

***Influence Employee Engagement, Toxic Friendship And Burnout To
Employee Performance at PT Wijaya Mega Putera in Surabaya***

Utami's image

Master of Management Study Program. Faculty of Economics, University 17 August
1945

Author Email: citrautami5758@gmail.com

ABSTRACT

In order to support the running of the Management Information System (SIM) in the company, Human Resources (HR) who have good performance are needed. This research aims to analyze the influence *employee engagement*, *toxic friendship*, and employee resilience towards *burnout* as an intervening variable and employee performance at the company PT Wijaya Mega Putera in Surabaya. *Employee engagement* is an important factor in increasing employee productivity and performance. On the contrary, *toxic friendship*, which are unhealthy employee relationships, can have a negative impact on employees' psychological well-being. Employee resilience is the ability to overcome stress and pressure in the work environment. This research uses survey methods and statistical analysis to collect data from a number of employees at PT Wijaya Mega Putera Surabaya. The research results show that *toxic friendship* and employee resilience has a significant positive influence on intervening variables *burnout*. Then, employee resilience and intervening variables *burnout* has a significant positive influence on employee performance. Whereas *employee engagement* significant negative effect on *burnout* and employee performance, as well as variable *toxic friendship* also has a negative effect on employee performance. These results have practical implications in human resource management and employee management.

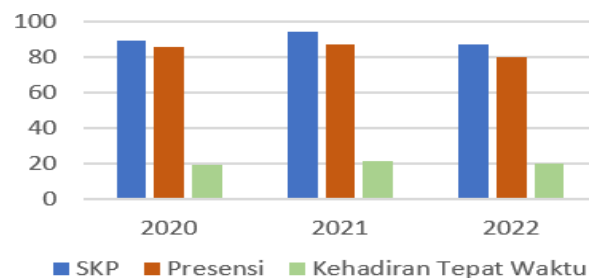
Companies need to pay attention to the importance of upgrading *employee engagement* and identify and address *toxic friendship* in the workplace. In addition, developing employee resilience can be an effective strategy in reducing risk *burnout* and improve employee performance. This research provides a deeper understanding of the complexity of the relationship between these factors in the work environment and illustrates the importance of maintaining employee well-being to achieve optimal performance.

Keywords: Management Information Systems, *Toxic Friendship*, *Burnout*.

INTRODUCTION

Every employee has good performance, so the HR maintenance function must run well in a company or agency (Sutiyadi, 2017). A dynamic company will always increase its productivity through consistency in producing the best performance and maintaining the company's competitive advantages. Fisher, Schoenfeldt and Shaw (2006) revealed that the factor considered to have the most potential in providing a company's competitive advantage is human resources and related management.

Data on Employee Performance Targets (SKP, attendance and on-time attendance of employees at PT Wijaya Mega Putera Surabaya from 2020 - 2022 can be seen in Figure



SKP results, attendance and on-time attendance for the 2020-2022 period

If you look at the trend in the data above, it appears that there is a problem, namely high employee performance with a good level of attendance but the level of punctuality when the employees come to work is poor. This is allegedly indicated by poor human resource maintenance. One form of maintaining that every employee has good performance is by motivating and making them feel attached to the company, either to the values they adhere to or to the environment and work processes that exist in the company or agency. This research discusses its importance *employee engagement* or employee engagement with the company in improving performance. *Employee engagement* is a situation where employees carry out work roles, working with physical, cognitive and emotional energy. They claim that *employee engagement* can predict increased employee performance, profitability, employee retention, customer satisfaction, and company success (Bates, 2004; Baumruk 2004; Richman, 2006).

This employee engagement is believed to influence the relationship between employees and the company in terms of performance measurement. *Employee engagement* It can also have a positive impact on the company, such as providing the best performance, loyalty, and providing feedback to management.

Apart from that, friendship or friendship also has a big influence on a person's behavior and lifestyle. Friendship can bring good and bad, so it is important to maintain good communication in friendly relationships. According to Yager as in the work of White Suzzane "toxic friendship" is a false friendship. Toxic friendships is a friendship that is destructive and dangerous, and is a one-way pseudo-friendship with no mutual sharing. This research is also about the existence of toxic friendships which can affect a person's well-being and performance. An unhealthy work environment will result in work stress or *burnout* and influences employee resilience or employee resilience, which is like a person's ability to recover from setbacks and remain effective in facing heavy demands. Resilience factors also influence employee performance.

