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DISCRIMINATION, AND WORKPLACE SPIRITUALITY SHAPE
MENTAL HEALTH WELLNESS**

Nur Hidayah Kamaruzaman¹, Fahada Nur Mohamad Izhar², Nur Farah Nabihah Ruslan³,
Nurkhairinatul Najwa Khairuefendy⁴, Noor Syazani Noor Nasir⁵, Azyyati Anuar^{6*}, Daing Maruak
Sadek⁷, Bawani Selvaraj⁸

^{1,2,3,4,5} Faculty of Business and Management, Universiti Teknologi MARA, Cawangan Kedah, Kampus Sungai Petani, Malaysia

⁶ Faculty of Business and Management, Digital Innovation & Social Entrepreneurship, Universiti Teknologi MARA, Cawangan Kedah, Kampus Sungai Petani, Malaysia
Email: azyyati@uitm.edu.my

⁷ Academy of Contemporary Islamic Studies, Universiti Teknologi MARA, Cawangan Kedah, Kampus Sungai Petani, Malaysia
Email: daing729@uitm.edu.my

⁸ Academy of Labguage Studies, Universiti Teknologi MARA, Cawangan Kedah, Kampus Sungai Petani, Malaysia
Email: wani190@uitm.edu.my

* Corresponding Author

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Abstract:

A 2018 survey by Relate Malaysia found that 29% of the 4.57 million employed individuals in Malaysia faced mental health issues. This study aimed to investigate the impact of a toxic work environment, social support, and age discrimination on the mental well-being of lecturers at UiTM Kedah Branch, with workplace spirituality examined as a potential moderating factor. Using a quantitative approach, data was collected from 169 lecturers through electronic surveys and analyzed using SPSS software to explore the relationships among these variables. The findings revealed that a toxic environment and age discrimination negatively affect mental health, while social support positively influences well-being. Furthermore, workplace spirituality was found to moderate these relationships, mitigating the negative impacts of a toxic environment and age discrimination. The implications of this study are significant for university administrators and policymakers, offering actionable insights for creating healthier work environments. By implementing strategies that mitigate toxic conditions and promote inclusivity and spiritual well-being, institutions can improve mental health

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outcomes for educators and contribute to a more resilient and supportive academic community.

Keywords:

Mental Health, Toxic Work Environment, Social Support, Age Discrimination & Workplace Spirituality.

Introduction

Mental well-being relates to the operating system that powers the mind's components. In daily life, mental health affects how people feel, think, and act. Success in business, classroom, relationships, and personal sphere have all been associated with well-being. Those who are well-adjusted tend to be more creative, productive, and compassionate (Ruggeri *et al.*, 2020). The topic of employee mental health is constantly brought up in discussions around the globe since it is crucial to guarantee the well-being of both the workforce and the business. Globally, the World Health Organization (WHO) reported in 2019 that over half of all individuals globally are employed, 301 million people experienced anxiety, 280 million experienced depression, and, tragically, 703000 people lost their lives to suicide. Additionally, 15% of working-age adults worldwide have mental illness. The result is that depression and anxiety cause an estimated 12 billion working days of lost productivity annually, costing the US economy \$1 trillion (Mental Health at Work: Policy Brief, n.d.). Three mental health illnesses that are diagnosed worldwide are anxiety disorders, depression, and post-traumatic stress disorder (PTSD), according to the Centers for Disease Control and Prevention (CDC) (CDC, 2022). Overview of Global Mental Health Statistics: 1 in 4 individuals will experience mental illness once a time in their lives, and 970 million people worldwide suffer from drug addiction or mental disease (Children's HopeChest, 2022). Numerous risk factors for mental health may exist on the job. Most hazards are related to how employees' abilities, management style, and type of work interact (Mohd Zain *et al.*, 2021).

A decent work condition is essential for mental health. Unreasonable workloads, low job control, and poor security are usually associated with a poor working environment, which may lead to mental illness among workers (World Health Organization, 2024). Moreover, work amplifies wider societal issues that negatively affect mental health, including discrimination and inequality. The workers' physical and mental well-being is essential to the Malaysian industry's future growth. Nonetheless, 70% of Malaysian workers report prominent levels of work-related stress, and 5.8 million have hypertension, indicating a growing concern for Malaysian organizations; studies show that 1 in 3 adults in Malaysia suffer from hypertension, with work-related stress, particularly in industries like the petrochemical sector, having a significant impact on workers' health (LifeCare Diagnostic, n.d; Javvaid *et al.*, 2018) According to a previous study that involved 5236 respondents who are based in 47 different corporate organizations in Malaysia, 39.1% of respondents, which is one in every three employers, reported having experienced harmful behaviors and thus experiencing psychological distress (Hidayah & Marinah, 2018). Ultimately, this cannot only increase the organization's costs due to employee's increasing health care costs and sick leave but also psychological costs (Hidayah & Marinah, 2018). Also, approximately 70% of Malaysian employees witnessed an increase in work stress-related illness, as shown in Figure 1.



