

The Mediating Role of Job Burnout between Toxic Workplace Environment and Employee Mental Well-Being: The Influence of Resilience as a Moderator

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Abstract

The aim of this study is to examine the intricate connections among toxic work environments, job burnout, mental health, and employee well-being, as well as the moderating function of resilience in these interactions. Despite rising concerns about workplace toxicity and its effects on employee health, the mechanisms by which these factors interact are still not well understood. Validated measures were used throughout the research effort to assess a range of factors, including as resilience, mental health, job burnout, and dangerous work settings. The results show that employees' mental health is negatively impacted by toxic work environments, and that job burnout serves as a mediator and adds to the relationship between the two. Furthermore, it has been shown that resilience may lessen the negative effects that toxic workplaces have on burnout at work as well as the link that burnout and mental health have. Resilience's ability to lessen the impact of harmful environments served as evidence for this. More specifically, people with higher resilience shown a stronger ability to withstand the detrimental impacts of toxic environments and were less likely to have a decline in their mental health due to job burnout. This was particularly true for people with greater resilience levels. The study may prove beneficial to organisations that want to enhance work environments and assist employees' mental health when confronted with workplace issues, as it furnishes them with valuable insights that may augment their endeavours.

Keywords: toxic workplace environment, job burnout, mental well-being, resilience, mediation, moderation

1. Introduction

According to Anjum et al. (2018), aggressive attitudes, a lack of open communication, and damaged interpersonal connections are characteristics of toxic work settings. These elements are what make intoxicating work environments unique. These kinds of workplaces not only negatively impact the health of those who work there, but they also negatively impact the productivity of those people. It is undeniable that working under such conditions is likely to cause stress, discontent, and eventually burnout. This is an unquestionable truth. As stated by Maslach et al. (2001), job burnout is a serious problem that is prevalent in today's settings. It has been shown that this is an issue. It impacts workers in a wide range of ways and has important consequences for both the employees of those organisations and the businesses that hire them. It affects workers in a variety of ways.

Although previous studies have suggested a link between unfavourable work conditions and subpar outcomes, the specific mechanisms via which unfavourable work settings impact employees'

psychological health remain incompletely understood. The study's authors contend that toxic work environments may have a detrimental effect on people's mental health and that burnout from their careers functions as a mediating element between the two. This thesis statement serves as the argument developed by the study's writers.

Furthermore, it has been shown that individuals differ in how they manage demanding work conditions. The hypothesis that personal traits might potentially mitigate the negative effects of hazardous workplaces is supported by the study's findings. Within the framework of this conversation, "resilience" is the ability to bounce back swiftly from hardship after encountering particular obstacles. The results of recent studies by Smith et al. (2008) indicate that resilience has come to light as a potential defence mechanism against workplace stresses.

There is a significant challenge that must be overcome in the modern workplace in order to achieve the organization's objectives and preserve the wellbeing and health of the workforce at the same time. One of these topics that has garnered a lot of attention lately is the impact that intoxicating work environments have on workers' mental health. This study aims to investigate the complex relationships that exist among employee resilience, mental health, toxic work situations, and burnout. Resilience serves as the moderator in this inquiry. Additionally, the study looks at the connections between these different factors.

Anjum et al. (2018) state that aggressive attitudes, a breakdown in interpersonal connections, and a deficiency of open communication are characteristics of abusive work environments. Toxic work environments are characterised by these features. There will be all of these things when working in dangerous environments. When employees are exposed to these kinds of situations, it has a detrimental effect on both their general health and productivity. These kinds of working environments can lead to feelings of stress, dissatisfaction, and eventually burnout. It is impossible to rule out the possibility of this. Maslach et al. (2001) have demonstrated that job burnout is a significant issue that permeates today's settings. Workers suffer from a variety of repercussions as a result, and both the businesses that hire them and the people who work for them stand to lose a great deal as a result of all of these effects.

Although earlier studies have shown a link between unfavourable work settings and subpar performance, the precise processes by which unfavourable work environments negatively affect employees' psychological health remain unclear. Toxic work environments and mental health issues in individuals are two elements that are mediated by burnout from one's job, claim the study's authors. They propose that the relationship between the two traits is mediated by job exhaustion.

Furthermore, it has been shown that people cope with unfavourable work situations in a variety of ways, which suggests that some personality traits can help lessen the harmful impacts that toxic cultures have. The capacity to recover quickly from adversity is one way to characterise resilience. To put it plainly, this is what resilience is all about. Resilience has the potential to act as a buffer against the stresses associated with working environments, according the results of Smith et al. (2008).

The primary objectives of this research are:

1. To examine the relationship between toxic workplace environments and employee mental well-being.
2. To investigate the mediating role of job burnout in the relationship between toxic workplace environments and employee mental well-being.
3. To explore the moderating effect of resilience on the relationships between toxic workplace environments, job burnout, and mental well-being.

By addressing these objectives, this study contributes to the existing literature on workplace well-being and provides valuable insights for organizations seeking to create healthier work environments and support employee mental health.