The stress reaction that especially often occurs in people with high standards is *burnout*. *Burnout* is a state of emotional and physical exhaustion, low productivity, and feelings of isolation, often caused by work-related stress. People who face high-pressure conditions every day often feel weak, hopeless, and emotionally drained and may eventually stop trying (Lefton, 1997).

An important task of management leaders is the importance of human resource management in facing intense competition in the era of globalization. HR management is an approach to managing a company's human resources.

Based on this background, this article from the Master of Management Thesis Research aims to develop an instrument to be able to measure *employee engagement, toxic friendships, unhealthy work environment on work stress and employee performance*.

RESEARCH METHODS

According to Sugiyono (2013; 2) research methods are basically a scientific way to obtain data with certain purposes and uses. The purpose of this research method is to provide an overview of how research is carried out, so that problems can be resolved.

The research approach used in this research is a quantitative approach. What is meant by quantitative research is research in which the researcher only develops concepts and collects facts, but does not carry out hypothesis testing or study one case intensively, in depth, in detail and comprehensively (Sugiyono, 2013: 54).

The sampling technique used in this research is random sampling (*probability sampling*) namely with *random sampling*. *Simple random sampling* is a simple random sampling technique where each member or unit of the population has the same opportunity to be selected as a sample, namely by lottery technique or by using number labels (Soekidjo Notoatmodjo, 2010: 85).

Technique *random sampling* is a sampling technique where all individuals in the population, either individually or together, are given the opportunity to be selected as members of the sample. *Random sampling* called random sampling.

A questionnaire is a data collection technique that is carried out by giving a set of questions and written statements to respondents to then answer. In addition, questionnaires can include closed and open questions or statements. The questionnaire design created by the researcher is a closed questionnaire where the answers are limited or determined by the author. The number of questionnaire statements is determined based on the research variable indicators.

VALIDITY TEST

Before distributing the questionnaire to 100 respondents, the researcher tested the instrument consisting of validity and reliability to achieve this goal. The validity of the instrument is tested using evaluation of the coefficient values *Pearson Correlations* generated by the SPSS program via the "menu" *Correlate-Bivariate*". According to Sugiyono (2016), a statement in a questionnaire is declared valid if the results of validity testing show that the coefficient *Pearson Correlations* is positive and supported by a significance value ($p < 0.05$). The results of the instrument validity test are described as follows:

Table 5.1
Instrument Validity Test Results

Variable	Indicator	Item	<i>Pearson Correlation</i>	Sig.	Information
<i>Employees Engagement</i>	Vigor (Spirit)	X1_2_1	0.652	0,000	Valid
		X1_2_2			
	Dedication	X1_3_1	0.641	0,000	Valid
		X1_3_2	0.893	0,000	Valid
	Absorption	X1_1_1	0.662	0,000	Valid
		X1_1_2	0.625	0,000	Valid
			0.674	0,000	Valid
<i>Toxic Friendship</i>	Egotistical (Selfish)	X2_1_1	0.746	0,000	Valid
		X2_1_2	0.929	0,000	Valid
	The Cheat (Cheat)	X2_2_1	0.942	0,000	Valid
		X2_2_2	0.932	0,000	Valid
	The Interloper (Likes to Interfere)	X2_2_3	0.930	0,000	Valid
		X2_3_1	0.924	0,000	Valid
		X2_3_2	0.810	0,000	Valid
<i>Resilience</i>	Personal Competence	X3_1_1	0.632	0,000	Valid
		X3_1_2			Valid
	Adaptive	X3_2_1	0.711	0,000	Valid
		X3_2_2	0.768	0,000	Valid
	Self control	X3_3_1	0.831	0,000	Valid
		X3_3_2	0.740	0,000	Valid
			0.962	0,000	Valid
<i>Burnout</i>	Emotional Exhaustion	Z_1_1	0.904	0,000	Valid
		Z_1_2			Valid
	Depersonalization	Z_2_1	0.951	0,000	Valid
		Z_2_2	0.947	0,000	Valid
		Z_2_3	0.943	0,000	Valid
	Decline Achievement Self Achievement	Z_3_1	0.942	0,000	Valid
Z_3_2		0.949	0,000	Valid	
<i>Employee performance</i>	Work quality	Y_1_1	0.851	0,000	Valid
		Y_1_2	0.887	0,000	Valid
		Y_1_3	0.880	0,000	Valid
	Work Quantity	Y_2_1	0.844	0,000	Valid
		Y_2_2	0.809	0,000	Valid
	Punctuality	Y_3_1	0.787	0,000	Valid
Y_3_2		0.662	0,000	Valid	