Figure 1: Work Stress Faced by Malaysian Employees

(Source: Hidayah & Marinah, 2018).

A report revealed that employees in Asia, including Malaysia, are under significant mental health strain, with 82% having a moderate to high risk of developing mental health issues (Goh Chiew Tong, 2023). This high percentage underscores the widespread impact of toxic work environments on the mental wellness of employees in the region, including Malaysia. This evidence highlights the detrimental impact of toxic work environments on the mental wellness of workers in Malaysia, emphasizing the need for proactive measures to address toxic behavior, prioritize employee mental health, and create supportive work environments that foster growth and positivity. Other than that, there is a study published in the Journal of Occupational Health in 2021 that examined the relationship between social support and mental health among Malaysian manufacturing workers.

University Technology MARA (UiTM) Kedah Branch, established in 1997, has witnessed remarkable growth. From its humble beginnings with 162 students and 25 staff, it has blossomed into a thriving institution, boasting over 8,000 students and 303 lecturers today. This expansion is mirrored by its academic prowess, evidenced by the rising number of esteemed Associate Professors and Professors among its faculty. UiTM Kedah Branch has firmly positioned itself as a leading center for higher education. Its unwavering commitment to academic excellence is reflected in the high quality of education it provides, ensuring its graduates are well-equipped for success in their chosen fields. However, despite UiTM Kedah Branch's impressive achievements and commitment to excellence, there exists a pressing need to address specific challenges related to the lecturer's mental health wellness, which may hinder the optimal realization of the institution's overarching goals and objectives.

Therefore, it is essential to identify the employees' mental health and wellness as it has become increasingly significant as factors such as age discrimination, social support, and toxic work environments can negatively impact a worker's mental health and well-being. Additionally, workplace spirituality moderates the links between these important factors and employees' mental health. Identifying and enhancing a positive work environment is defined as one "that attracts individuals into the work, encourages them to remain in the organization, and enables them to perform effectively to facilitate better adaptation" (A-Tjak *et al.*, 2015).

Thus, this study aims to investigate the connection between the influence of toxic environment, social support, and age discrimination towards workers' mental wellness in the workplace with moderating roles of workplace spirituality

Literature Review

Mental Health in the Workplace

The term "mental health in the workplace" is defined as how the overall well-being of workers in a group setting, encompassing their social, psychological, and emotional states. It involves the capacity of employees to effectively navigate daily stressors while maintaining productivity and contributing positively to the organizational environment. The concept recognizes the existence of psycho-social risks linked to job content, work schedules, workplace characteristics, and career development opportunities. Workers in the workplace are exposed to potential risks to their mental health, including toxic work environments and discrimination. Such unsafe settings can have adverse effects on their mental well-being. As more than half the global workforce works in the informal economy, there is no regulatory protection for health and safety (World Health Organization, 2022).

Previous research also shows that an employee's mental wellness and productivity are all greatly influenced by their work environment; nevertheless, an unfavorable work environment can lead to issues with both physical and mental health (Mohd Zain *et al.*, 2021). This shows that workers in the workplace are exposed to potential risks to their mental health. According to a past study, 15% of working populations are affected by moderate mental health issues, and 5% of working-age populations are thought to have severe mental health issues (Organization for Economic Cooperation and Development, 2012). These issues range from sub-clinical problems like general distress to common mental health conditions such as depression, generalized anxiety, and simple phobias. The prevalence of mental health issues at work is particularly high among those affected. Through this, we can see that limited research explores the intersectionality of mental health with diverse factors. A critical literature synthesis reveals notable gaps and areas for improvement in understanding and addressing mental health issues in workplace spirituality settings. Therefore, we could investigate the topic of mental health in the workplace in terms of workplace spirituality more.