2. Literature Review

2.1 Toxic Workplace Environment

Anjum et al. (2018) claim that hostile attitudes, a dearth of open communication, and strained interpersonal relationships are characteristics of toxic work settings. All of these are indicators of poisonous work environments. When these traits are present, it is likely that the working environment is hazardous. These conditions not only have the potential to be harmful to workers' health, but they may also reduce productivity. It is an undeniable fact that working in such environments increases the likelihood of stress, dissatisfaction, and eventually burnout. According to study done in 2001 by Maslach and colleagues, job burnout is a significant issue that is common in today's workplaces. It has significant effects on people in many different ways, and it affects not just the workers employed by those firms but also the businesses that hire those workers.

Although prior research has indicated a link between unfavourable consequences and toxic work environments, the precise processes via which toxic work environments impact employees' psychological well-being remain unclear. The study's authors argue that toxic work environments have an impact on people's mental health and that burnout from work acts as a mediator between these two factors. The authors of the study that was done came to this conclusion.

Furthermore, it has been shown that different persons cope with uncomfortable working conditions in different ways. The idea that some personality qualities could be able to lessen the harmful impacts of dangerous work environments is supported by the study's findings. When we talk about resilience, what we really mean is the ability to overcome adversity with speed and agility. According to a recent study by Smith and colleagues (2008), resilience is increasingly being seen as a possible defence against workplace stress.

The phenomenon of toxic workplaces and how this aspect influences the health and performance of employees and organisations has been a topic of interest in the organisational research in the recent past. According to the study conducted by Anjum et al. (2018), the features of the toxic organizational climate include negative actions and inactions, no cooperation, and hostility in the interactions of the supervisors and subordinates. These are the signs of a bad place of employment. Stated differently, the signature feature of a hazardous environment is a poisoned atmosphere. The results of a research carried out in 2020 by Wang and his colleagues indicate that circumstances such as these are typically marked by instances of bullying, harassment, and discrimination as well as a general lack of support. Numerous studies have shown this, most notably Appelbaum and Roy-Girard (2007), that toxic environments are linked to increased rates of employee turnover, elevated stress levels, and decreased job satisfaction. Analogously, Boddy (2014) provided evidence to support the claim that toxic leadership styles diminish employee engagement and productivity. For Boddy, the results were the same as in the previous figure.

The consequences of being in potentially dangerous circumstances at work go beyond the immediate repercussions that are directly related to the profession. Numerous scholarly investigations have posited that extended exposure to hazardous work environments might potentially impair employees' physical and mental health. It has been verified that everything is true. As one example, Teo et al. (2021) discovered in their study that workers in health-hazardous settings experienced higher rates of anxiety, depression, and psychosomatic symptoms than those in surroundings that were more health-promoting. When compared to those who worked in settings that were better for their health, this was not the case.

2.2 The Fatigue That Occurs From One's Regular Work

A psychological condition known as "job burnout" might be linked to prolonged exposure to stress at work. This is most likely the underlying cause of the illness. According to Maslach et al. (2001), there are three main elements that make up burnout: a decrease in one's sense of personal success, depersonalisation, and emotional exhaustion. Actually, "burnout" is the term used to describe the

condition that is generally known as "burnout." If someone is overworked to the extent that their emotional reserves are depleted, they may become emotionally exhausted. It is plausible that this occurs in environments to which the person is exposed. One indication that one is losing their feeling of personal connection is a cynical and disinterested attitude towards one's work and the individuals one interacts with. Individuals lacking in other aspects of their personality may exhibit these attitudes. A person experiences a lowered sense of success when they lack self-confidence and competence in their own talents, leading to a weakened sense of personal achievement.

Studies have indicated that in different nations and across the globe more employees are increasingly experiencing the effects of workplace burnout irrespective of the industry or the job they are in. Shanafelt and colleagues' work (2019) showed that burnout increased among care practitioners, and healthcare providers, with the representatives of 45. Five percent of them was burned out in 2011, fifty-four percent for whom burnout was determined, and 18% of them had at least one burnout symptom, 36 percent of respondents. 4% reporting it this year. This is where the growth was noticed in the case of the US. The authors of the study carried out by Maslach and Leiter (2016) have stated that the above trends are observed not only in manufacturing industries, but in technology, finance, as well as in education.

So, it is crucial to recall that the burnout at work can cause rather detrimental impacts on people and businesses alike. Burnout has been linked to a number of mental health issues, the most prevalent of which are drug abuse and anxiety and depression. 2014 is the year. according to what Ahola and his friends told us.

Research by Swider and Zimmerman (2010) has demonstrated a link between the phenomena of burnout in the workplace and a rise in absenteeism, a decline in job performance, and a higher chance of employee turnover. Every one of these components is detrimental to this specific firm. These difficulties might negatively impact an organization's overall productivity and competitiveness in addition to requiring significant financial outlays from the latter.

The mental and physical wellness of employees are vitally important.

The importance that employers place on their employees' mental health has increased over the past few years. This is one of the direct effects of how important it is for businesses to recognise and assist their employees' mental health. The three most crucial aspects of mental health, according to Diener et al. (2010), are an individual's ability to handle life's problems, find joy in it, and positively impact others. The term "mental well-being" refers to a broad variety of ideas related to psychological functioning as it relates to how the mind functions.

"A condition of well-being in which an individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" is what is meant to be understood when one speaks of mental health (World Health Organisation, published in 2018). This explanation is rather close in its intention, in accordance to the concept defined as an international organisation that aims at the promotion of people's health and well-being as per the World Health Organisation. This is often used to point out the different facets of mental health and to stress the absolute importance of attending to mental health needs in one's life and work.