Source: Attachment, processed

RELIABILITY TEST

Steps in evaluating the reliability of research instruments were carried out using the SPSS program via the menu *Scale-Reliability*. This analysis will focus on the Cronbach Alpha value. Sugiyono (2016), revealed that an instrument is considered to have a good level of reliability if the Cronbach Alpha value reaches at least 0.60.

Table 5.2
Instrument Reliability Test

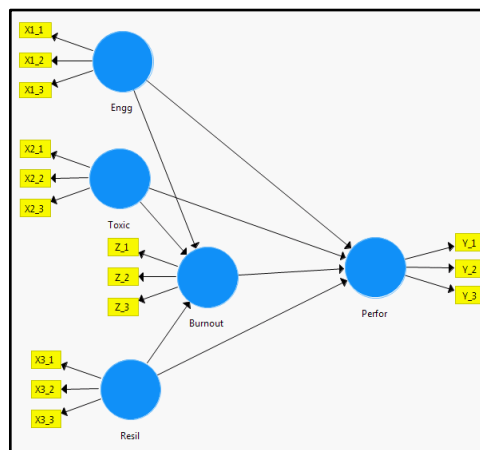
No.	Variable	Amount Items	Cronbach Alpha	Information
1.	Employee Engagement	6	0.755	Reliable
2.	<i>Toxic Friendship</i>	7	0.956	Reliable
3.	<i>Resilience</i>	6	0.837	Reliable
4.	<i>Burnout</i>	7	0.976	Reliable
5.	Employee performance	7	0.905	Reliable

Source: Appendix 4, processed

Test results on instrument reliability have been carried out on all research variables. The results show that the Employee Engagement variable is formed through 6 (six) statements and (*Cronbach Alpha*(The resulting CA) was 0.755 ($CA > 0.6$). Variable *Toxic Friendship* formed through 7 (seven) statements and the resulting CA value was 0.956 ($CA > 0.6$). Variable *Resilience* formed through 6 (six) statements and the resulting CA value was 0.837 ($CA > 0.6$). Variable *Burnout* formed through 7 (seven) statements and the resulting CA value was 0.976 ($CA > 0.6$). The Employee Performance variable is formed through 7 (seven) statements and the resulting CA value is 0.905 ($CA > 0.6$). These findings indicate that all variables used in this research already have sufficient instrument reliability criteria and can be continued in the subsequent data analysis process.

SMART PLS ANALYSIS

In this research, exogenous variables are variables *Employee Engagement* (X1), *Toxic Friendship* (X2), and *Resilience* (X3) is positioned to have an influence on *Burnout* (Z) and *Employee Performance* (Y). When described in the Smart-PLS version 3.2.9 program, the conceptualization of the structural model appears as follows:



RESULTS AND DISCUSSION

Based on the results of data analysis and interpretation that have been presented previously, several things can be discussed based on these results, namely:

1. *Toxic friendship* significant effect on *burnout* to employees of PT Wijaya Mega Putera. The results of this research are in accordance with (Nurul, 2020) *toxic friendship* influential and significant towards *burnout*. (Wulandari, 2019) says that *toxic friendship* It can happen to anyone in an office environment, due to the high workload resulting in a lack of ability to control feelings and can lead to stress and depression at work.
2. *Resilience* significant effect on *burnout* to employees of PT Wijaya Mega Putera. The results of this research are in accordance with (Sarah, 2022), namely that individuals who are more resilient tend to have more effective ways of managing stress, building strategies to face challenges, and have a more positive mindset. Conversely, a lack of resilience can make someone vulnerable to burnout. When a person does not have the ability to deal with stress and pressure well, this can lead to an increased risk of burnout, which is characterized by emotional exhaustion, physical exhaustion, and feelings of decreased achievement.
3. *Resilience* has a significant effect on employee performance at PT Wijaya Mega Putera. The results of this research are in accordance with (Qikki, 2021), namely *resilience* influential and significant on employee performance. As the opinion (Cooper et al, 2014) defines *resilience* as an employee's ability to bounce back from setbacks while remaining effective in dealing with tough work demands and difficult circumstances, and growing stronger in the process.
4. *Burnout* has a significant effect on employee performance at PT Wijaya Mega Putera. The results of this research are in accordance with (Fandy, 2022) *burnout* influential and significant on employee performance. *Burnout* is a syndrome of emotional exhaustion or lack of a positive outlook resulting in decreased personal achievement which is characterized by decreased performance, as well as decreased ability to carry out routine tasks as a result of prolonged stress (Hanafi, 2012).

CONCLUSION

Based on the problems that have been formulated, the results of the analysis and hypothesis testing that have been carried out in the previous chapter, the following conclusions can be drawn from the research carried out:

1. *Employee Engagement* does not have a significant effect on *burnout*. These findings indicate that an increase in *Employee Engagement* did not have a significant effect on the decline *Burnout*.
2. *Employee Engagement* does not have a significant effect on employee performance. These findings indicate that an increase in *Employee Engagement* does not have a significant effect on increasing employee performance.
3. *Toxic Friendship* in the work environment has a significant effect on *Burnout* employee. These findings indicate that there is an increase *Toxic Friendship* have a significant impact on improvement *Burnout* on employees.

4. *Toxic Friendship* in the work environment does not have a significant effect on employee performance. These findings indicate that there is an increase *Toxic Friendship* has an insignificant effect on increasing employee performance.
5. *Resilience* employees have a significant influence on *Burnout*. These findings indicate that there is an increase *Resilience* had a significant influence on the decline *Burnout* on employees.
6. *Resilience* has a significant effect on employee performance. These findings indicate that there is an increase *Resilience* has a significant influence on improving employee performance.
7. *Burnout* employees have a significant influence on employee performance. These findings indicate that increasing *Burnout* has a significant influence on reducing Employee Performance.

Based on the conclusions and descriptive variables in this research, the researcher recommends the following:

1. PT Wijaya Mega Putera management is expected to remain and continue to provide opportunities for employees to contribute to the company. By providing space for employees to be proactive in contributing new ideas and methods, so that *employee engagement* employees at the company are maintained.
2. It is recommended that future researchers add other, more varied variables such as: emotional intelligence, *toxic leadership*, and *management punishment*, so that research on employee performance at PT Wijaya Mega Putera Surabaya becomes more perfect.

BIBLIOGRAPHY

- Fahmi, I., Sanusi, F., & Muljadi, M. (2023). THE ROLE OF BURNOUT AND MODERATION MEDIATION PSYCHOLOGICAL CAPITAL IN IMPROVING JOB PERFORMANCE. *Journal of Economics and Business*, 27(1), 13–25. <https://doi.org/10.24123/jeb.v27i1.5545>
- Marua, S., Budi Sulistyono Radikun, T., & Sarah Marua, C. (2022). *How Style Plays a Role Transformational Leadership and Resilience Against Burnout Due to Quantitative Work Demands*. 11(3), 442–450. <https://doi.org/10.30872/psikostudia.v11i3>
- Randy, F.A. (2022). INFLUENCE OF SERVANT LEADERSHIP, MOTIVATION AND COMMITMENT ORGANIZATION OF EMPLOYEE PERFORMANCE WITH BURN OUT AS AN INTERVENING VARIABLE IN SWISS-BEL HOTEL JAMBI CITY. *Journal of Applied Management and Finance (Mankeu)*, 11(02).
- Rohmah, UN (2021). Burnout in Hospital Employees During the COVID-19 Outbreak. *Journal Holistic Health*, 5(2), 75–88. <https://doi.org/10.33377/jkh.v5i2.106>
- Leonita, N. (2020). DETERMINATION OF CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE COMPETENCIES AND WORKLOAD (LITERATURE REVIEW HUMAN RESOURCE MANAGEMENT). 2(2). <https://doi.org/10.31933/jimt.v2i2>