Toxic Workplace Environment

A "toxic workplace environment" refers to a relationship between workers and the workplace. The direct relationship between a toxic workplace environment and employee engagement confirms that if employees are working in a toxic environment, they will spread negative feelings among other co-workers (Lam *et al.*, 2017). A toxic workplace is characterized by narcissistic conduct, offensive leadership, aggression, and various forms of mistreatment, such as harassment and bullying. This harmful environment often leads to both physical and mental imbalances, posing a serious threat to employees' well-being. The pervasive stress and burnout associated with such toxic workplaces have profound implications for employees' psychological health. The feelings that come with a toxic workplace environment, i.e., harassment, bullying, and ostracism, can be detrimental and lead to unnecessary stress, burnout, depression, and anxiety among the workers (Rasool *et al.*, 2021). Moreover, previous researchers and the conservation of resources (COR) theory also suggest that these three factors reported above create toxic environments in organizations that reduce work performance and employee engagement (Rasool *et al.*, 2021). Critical synthesis suggests a need for research that delves into

the intersection of individual experiences and organizational structures, providing a more holistic understanding. This includes exploring interventions that not only address the immediate consequences but also target the root causes, fostering healthier workplaces.

Social Support

Workplace social support can be defined as the extent to which people believe their employers value their well-being. One of the most widely used and earliest definitions of social support is an individual's belief that she is loved and valued and her well-being is cared about as part of a social network of mutual obligation (Ellen Ernst Kossek *et al.*, 2012). Others have defined social support as the belief that one has access to relationships of support, regardless of their quality or intensity, that offer resources like information sharing, emotional support, or material aid (Ellen Ernst Kossek *et al.*, 2012). The examination of organizational support, in conjunction with various other factors, consistently reinforces the notion that such support is associated with decreased employee stress and burnout. However, gaps emerge in its connection to workplace spirituality. Existing definitions lack explicit integration of spiritual dimensions into social support. Workplace spirituality, encompassing purpose and alignment of values, suggests a need for an expanded definition that incorporates the spiritual well-being of employees. Critical synthesis urges exploration into how organizational practices align with spiritual needs, fostering a holistic sense of support. There is a gap in understanding how spiritual principles, leadership practices, and organizational culture contribute to social support and its impact on reducing stress and burnout. Bridging these gaps will provide a more comprehensive understanding of workplace social support within a spiritual context, which is essential for organizations aiming to promote employees' well-being in a holistic manner.

Age Discrimination

Age discrimination occurs when an individual is unfairly treated or placed at a disadvantage due to factors related to their age that lack objective justification—(The Chartered Institute of Personnel and Development, 2023). Age discrimination predominantly affects older rather than younger groups. However, the latter are not exempt and are often based on myths and stereotyped attitudes about older people and workers, which can be easily refuted (Davey, 2014). This implies that views towards ageism in the workplace reflect broader societal attitudes and may require broader targeting. Negative sentiments could be the result of outmoded ideas (Davey, 2014). Meanwhile, the definition identifies age discrimination, and there's a gap in exploring the intersection of ageism and workplace spirituality. Existing literature does not thoroughly investigate how spiritual principles can counteract age-related stereotypes or contribute to a more inclusive work environment. Critical synthesis suggests a need for research bridging these gaps, exploring how fostering workplace spirituality might mitigate age discrimination.

Moderating Role Of Workplace Spirituality

Workplace spirituality can be defined as the "recognition that employees have an inner life which nourishes and is nourished by meaningful work taking place in the context of a community" (Rego & Cunha, 2008). It is not always tied to a particular religious tradition; instead, it might be founded on one's own principles and philosophy. It concerns workers who see themselves as spiritual beings needing sustenance at work, find meaning and purpose in their employment, and feel a feeling of togetherness with their co-workers and the larger workplace community Mutoff and Denton (1999). Workplace spirituality can be observed in the conscientious actions of employees, including engaging in active listening, expressing opinions

assertively, setting healthy boundaries, displaying respect for others, and addressing conflicts and challenges with empathy and compassion. However, the presence of workplace spirituality has been discovered to deter the practice of knowledge hiding and mitigate its harmful consequences (Pertwi *et al.*, 2023). The definition of workplace spirituality underscores its link to meaningful work, yet a gap exists in applying spirituality practically across diverse work contexts. Critical synthesis calls for bridging this gap between conceptualization and tangible outcomes applicable to mental health in the workplace. Understanding specific behaviors fostering a spiritual workplace in the midst of challenges like toxic environments, inadequate social support, and age discrimination can enrich literature. Closing these gaps is pivotal for holistic well-being, positive cultures, and effective mental health initiatives in diverse workplaces.