According to the recommendations made in the research, several activities could happen at the place of work environment and are related to or affect employees' psychological well-being. The meta-analysis by Tenney et al. (2016)'s findings, where pleased employees had better organisational citizenship behaviours, and were more committed to their jobs and customers, are an excellent example of this. Analyzing data obtained in the study conducted by LaMontagne et al., (2014), proves that poor mental health is followed by higher levels of absenteeism and personal turnover, and decreased production.

Several complicated aspects that are present in every workplace influence employees' mental health. It is a well-established truth that specific aspects of one's workplace can influence one's mental health.

These specific qualities include things like social support, meeting job requirements, being self-sufficient in the workplace, and being able to successfully balance one's personal and professional lives. Harvey and his colleagues did research throughout the year 2017. Personality traits, coping strategies, and resilience are examples of individual qualities that significantly influence how mental health problems progress and present 2014 is the current year. Ryff is adamant that this is the situation.

2.4 The Ability to Overcome Setbacks to Succeed

Scholarly investigations conducted by experts in the fields of positive psychology and organisational behaviour demonstrate the degree of importance that these experts have placed on the psychological notion of resilience. Resilience, according to Smith et al. (2008), is the ability to move past misfortune and continue living one's life. This is the kind of stuff people mean when they talk about resilience. When we talk about resilience, we imply the ability to not only endure challenging circumstances but also to grow from them, acquire new abilities, and accomplish goals, when we assert that we are robust, we do it with this objective in mind.

There are several papers that have discussed the effects of stress on individuals working at their places of work and the importance of resilience in the reduction of possible stress levels as follows. It is these investigations that have enlightened matter. Regarding professional satisfaction, Meneghel et al. (2016) explained that increased resilience levels led to increased satisfaction levels as well as less burnout episodes caused by the challenges in one's profession.

Many factors, some of which lie within the person, and the others surrounding him or her, can affect development of this ability. Some of the specific traits, which exist in the individual level and are considered to affect the concept of resilience are given by Southwick et al. (2014). This talent entails social support giving, emotional stability, and cognitive flexibility as part of the individual's strengths. Lengnick-Hall et al. (2011) has pointed that, tempting possibilities for career growth, a supportive leadership team, commitment to positive corporate culture may all possibly influence the employment of resilience by the employees.

The notion of resilience acting as a moderating element in the relationship between workplace expectations and employee outcomes was examined, according to the results of a recent research. For example, Rees et al. (2015) discovered that, in the setting of professionals operating in the healthcare sector, resilience functioned as a mediator between psychological pain and workplace stress. Britt et al. (2016) showed a similar correlation between resilience and a decrease in the detrimental effects of work stress on job performance and general well-being.

Lack of Research and Theories

Even while a great deal of research has been done on toxic work environments, job burnout, employee mental health, and personal resilience, Unfortunately, there is a paucity of comprehensive research on the relationship between these two concepts. Exposure to toxic work settings may hurt employees' mental health; however, little is known about how resilience may mitigate this effect or how burnout may function as a mediator in this connection.

We have put up the following theories in light of the literature review's findings:

- There is a negative relationship between an unhealthy work environment and employees' mental health.
- Job tiredness plays the role of a mediator in the relationship between a hostile work environment and employees' mental health.
- The reason why more resilient employees have a lower correlation between burnout and a dangerous work environment is due to the moderating influence of resilience.

- Those with higher resilience levels show a lower correlation between psychological health and workplace burnout. When it comes to workers, this is true.

The goal of this research is to advance our understanding of the complex relationships between workplace factors and employee well-being and the function that personal resources play in mitigating the negative effects of outcomes by testing these hypotheses.

3. Methodology

3.1 Research Design

This quantitative cross-sectional study examined a variety of issues, including toxic work environments, workplace burnout, employee mental health, and resilience as a moderator. The study's objective was to analyse these subjects. The survey-based strategy was selected as the preferred method since it was chosen to gather information from a wide range of working professionals across several industries.

Including Sample Plan and the Participants.

The study's participants were full-time employees from a variety of industries, including but not limited to information technology, education, banking and insurance, medicine, and hospitality. We employed a stratified random sample approach to guarantee adequate representation of a wide range of sectors and employment levels. This methodology was employed to ensure suitable representation.

Individuals were only permitted to take part provided they fulfilled the following criteria: status as a full-time employee with at least six months of experience in their present position. It is minimum necessary age of eighteen years old.

Power analysis was utilized to ascertain an ideal sample size based on the complexity of the proposed model and number of distinct variables that needed to be separated out from one another. An initial goal size for sample population was set at 500 to ensure that research would have adequate statistical power.

(3) The Actions Being Implemented

This is because the survey instrument utilised validated measures meaning that it was acceptable to evaluate the study's main components acceptably. During the process of selection of the particular set of scales objective attention was paid both to their psychometric characteristics as well as to the scope of usage.