- Yanoto, A. (2018). *THE INFLUENCE OF LEADERSHIP STYLE ON JOB SATISFACTION THROUGH MOTIVATION AND PERFORMANCE OF PT.NUTRIFOOD INDONESIA EMPLOYEES IN SURABAYA*(Vol. 6, Issue 1).
- Ocktafian, Q. (nd). THE EFFECT OF EMPLOYEE RESILIENCE ON PERFORMANCE EMPLOYEES THROUGH LIFE SATISFACTION. In *Journal of Management Science*(Vol. 9).
- Steven, J., & Prihatsanti, U. (2017). THE RELATIONSHIP BETWEEN RESILIENCE AND WORK ENGAGEMENT ON EMPLOYEES OF PANIN BANK MENARA IMPERIUM KUNINGAN BRANCH, JAKARTA. In *Empathy Journal, August*(Vol. 7, Issue 3).
- Amir, M., & Wajdi, R. (2020). Toxic Friendship Communication Behavior (Study of College Students Faculty of Social and Political Sciences, Muhammadiyah University of Makassar). *Journal of Communication and Organization (J-KO)*, 2, 93– 111.
- Rahimah, S., Abidin, M. Z., & Fadhila, M. (2022). The Effects of Toxic Relationships in Friendship on The Psychological Well-Being of Islamic University Students. *TAZKIYA Journal of Psychology*, 10(2), 155–164. <https://doi.org/10.15408/tazkiya.v10i2.27776>
- Sejati, S., Badriyah, L., Afria, E., Bimbingan, JP, Islam, K., Adab, U., Dakwah, D., Islam, U., Fatmawati, N., & Bengkulu, S. (2023). *The Negative Impact of Toxic Friendship Behavior on the Quality of Friends of Islamic Guidance and Counseling Students at Fatmawati Sukarno State Islamic University, Bengkulu*(Vol.2, Issue01). <https://ejournal.iainbengkulu.ac.id/index.php/istisyfa>
- Mathlabul Ulum Islamic Boarding School, Jambu Village, Lenteng District, Sumenep Regency Nurul Ulum Abdullah, in, & Nursing Faculty of Health ITSkes ICME Jombang, I. (nd). *THE RELATIONSHIP OF TOXIC RELATIOSHIP TO MENTAL HEALTH DISORDERS IN ADOLESCENTS*.
- Ilham, M., Wafi, H., & Nuvriasari, A. (nd). THE EFFECT OF EMPLOYEE ENGAGEMENT, LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE. *Journal of Economics*, 14.
- Performance, T., Sistem, KD, Daru Wicaksono, B., & Rahmawati, S. (2019). Employee Influence Engagement The Effect of Employee Engagement on Employee Performance of the Directorate of Information Systems and Digital Transformation at Bogor Agricultural University. *Journal of Management and Organization (JMO)*, 10(2), 133–146.
- Pusriadi, T., Ekonomi, F., Tinggi, S., & Samarinda, IE (nd). INFLUENCE OF TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT TOWARDS EMPLOYEE CAPABILITIES: A STUDY ON EMPLOYEES OF PT. TATA VEHICLE STAR Dio Caesar Darma. In *J.R.E*(Vol. 3, Issue 1). <http://journal.umg.ac.id/index.php/jre>

Srimulyani, VA (nd). *Talent Management and its Consequences for Employee Engagement and Employee Retention*.

Suwatno and Priansa. (2011). Compensation and integration have been carried out well and large costs are less meaningful to support the achievement of company goals. Kahn,

W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.

Markos, S., & Sridevi, M.S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89-96.

Surur, A. (2018). The effect of organizational culture and employee engagement on job performance mediated by job satisfaction. *International Journal of Research in Business and Social Science*, 7(5), 10-21.

Dewayani, N. (2020). The influence of the Covid-19 pandemic on employee health and performance. *Journal*

Human Resource Management, 1(1), 25-34.

Taufik, M., & Ayuningtyas, D. (2020). The impact of the Covid-19 pandemic on the global economy. *Journal Economics and Business*, 5(1), 45-62.