Social Exchange Theory

Theories, such as solid theory and rational choice theory, result from repeated observation and testing and include established facts, laws, and tested hypotheses. In this research paper, researchers use the social exchange theory (Blau, 2017). According to social exchange theory, people will only assist others when doing so will benefit them more than it will cost them. Exchange gifts, for instance, have the potential to create strained relationships between peers or status inequalities because giving gifts is a sign of gratitude that has many implicit meanings, whether good or bad. In other words, even if staff members are heavily assisted by their peers, they could still feel that they are being treated unfairly if they are cut off from personal relationships, face age discrimination from their co-workers, or consider that knowledge is shared inequitably (Lee *et al.*, 2021). However, providing gifts should ideally be a way to express gratitude or let co-workers know they are appreciated for working as a team, as this can increase employee happiness. Therefore, it has been proven that employees feel more a part of the company when they perceive that the company is supporting them. Conversely, employees who feel that their workplace is toxic will likely spread their bad experiences to other employees (Rasool *et al.*, 2021), and having an age discrimination problem will result in unfavorable employee behavior.

Social Support Theory

According to Blau (2017), social approval and attraction are the two components of the social support theory. Respect and approval are associated; respect for one another at work increases the value of approval within the organization, but indiscriminate approval diminishes regard for one another inside the company. The difficulty of approval, however, arises when one expresses support through expression. Mughal (2019) suggests that these kinds of companies should train their staff to leverage opportunities for help from co-workers, managers, and supervisors. According to the study findings, employees who feel more support from their employer generally perform better. In mutual attraction and approval of opinion viewpoints, employees who do not speak up as much in a company enable others to know themselves and find their voice. Moreover, employee voice needs to be impartial and balanced. They have to learn when to voice their opinions. With assistance from the company, it is beneficial for co-workers to express their opinions to prevent information hiding in the workplace. Employees may feel as though they do not belong at work if their opinions are completely ignored by the corporation, leading to depression. The term "social attraction" refers to a person's generalized approval, including self-defeating and self-fulfilling first impressions. It also involves investing one's style with value to create social reality. Effective social attraction and relationships at work, supportive communications, a sense of belonging, productive collaboration, and employee

satisfaction are all shown to improve when focusing on impressing others. It also protects against the negative effects of workplace stress.

Conceptual Framework

A conceptual framework incorporates additional concepts and empirical data from the literature along with one or more independent variables (refer to Figure 2). Elements such as boxes, lines, and arrows have been used to illustrate the connections between these concepts and their relevance to the research topic. Toxic workplaces (bullying, yelling, and controlling), social support (workers not helping each other), and age discrimination are examples of independent variables that have been selected in this research paper.