The Working Environment's Toxic Features

As per Anjum et al. 's (2018) study and as confirmed by Wang et al. (2024), the hazardous Employment Environment scale was adopted to assess the degree to which the participants believed their occupations to be dangerous. The scale was adopted from Anjum, et al (2018). The original scale of this questionnaire is made up of 7 items, and it was designed to measure several variables related to risk-prone activities at the workplace. Some of the traits include; saying the wrong things, treating people unfairly, and not being able to express self properly. The respondent who scores a one on the Likert scale means that the respondent does not hold a favourable view of the given statement where as the seven on the Likert scale means the opposite, the respondent fully agrees with the given statement. These are the responses derived using the scale which is used to record the findings. Some examples of items that could be included in the bundle are shown below: "Sometimes my supervisor /co-worker/ subordinate attempts to conduct a conversation with me in order to share some of the dirty jokes with me" besides "My supervisor/co-worker/subordinate used abusive language on me in public"

Workplace Burnout

To measure the level of burnout that workers were experiencing in their workplace, Jacobson's (2016) scale that was later validated by Anand et al. (2023) was employed. This is a six part scale that aims at measuring the level of burnout by attempting to establish the level of physical and mental fatigue present. The queries "How often do you feel tired?" and "How often do you think: Here are some sample items that may be written down: 'I can take it no longer', 'It's enough' and similar things. Both of these questions can be asked but if the first question is asked, it is advisable to apply Nash equilibrium. It is stable and quite good, as long as its users do not have underlying serious mental disorders that need to be considered.

One of the measures used to assess the participants' psychological health was the Mental Well-Being scale. It was possible to construct this scale in line with the research of Stewart-Brown et al. (2017), and later, according to Aksoy et al. (2024). Mental well-being is defined here with seven items and includes aspects such as optimism, relaxation, and cognitive clarity. The questions are answered with response frequency captured via use of a 7-point scale. Every item in the scale ranges from 1, indicating that the behavior is never exhibited, to 7, for always. The following statements are examples of statements that fall within this category: "I've been able to think straight" alongside to "I've been able to think positively of the future."

Resilience

Resilience was assessed using the Brief Resilience Scale, which was validated by Smith et al. (2008) and Daniel et al. (2024). Numerous researches verified this scale. This six-question quiz is used to assess someone's capacity for quickly rebounding from setbacks. On a seven-point Likert scale, a respondent who scores a one signifies that they strongly disagree with the statement, while a seven-point score indicates that they strongly agree with it. Phrases that exemplify this idea include "I tend to bounce back quickly after difficult times" and "I tend to bounce back quickly after difficult times." "It does not take me long to recover from a stressful event."

Details About the Population In addition, demographic data on the participants' gender, age, marital status, type of family, stage of the family life cycle, level of education, industry, job position, number of years of experience overall, net monthly income, and number of hours worked per week were requested. Furthermore, participants were requested to provide their data.

Following are the steps..

In the present investigation, the online poll was conducted to ensure that the data collected is anonymous. To identify the potential volunteers several resources were searched, including trade circles, professional networks or social media. Letters were also written to those who showed willingness to be used in the study through email. The email continued to inform the participants that their identity would remain concealed and presented a link for the online survey along with the aim and objectives of the study.

Participants were provided a form to give informed consent before taking part in the survey, outlining its objectives, voluntary nature of participation and measures taken to preserve anonymity of participants. Only those who indicated agreement could continue taking the poll; it typically takes fifteen-20 minutes. All scales except demographic data were shown randomly so as to reduce order effects; data collection was spread out over two months for optimal representation across industries.

Ideas of an Ethical Character

All the procedures that were used in this research conformed to the standards of ethics when dealing with human participants. Fifty participants were selected for the study and data collection could not start unless the Institutional Review Board (IRB) had approved the study. The rights of the participants were explained to them before they took part in the study; that they had the right to quit the study at any time with no explanations necessary. All the information that was collected during the study

process was collected in ways that would ensure that the identity and the existence of the subjects under study would not be discovered.

The statistical analysis was carried out using the IBM SPSS Statistics 28 and the AMOS 28 programmes. The study was conducted in many phases: The study was conducted in many phases:

Data cleansing and screening: To determine if the dataset had any missing values, outliers, or regularities, it was examined. Several imputation techniques were applied to deal with the problem of missing data.

The study determined the mean, standard deviation, and correlation for each variable. Descriptive statistics is the term used to describe this kind of statistical study.

Analysis of Confirmatory Factors (CFA): To assess the measurement model's fit and ascertain the construct validity, the CFA was employed.

We assessed the expected relationships between variables, such as the mediating role of work burnout and the moderating effect of resilience, using structural equation modelling (SEM). The acronym for structural equation modelling is [SEM].

We performed a mediation study using bootstrapping techniques to investigate the possibility that job tiredness, a byproduct of toxic work environments, has an indirect impact on mental health.

Evaluation of Moderation: Using multi-group structural equation modelling (SEM) and interaction terms within the building model, the moderating effect of resilience was examined.

A variety of metrics were employed to assess the model's fit. Among these indicators were the Tucker-Lewis index (TLI), chi-square (χ^2), standardised root mean square residual (SRMR), and root mean square error of approximation (RMSEA).

