu/bitstream/10419/224956/1/1735131660.pdf>
- Rahadiyanti, R. D., & Prahiawan, W. (2024). *The Effect of Work Stress and Work Environment on Turnover Intention through Job Satisfaction. Jurnal Syntax Admiration*. <https://doi.org/https://doi.org/10.46799/jsa.v5i5.1152>
- Safitri, I., Musadieg, M. A., & Aziz, A. (2018). *Effect of Work Safety and Occupational Health (K3) on Turnover Intention with Job Satisfaction as Mediator Variables: A Study on PT Mulia Mekanikal Elektrikal. Eurasia Economics & Business*. <https://doi.org/https://doi.org/10.18551/econeurasia.2018-06.06>
- Tang, J. (2023). *Research on the Impact of Mental Health on Employee Resignation and Strategies for Enhancing Workplace Well-Being. Advances in Economics Management and Political Sciences*. <https://doi.org/https://doi.org/10.54254/2754-1169/50/20230595>
- Uma, A. T., & Swasti, I. K. (2024). *The Influence of Workload and Work Environment on Employee Performance Through Job Satisfaction at PT. X. EKONOMIS Journal of Economics and Business*. <https://doi.org/https://doi.org/10.33087/ekonomis.v8i1.1295>
- Wang, F., Zhang, M., Huang, Y., Tang, Y., He, C., Fang, X., Wang, X., & Zhang, Y. (2025). *Impact of Psychosocial Factors on Mental Health and Turnover Intention Among Health Workers at Different Occupational Statuses: An Exploratory Cross-Sectional Study in China. European Journal of Investigation in Health Psychology and Education*. <https://doi.org/https://doi.org/10.3390/ejihpe15050073>
- Wang, X., Zhao, W., & Niu, X. (2025). Low voltage user power internet of things monitoring system based on LoRa wireless technology. *Energy Informatics*, 8(1), 1–19. <https://doi.org/10.1186/s42162-025-00472-1>