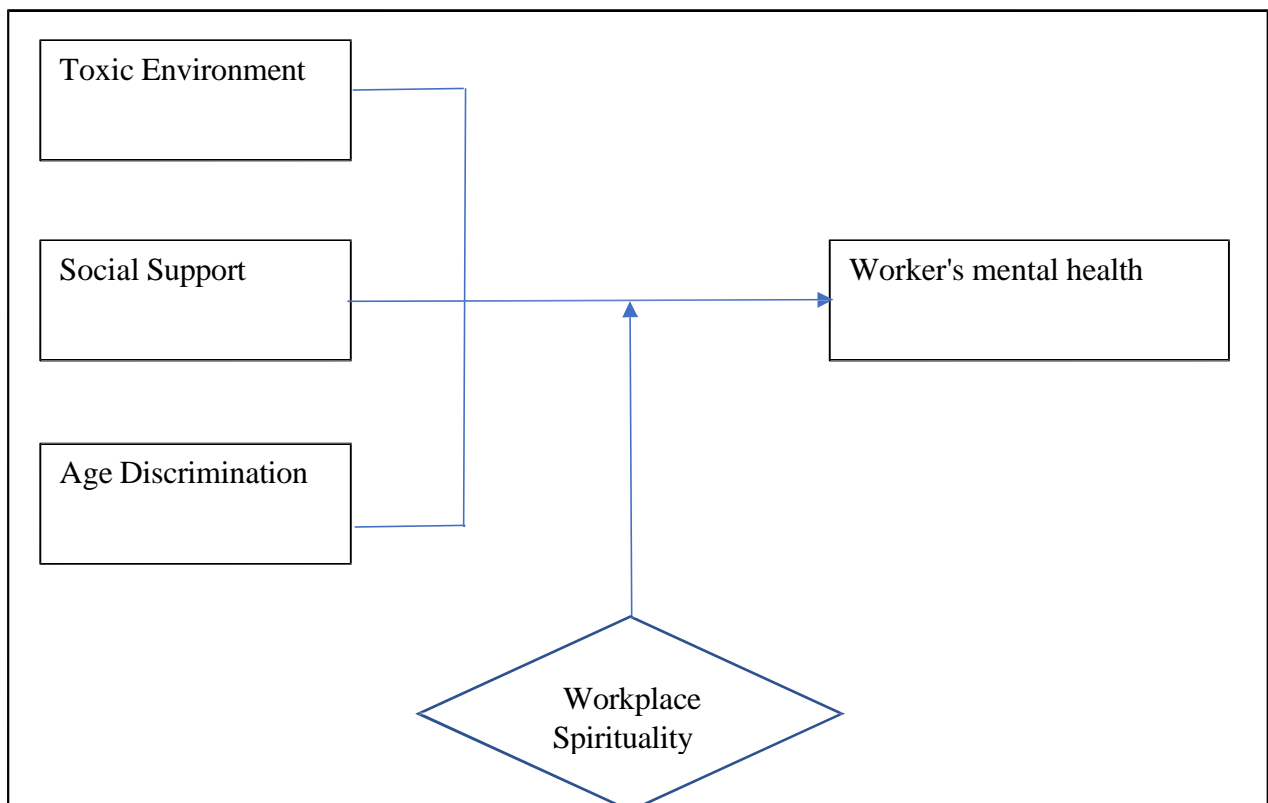


Figure 2: Conceptual Framework.

These issues are indicated inside the boxes as potential influences on the mental health of workers. A toxic environment at work can be defined when there are no limits surrounding work, no mutual trust, and no space for mistakes. According to Tastan (2017), a toxic workplace environment includes undermining others, hostile, aggressive, passive leadership, abusive supervision, inequitable policies, and violence that would have a detrimental impact on employees' mental health. Age discrimination can be considered when someone is unjustly disadvantaged due to factors related to their age that cannot be objectively justified. Age is not a reliable performance indicator; thus, it is also false to assume that age equals mental and physical capacity. The last independent variable is social support. Employees who receive social support at work are better able to handle both internal and external stress. Self-support, intellectual support, and emotional support are a few examples of the types of help that co-

workers can provide for one another. Additionally, a toxic workplace with no support whatsoever will have negative impacts on employees' mental health.

The dependent variable in this study is the mental wellness of the workers. The psychological, emotional, and social wellness of employees in a workplace environment is referred to as mental health in the workplace. Various factors, including leadership style, organizational culture, co-worker relationships, job stress, and job expectations impact employee mental health. The conceptual framework figure's lines illustrate the relationship between three variables, and the arrow suggests a causes-and-effect link by pointing from the independent variables to the dependent variable with a moderating of workplace spirituality. Furthermore, as a moderating factor, workplace spirituality (adopting an optimistic outlook, being kind to others, practicing mindfulness, and getting to know co-workers) is incorporated to examine how the relationship between a toxic workplace, age discrimination, and social support may impact employees' mental wellness.

Methodology

This research employed a quantitative approach to comprehensively investigate the multifaceted influences of toxic workplace environments, social support structures, and age discrimination on workers' mental health wellness. Quantitative research, as defined by Creswell *et al.* (2014), involves testing theories through the measurement of variables with numerical data and analyzing these variables using statistical procedures. This study specifically focused on understanding the cause-and-effect relationships among toxic environments, social support, age discrimination, and mental health wellness, with a systematic analysis aimed at revealing the underlying dynamics within the workplace.

The study was conducted at the UiTM Kedah Branch, targeting lecturers from all faculties as the population of interest. This academic setting offered a unique opportunity to examine how a toxic work environment, social support, and age discrimination impacted lecturers' mental health while also exploring the moderating role of workplace spirituality. The research employed a cross-sectional time horizon, which provided a snapshot analysis of these variables at a specific point in time, allowing for timely and relevant insights.

Regarding population and sampling, the research focused on all 303 lecturers at the UiTM Kedah Branch. Using the convenience sampling technique, the study collected data from a predetermined sample size, calculated using the Krejcie and Morgan (1970) table, which suggested a sample size of 169 lecturers. Lecturers were chosen based on their availability and willingness to participate, ensuring a balanced representation across different faculties.

The participants were contacted via email, where they received an invitation to participate in the study. The email contained a link to an electronic questionnaire distributed via Google Forms. The use of electronic surveys ensured accessibility, convenience, and a higher response rate by allowing participants to complete the survey at their convenience. Follow-up emails were sent to ensure an adequate response rate and to remind potential participants to complete the survey. This method enabled the researchers to gather data efficiently while minimizing the potential for bias in selecting respondents. The collected data was then analyzed using SPSS software, enabling the research team to draw statistically valid conclusions and gain meaningful insights into the effects of toxic work environments, social support, and age discrimination on workers' mental health wellness.