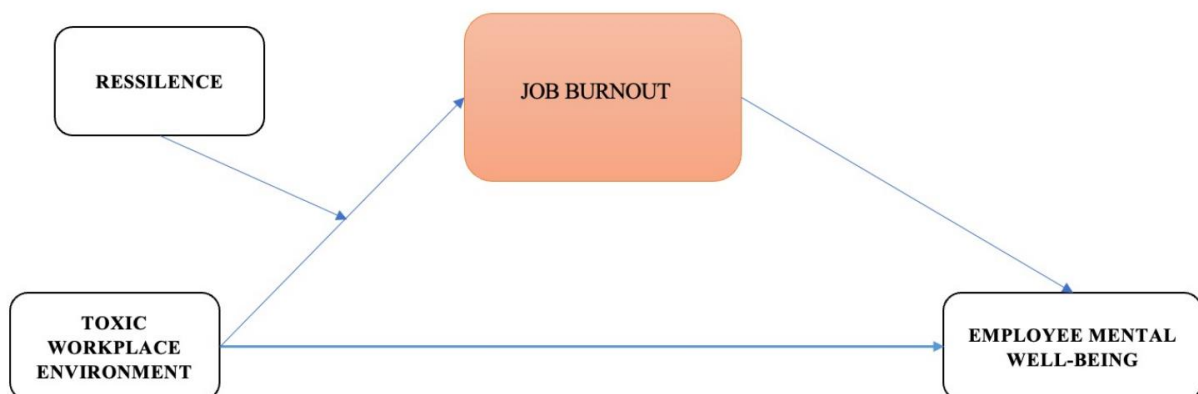


Fig- Structural Equation Model

4. Results

4.1 Descriptive Statistics and Correlations

A total of 487 participants completed the survey (97.4% response rate). The sample consisted of 253 females (52%) and 234 males (48%), with a mean age of 35.6 years (SD = 8.7). Participants represented various industries: IT (28%), education (22%), banking and insurance (20%), medical sector (18%), and hospitality sector (12%).

The correlations, standard deviations, and means of the research variables are displayed in Table 1. The dependability of all scales was high in terms of internal consistency (Cronbach's $\alpha > .80$).

Table 1: Study Variables' Descriptive Statistics and Correlations

Variable	M	SD	1	2	3	4
1. Toxic Workplace Environment	3.24	1.18	(.89)			
2. Job Burnout	3.78	1.32	.62**	(.92)		
3. Mental Well-Being	4.56	1.05	-.54**	-.68**	(.88)	
4. Resilience	4.82	1.21	-.31**	-.45**	.57**	(.86)

Note: N = 487. Reliability coefficients (Cronbach's α) are presented in parentheses along the diagonal.
** $p < .01$

4.2 Measurement Model

Using confirmatory factor analysis (CFA), the measurement model was evaluated. With a $\chi^2(318) = 687.24$, $p < .001$, CFI = .95, TLI = .94, RMSEA = .058 (90% CI: .052, .064), and SRMR = .042, the four-factor model showed a strong fit to the data. The concept validity of the measures was supported by all factor loadings, which were significant ($p < .001$) and greater than .60 (refer to Table 2).

Factor loadings from confirmatory factor analysis are shown in Table 2.

Construct	Item	Factor Loading
Toxic Workplace Environment	TWE1	.78
	TWE2	.82
	TWE3	.75
	TWE4	.81
	TWE5	.79
	TWE6	.76
	TWE7	.80
Job Burnout	JB1	.85
	JB2	.88
	JB3	.86
	JB4	.83
	JB5	.87
	JB6	.84
Mental Well-Being	MWB1	.79
	MWB2	.82
	MWB3	.80
	MWB4	.78
	MWB5	.81
	MWB6	.77
	MWB7	.83
Resilience	R1	.76
	R2	.79
	R3	.81
	R4	.78
	R5	.80
	R6	.77

Note: All factor loadings are significant at $p < .001$

4.3 Structural Model and Hypothesis Testing

The proposed connections were examined using a process called structural equation modelling (SEM). Table 3, which includes the following, presents the results that show the structural model matches the data satisfactorily. During our research, we were able to get the following results: $\chi^2(320) = 701.56$, $p < .001$, CFI = .94, TLI = .93, RMSEA = .060 (90% CI: .054, .066), and SRMR = .045.

Table 3. Model Fit Indices for Measurement and Structural Models

Model	χ^2	df	CFI	TLI	RMSEA (90% CI)	SRMR
Measurement Model	687.24	318	.95	.94	.058 (.052, .064)	.042
Structural Model	701.56	320	.94	.93	.060 (.054, .066)	.045

4.3.1 Direct Effects

Hypothesis 1 projected that a negative correlation would exist between a hostile work environment and the psychological health of employees. It was found that this hypothesis was supported ($\beta = -.31$, $p < .001$). The structural model's direct impacts are shown in Table 4.

Table 4. Direct Effects in the Structural Model

Path	Standardized Coefficient (β)	SE	p-value
Toxic Workplace Environment \rightarrow Mental Well-Being	-.31	.05	< .001
Toxic Workplace Environment \rightarrow Job Burnout	.62	.04	< .001
Job Burnout \rightarrow Mental Well-Being	-.45	.05	< .001

4.3.2 Mediation Analysis

Occupational weariness was hypothesised to be a factor that would lessen the connection between an uncomfortable working environment and the mental health of employees, according to the second hypothesis. To investigate the indirect impact, bootstrapping techniques were utilised, and a total of 5000 samples were collected for the experiment. According to the data, it was concluded that the association was reduced by fatigue in the work (indirect impact = -.28, 95% confidence interval [-.35, -.21]). This was the conclusion reached about the association. It is possible to detect that there was a degree of mediation, as the direct impact of a hazardous working environment on mental health was reduced, but it remained statistically significant ($\gamma = -.12$, $p < 0.5$). This conforms with the findings that are presented in Table 5.