Findings

Demographic Profile

The result shows the profiles of the respondent's descriptions. According to the respondents' gender, more than half of the respondents are from the female population (65.3%), and less than 35% are from the male population (34.7%). Meanwhile, about 63.5% of the respondents are at the age of 44 and below, with the majority from the age 35 to 44 and more than 30% from the age 45 and above (36.6%). Other than that, most of the respondents have an education level of Master's Degree (61.4%), and few respondents have an education level of Bachelor's Degree (8.9%). As for the type of employment, 89.1% are full-time employees, while 10.9% are only part-time employees. Finally, the respondents are from various faculties. The faculty with the highest percentage of respondents are from the Faculty of Business and Management, with a percentage of 33.7%, and the faculty with the lowest percentage of 5% are from the Academy of Contemporary Islamic Studies (ACIS).

Correlation Analysis

Referring to Table 1, there is a negligible correlation significant relationship exists between "toxic environment" and "worker's mental health." The P-value is 0.105, which is >0.05 , indicating the relationship is not significant. The score is ($r=0.162$, $p>0.05$, $p=0.105$). R (correlation coefficient) is 0.162, which is a +ve value and shows that the toxic environment and dependent variables (worker's mental health) have a positive relationship. This might be supported, according to (Tran, 2018), the work environment is everything that surrounds the workplace that can affect the mental and physical well-being of workers in finishing the work given to them, either directly or indirectly, so that the work environment can be said to be good if employees can work effectively, calmly, and with high productivity. Secondly, there is a moderate positive significant relationship between "social support" and "worker's mental health." The result is significant ($p=.000$, $p<0.05$). Results of the correlation also indicate that higher social support scores are associated with higher relationship scores ($r=0.480$, $p<0.05$, $p=.000$). This is secured by the fact from (Jolly *et al.*, 2021) that social support may lead to higher-quality relationships pleasant emotional reactions, improved worker performance, and can mitigate the negative impacts of stressful demands.

Thirdly, there is a moderate positive significant relationship between "age discrimination" and "worker's mental health." Results of the correlation indicate that higher age discrimination style scores are associated with higher relationship scores ($r=0.473$, $p<0.05$, $p=.000$). The age discrimination and the worker's mental health have a positive relationship, which is ($r=0.473$) indicates +ve value of correlation coefficient (r). According to Finch *et al.* (2000), this study discovers that perceived age discrimination is linked to increased psychological discomfort and decreased positive well-being. Fourthly, there is a moderate positive significant relationship between the moderating of "workplace spirituality" and "worker's mental health." Results of the correlation indicate that higher workplace spirituality scores are associated with higher relationship scores ($r=0.570$, $p<0.05$, $p=.000$). This result shows it is significant. There is a positive relationship between the moderating effect of workplace spirituality and worker's mental health due to the correlation coefficient (r) being positive ($r=0.570$). This is supported by Jnaneswar and Sulphrey's (2021) research, which found a significant relationship ($p<0.05$) between workplace spirituality and mindfulness as indicators of mental wellness.

Table 1: Correlation Analysis.

		com_TE	com_SS	com_AD	com_WS	com_WM H
com_TE	Pearson Correlation	1	.098	.158	.123	.162
	Sig. (2-tailed)		.329	.116	.222	.105
	N	101	101	101	101	101
com_SS	Pearson Correlation	.098	1	.687**	.569**	.480**
	Sig. (2-tailed)	.329		.000	.000	.000
	N	101	101	101	101	101
com_AD	Pearson Correlation	.158	.687**	1	.432**	.473**
	Sig. (2-tailed)	.116	.000		.000	.000
	N	101	101	101	101	101
com_WS	Pearson Correlation	.123	.569**	.432**	1	.570**
	Sig. (2-tailed)	.222	.000	.000		.000
	N	101	101	101	101	101
com_WMH	Pearson Correlation	.162	.480**	.473**	.570**	1
	Sig. (2-tailed)	.105	.000	.000	.000	
	N	101	101	101	101	101

Multiple Regression Analysis

Table 2 shows all the independent variables (TE, SS, AD, WS) together explain 77.9% of the variance ($R^2 = 0.882$) in workplace mental health. This is highly significant, and the model is fit as the F statistics is 113.797 ($F > 1$) and the p-value is .000 and is less than the critical value ($p < .05$). Hence, the regression model is significant. This means that there is a relationship between independent variables (toxic environment, age discrimination, and social support) and dependent variables (worker's mental health). This can be supported according to (Stanley & Sebastine, 2023), the findings revealed that a toxic workplace has an impact on employees' mental health, and social support is a critical element that may help minimize the harmful consequences of burnout among social workers. This had a detrimental effect on their well-being. Furthermore, the research from (Pak *et al.*, 2022) shows that age discrimination has a reciprocal link among older workers but is unconnected for younger and middle-aged workers.