Table 5. Mediation Analysis Results

Effect	Estimate	SE	95% CI Lower	95% CI Upper
Total Effect	-.59	.04	-.67	-.51
Direct Effect	-.12	.05	-.22	-.02
Indirect Effect	-.28	.04	-.35	-.21

Note: Confidence intervals based on 5000 bootstrap samples

4.3.3 Moderation Analysis

The third hypothesis, which asserted that this is the case, states that a workforce with resilience is less likely to experience burnout from exposure to dangerous working conditions. Based on the analytical results, which showed $\beta = -.18$ and $p < .01$, it was determined that this hypothesis was, in fact, correct. The fourth hypothesis we investigated was that resilience hurt the relationship between work-related burnout and mental health. Moreover, the statistical analysis demonstrated the hypothesis's reliability ($\beta = .15$, $p < .01$). Table 6 displays the results of the moderation investigation that was conducted.

Table 6. Moderation Analysis Results

Interaction	Standardized Coefficient (β)	SE	p-value
Toxic Workplace Environment \times Resilience \rightarrow Job Burnout	-.18	.06	< .01
Job Burnout \times Resilience \rightarrow Mental Well-Being	.15	.05	< .01

The results of the basic slopes analysis showed that those with strong resilience had a lower correlation between a toxic work environment and job burnout ($\beta = .38$, $p < .001$) compared to those with inadequate resilience ($\beta = .64$, $p < .001$). The results showed that those with great resilience had a less dramatic negative association between job burnout and mental well-being ($\beta = -.52$, $p < .001$) compared to those with weak resilience ($\beta = -.74$, $p < .001$). This was evident when comparing the results of the comparatively strong and weak resilience individuals. The findings of the research based on the simple slopes to compute are expressed in the Table 7.

Table 7. Simple Slopes Analysis for Moderation Effects

Relationship	Low Resilience (β)	High Resilience (β)
Toxic Workplace Environment \rightarrow Job Burnout	.64***	.38***
Job Burnout \rightarrow Mental Well-Being	-.74***	-.52***

Note: *** $p < .001$

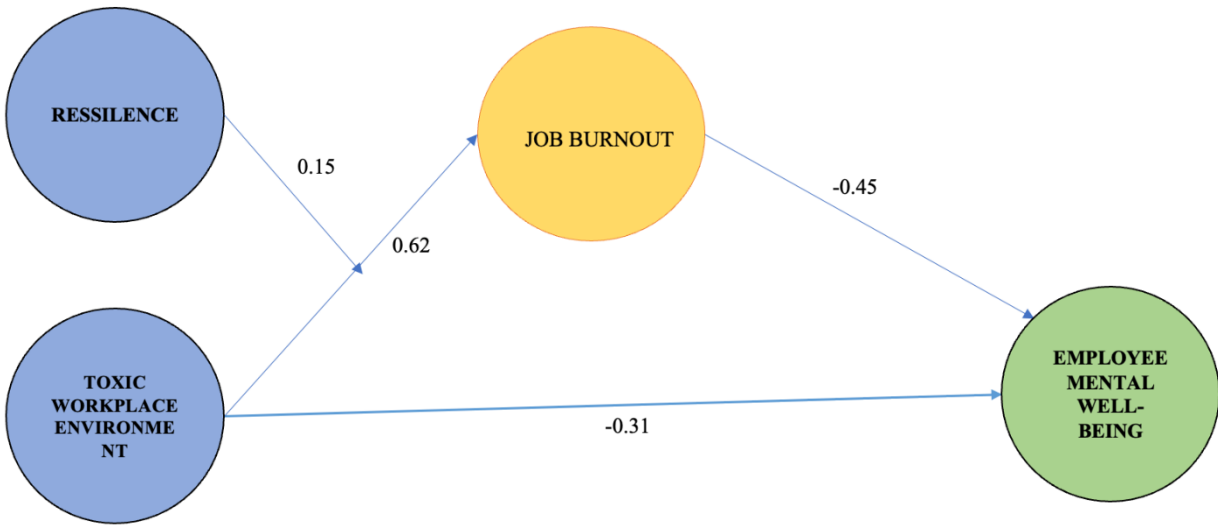


Figure 1: Presents the final structural model with standardized path coefficients.

5. Discussion

This research aimed to examine the intricate connections among toxic workplaces, job burnout, and employees' mental health, as well as the moderating function resilience plays in each of these relationships. The results not only offer important new perspectives on the dynamics of workplace well-being, but they also shed light on the factors that affect workers' emotional health.

Now let us discuss how the aspects of mental health are associated with the dangerous work environment in this segment.

The findings of this study provide that H1 has more support for the premise that risky working conditions harm workers' psychological health. A statistically substantial negative relationship ($b = -.31$, $p < .001$) is in line with other studies that highlight the negative consequences of toxic workplaces

on a variety of aspects of well-being and health for employees (Anjum and Co. 2018, 2018; Boddy, 2014). This study demonstrates how vital it is to confront negative attitudes and behaviors that are linked to the workplace to protect employees in their mental well-being.