Table 2: Model Summary & Anova

MODEL SUMMARY^B

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.779	.772	9.61217

a. Predictors: (Constant), com_AD, com_TE, com_SS

b. Dependent Variable: com_all

ANOVA^A

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31542.329	3	10514.110	113.797	.000 ^b
	Residual	8962.206	97	92.394		
	Total	40504.535	100			

a. Dependent Variable: com_all

b. Predictors: (Constant), com_AD, com_TE, com_SS

Based on Table 3, the largest beta coefficient is com_SS (social support) ($B=0.453$, $p=0.000$, $p<.05$). This concludes that this variable (com_SS) makes the strongest unique contribution to explaining the dependent variable when the variance explained by all other variables in the model is controlled for. This is followed by com_TE (toxic environment) ($B=0.374$, $p=.000$, $p<0.05$). Next is com_AD (age discrimination), indicating that it made less of a unique contribution to interpersonal conflict as the value for Beta ($B=0.363$, $p=.000$, $p<0.05$), respectively. The results depict that toxic environment, social support, and age discrimination made a unique and statistically significant contribution to the prediction of interpersonal conflict.

The result of the analysis shown in Table 3 reveals the influence of a toxic environment on worker's mental health wellness. The statistical significance ($B=0.374$, $t\text{-value}=7.724$, $p=.000$, $p<.05$) indicates that a toxic environment has a significant impact on the lecturers of UiTM Kedah Branch mental health wellness. These results are supported by previous studies, stating that a toxic workplace environment, however, is a climate factor that demolishes a person's sense of security and, thus, is bound to have a negative impact on well-being (Rasool *et al.*, 2021). Next, the result of the analysis also reveals the influence of social support on worker's mental health wellness. The statistical significance ($B=0.453$, $t\text{-value}=6.890$, $p=.000$, $p<.05$) demonstrates that social support has a significant impact on the lecturers of UiTM Kedah Branch mental health wellness. Several studies have found that low social support is associated with health impairments and job losses and is predictive of depressive disorders and burnout (Peters *et al.*, 2018).

Hence, the investigation has conclusively shown that age discrimination significantly affects the psychological well-being of workers. The statistical study ($B=0.363$, $t\text{-value}=5.476$, $p=.000$, $p<.05$) indicates that age discrimination significantly affects the mental health of lecturers at the UiTM Kedah Branch. Previous studies have supported this conclusion, revealing that age-based discrimination in professional settings can result in diminished job contentment, reduced self-

worth, and heightened levels of stress and apprehension, all of which can detrimentally affect one's mental well-being (Gee *et al.*, 2007).

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	29.133	5.046		5.773	.000
	com_TE	1.157	.150	.374	7.724	.000
	com_SS	2.668	.387	.453	6.890	.000
	com_AD	1.383	.253	.363	5.476	.000

a. Dependent Variable: com_all

Moderating Analysis

The result of the analysis has shown in Table 4 moderating analysis (a. toxic environment) that reveals the influence workplace spirituality moderates between toxic environments towards worker's mental health is of great importance. The statistical significance ($B=0.558$, t -value= 6.715 , $p=.000$) indicates the relevance of the moderating analysis of workplace spirituality influence in a toxic environment towards worker's mental health. These results show that the higher the workplace spirituality level, the higher the relationship between a toxic workplace environment and worker's mental health. These results enjoy the backup of the previous studies that stress spirituality in the workplace improves people's lives, enhances peer knowledge, and empowers their sentiments toward others. It is linked to seeking spirituality in the workplace as a chance to continue and significantly boost the value of the community (Jin, 2019; Saeed, 2022; Rathee, 2020)

Table 4: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	6.998	2.792		2.506	.014
	com_TE	.085	.076	.094	1.127	.263
	com_WS	.434	.065	.558	6.715	.000

a. Dependent Variable: com_WMH

Social Support

The result of the analysis is shown in Table 5, moderating analysis (b. social support) that reveals the influence workplace spirituality moderates between social support towards worker's mental health is of huge importance. The statistical significance ($B=0.438$, t -value= 4.459 , $p=.000$, $p < .05$) indicates that the moderating analysis of workplace spirituality influences social support towards workers' mental health, and the results are significant. These results show that the higher the workplace spirituality level, the higher the relationship between social support and worker mental health. These results benefit the support of the prior investigations, which stress

the social and material support for healthcare professionals in a range of high-stress and high-risk contexts is vital for supporting workers' mental health and retaining their commitment in difficult conditions, notably during the COVID-19 pandemic (Johns Hopkins Center for Health Security, 2021).