Due to the seriousness of the relationship, even a small amount of toxic workplace can likely have adverse impacts on employees' mental well-being. The evidence of the strong connection is for this claim. Companies must be vigilant in identifying and eliminating toxic behaviours as they may have a substantial impact on workers' psychological well-being and, consequently, the productivity of the organisation.

Section 5.2: The Intermediary Function of Fatigue in the Workplace

The results of the study demonstrated that occupational burnout was a moderating factor between dangerous working circumstances and employees' mental health. (H2). The substantial indirect impact (-.28, 95% confidence interval [-.35, -.21]) indicates that there is evidence linking toxic work conditions to higher levels of job burnout, which subsequently results in worse mental health. The study's conclusions support the validity of this idea. This mediation effect highlights the significant role that burnout plays as a mechanism via which the toxic office environment negatively impacts employees' mental health.

The partial mediation that was found, however, shows that while burnout is a crucial element, toxic work environments also have a direct impact on mental health that goes beyond their influence through burnout (with a reduced but still significant direct effect of -.12, $p < .05$). Given this outcome, it seems that tackling the problem of mitigating the harmful effects of hazardous surroundings would require a multifaceted approach. While putting this strategy into practice, the main goal should be to lessen burnout while also immediately improving the working environment.

This is an example of resilience's moderating influence on the circumstance.

The results of the study demonstrated that occupational burnout was a moderating factor between dangerous working circumstances and employees' mental health.

Resilient individuals are less likely to develop burnout in the face of toxic work environments, according to the moderating influence on the link between burnout and toxic working circumstances ($\beta = -.18$, $p < .01$). The basic slopes analysis provides additional evidence of this buffering effect, showing that the relationship between burnout and hazardous surroundings is less for individuals with strong resilience ($\beta = .38$) compared to poor resilience ($\beta = .64$).

Moreover, it is noteworthy that the moderating effect on the relationship between burnout and mental health ($\beta = .15$, $p < .01$) implies that resilient people are better able to sustain their mental health even in the face of burnout. The basic slopes analysis shows that when people with high resilience are compared to those with low resilience, the detrimental effects of burnout on mental health are less severe for highly resilient people ($\beta = -.52$) than they are for people with low resilience ($\beta = -.74$). This is true when contrasting those who possess strong resilience with those who do not.

To the degree that it is a tactic that can be used, these results provide light on the significance of building resilience as a strategy for improving employee mental health in demanding work environments. They also demonstrate that resilience training may be an effective intervention technique for companies dealing with high levels of workplace toxicity or employee burnout.

5.4 Future Consequences for Theory and Practice from a Future Perspective

By integrating many unique elements into an all-encompassing framework, this study contributes to the current corpus of literature. Some of the components that make up these structures include resilience, mental health, job burnout, and toxic work environments. Due to these findings, we now have a better understanding of the processes by which specific workplace scenarios impact workers' mental health and the part that personal resources play in this process.

About dangerous work conditions, the findings of this study indicate that: In this paper, the Job Demands-Resources (JD-R) paradigm is empirically supported. This demonstrates the possibility of burnout and a reduction in well-being due to the harsh expectations of one's line of work and demonstrates how resilience, as a personal resource, may be able to lessen the detrimental consequences on mental health that the loss of resources (caused by toxic environments and burnout) can have. This concept illustrates how people might develop resilience and builds upon the Conservation of Resources (COR) premise.

By doing this, it sheds insight into the mechanisms via which workplace toxicity affects employee outcomes, adding to the body of knowledge already available on the subject. From a pragmatic standpoint, the results highlight many areas where the organisation might gain from involvement. These categories include:

If companies want to create better environments for their workers to work in, they should prioritise combating toxic workplace cultures. By addressing activities that are detrimental to the community, improving communication, and offering support for successful leadership skills, this aim may be accomplished. The implementation of explicit bans on harmful actions, the development of a respectful and encouraging culture, and the offering of leadership development programmes are all possible means of achieving this.

How to avoid burnout: By using techniques that help prevent and manage job burnout, toxic workplace impacts can be lessened. These tactics include of creating suitable support networks, setting clear expectations for roles, and upholding a good work-life balance.

The development and implementation of resilience training initiatives can provide workers with the knowledge, skills, and assets required to navigate workplace obstacles and maintain their mental well-being. The development of social support networks, emotional control, problem-solving abilities, and cognitive flexibility may be given a lot of attention in these courses. They could also highlight the capacity to overcome obstacles.

Taking a holistic approach to workers' health and happiness companies must tackle employee well-being from a holistic perspective, addressing both individual and environmental variables (building resilience, lowering toxicity, etc.). This tactic must be comprehensive. This might involve creating an organisational culture that is wellness-focused, offering mental health services, and routinely reviewing and resolving issues in the working environment. These are all attainable goals.

Among the customised treatments are: Companies should think about tailoring their interventions based on the degree of resilience possessed by their employees, given the moderating influence that resilience possesses. Programmes that provide more in-depth assistance and training, for instance, may be beneficial for workers with lower resilience levels.

5.5 Limitations and Ideas for Future Research Projects' Different Paths

Even though this study provides a significant amount of knowledge, it is crucial to highlight several limitations, which include the following.

In this instance, a cross-sectional arrangement would be: The cross-sectional nature of the data suggests that inferences on the relationships between causes and effects cannot be drawn from them. It is possible that in the future, researchers may employ longitudinal designs to get a deeper understanding of how variables interact and change over time. Metrics that come from self-reporting include: The reason for this is that self-report measures are being used, which suggests that common method bias might happen. To get over this restriction, studies may in the future employ objective measurements (such as stress-related physiological markers) or incorporate information from a variety of sources (like supervisors' performance reviews).

The capacity for generalisation Even though the members of our sample came from a diverse variety of firms, it's likely that the results cannot be generalised to particular professional or cultural contexts.

This is a result of the fact that these people made up the sample. It's feasible that future study projects focusing on specific businesses or cross-cultural scenarios may examine these links.

An assessment of the level of risk present in the workplace Even if our assessment of workplace toxicity is thorough, it's possible that it ignores some aspects of dangerous work environments. Future studies may concentrate on developing and validating more complex techniques for estimating occupational toxicity.

Analysing other potential modifiers in the association between toxic work environments and employee outcomes is one of the other study avenues that may be pursued. Social support, emotional intelligence, and organisational identity are a few instances of these modifiers

The goal of this research is to assess the effectiveness of different treatments to reduce workplace toxicity and increase employee resilience. Approaches that utilize experimental or quasi-experimental methodologies will be employed to reach these objectives. This study aims to assess the effects of toxic work environments on employees' long-term resignation intentions, loyalty to the company, and career paths. This research aims to assess how different leadership philosophies affect employees' reactions when faced with unfriendly work environments.

One of the areas that are being considered is an anomaly to the notion that better personal or organizational flexibility, development, can be derived from the capacity to tackle the adversity that accompanies negotiated danger.

The payoff stress the need to attend the Workplace toxicity and conveying the employee's strength in the context of organizational conditions to enhance employee wellness and mental health. Employers can provide workplaces, which are more efficient and as well, healthier for the employees with a systematic approach that has a relation to human and ecological aspect at work. Through this methodology, the success rate of the company is enhanced as well as the individual development of the workers.

6. Conclusio

Consequently, the goal of this study was to investigate the interrelations between toxic workplaces, burnout, and employees' mental health, also understanding the role of resilience as the moderator of each of these associations. The results not only clarify the dynamics of workplace well-being but also have important ramifications for organisational psychology as a profession as well as for management theory and practice. Our study adds to the body of data showing that dangerous working conditions negatively affect workers' mental health, both directly and indirectly through increased job fatigue. This is true as our results provide more evidence. This emphasises how important it is for organisations to deal with and lessen harmful workplace cultures and practices to protect their workers. Thus, companies must complete this. It is stressed that one significant way that workplace toxicity affects mental health is through occupational burnout. This is because it has a somewhat mediating role. This raises the possibility that burnout-focused therapies might be especially useful in improving workers' well-being in demanding work environments.

It is noteworthy that the results of our study suggest that resilience plays a crucial moderating function in the connections under investigation. Resilience functions as a buffer against the detrimental impacts of workplace toxicity on job burnout and lessens the detrimental consequences of burnout on mental health. This discovery has highlighted the possible advantages of resilience development and training initiatives in corporate settings. This is particularly true for businesses that are unable to promptly address harmful elements in their workplace.

Our theoretical understanding of the dynamics of workplace well-being has increased by the integration of these elements into a holistic model, leading to a more thorough comprehension. Specifically, it offers factual data that validates the use of the Conservation of Resources theory and the Job Demands-Resources model about risky work environments and worker resilience. The essay discusses both of these ideas and models. By using an integrated strategy like this one, a more nuanced

understanding of how individual and organisational factors interact to impact the mental health outcomes of individual workers may be acquired.

It is advised that companies use a multifaceted strategy to enhancing the well-being of their workforce in light of our results. This is a rather acceptable approach when one considers the implications of our findings. Everything listed below is included in this:

- The process of proactively identifying and addressing the elements that lead to hazardous work conditions
- The use of burnout prevention and treatment measures in the workplace is now a continuous process.
- Encouraging employees to become more resilient by implementing specialist training and development programmes
- It is becoming more and more crucial to create business cultures that are helpful and prioritise employees' mental health.

If companies focus on both environmental variables (reducing toxicity) and human resources (building resilience), they may develop more comprehensive strategies for improving employee well-being and, therefore, organisational performance. This is because firms may concentrate on both of these factors at the same time.

This study not only offers content that is instructive and insightful, but it also points up several potential directions that may be used for future research. Long-term studies can provide additional useful information on the causal relationships between the components outlined above. Furthermore, it's possible that investigating other relevant variables and evaluating the efficacy of certain treatments may lead to the development of more customised suggestions for organisational procedures.

The research's conclusions highlight the critical importance of creating safe work conditions and strengthening employees' ability to overcome obstacles at work. To sum up, the results of this study shed light on how important these two items are. Understanding the elements that affect employees' mental health and taking action to address them will be essential for the development of businesses that are long-lasting, profitable, and flourishing. The reason for this is because work is always changing in nature. Organisations can better support their employees and create positive work environments that benefit both individuals and the organisation as a whole if they acknowledge the interplay between toxic working conditions, job burnout, mental health, and resilience. This will make it possible for businesses to create productive workplaces that benefit both employees and the company as a whole.

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