Table: 5: Coefficient.

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	6.022		2.222	.029
	com_WS	.341	.438	4.459	.000
	com_SS	.401	.231	2.350	.021

a. Dependent Variable: com_WMH

Age Discrimination

The result of the analysis is shown in Table 6 moderating analysis (c. age discriminations) that the influence workplace spirituality moderates between age discriminations towards worker's mental health is of huge significance. The statistical significance ($B=0.449$, t -value= 5.132 , $p=.000$, $p<.05$). It shows the result is significant and has positive relationships. It also indicates the relevance of the moderating analysis of workplace spirituality influence on age discrimination toward workers' mental health. These results show that the higher the age discrimination level, the higher the relationship between age discrimination toward worker's mental health. These results benefit the support of the prior investigations, which highlight how Black British men and women face greater levels of age discrimination. In addition, Black British women have the greatest prevalence of age discrimination. To eliminate age discrimination in hiring, companies should implement inclusive HR policies from the start and promote a good workplace spirituality (James, 2021; Ahmed, 2022).

Table 6: Coefficient.

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	4.934		1.829	.070
	com_WS	.349	.449	5.123	.000
	com_AD	.313	.279	3.183	.002

Discussion

Relationship Between Toxic Environment And Worker's Mental Health Wellness

A toxic environment is dysfunctional for workers, as they are exposed to psychological hazards that harm their well-being and productivity (Garg *et al.*, 2023). A workplace that is negative, stressful, and has poor interpersonal dynamics can have a negative impact on employees' mental

health and wellness. Persistent exposure to such a toxic environment can cause increased stress, anxiety, and even depression, affecting individuals' professional and personal lives. The result in the previous section shows that there is a positive relationship between a toxic environment and a worker's mental health wellness. Recognizing and addressing the root causes of workplace toxicity is not only a matter of ethical responsibility. It is also critical for cultivating a healthy, productive, and long-term work culture that prioritizes its employees' mental health wellness.

Relationship Between Social Support And Worker's Mental Health Wellness

Social support is the assistance realized specifically through interpersonal relationships. Social support has a direct "main effect" on well-being; evidence shows that social integration and networking are beneficial to a person's health and affect, even where a person is not exposed to challenges or threats (Chan, 2015). Social support is essential for employees' mental health because it acts as a stress reliever, promotes a positive work environment, and improves overall well-being. A strong support system at work provides emotional, instrumental, and informational support, fostering a sense of belonging and reducing feelings of isolation. This, in turn, leads to higher job satisfaction, greater resilience, and a healthier work-life balance, all of which promote mental health and productivity. The result of the coefficient reveals that there is a significant relationship between social support and mental health wellness. The provision of strong social support in the workplace is critical for creating a positive mental health environment for employees, fostering a sense of connection, and significantly contributing to overall well-being.

Relationship Between Age Discrimination And Worker's Mental Health Wellness

Based on the findings of the research, it appears that age discrimination may have a negative influence on the emotional well-being of workers. Age discrimination in the workplace can become a continuous source of stress for individuals, which can lead to a reduction in general health, including mental well-being (Marchiondo *et al.*, 2019). This is because individuals perceive age discrimination in the workplace. Workers who are elderly and who experience discrimination based on their age frequently experience decreased job satisfaction and increased symptoms of sadness. Thus, the outcome has revealed that age discrimination has a major impact on the mental well-being of employees who are lecturers at UiTM Kedah Branch. This finding is corroborated by a previous study that found that older workers who were subjected to age discrimination showed higher levels of anxiety and depression than their younger counterparts (Yuan, 2007).

Workplace Spirituality Moderates Between A Toxic Environment And A Worker's Mental Health Wellness

Creating and sustaining a healthy organization is a significant task for organizational leaders in today's dynamic and competitive economic climate. Employee mental wellness is one of the most important parts of a thriving firm. Aspects like workplace spirituality and mindfulness are increasingly very popular among businesses to maintain a happy workplace, which will impact the mental health of a positive worker (Jnaneswar & Sulphey, 2021). The result demonstrates that there is a significant relationship between workplace spirituality moderates between toxic environments and worker's mental health wellness. Workplace spirituality stresses employees' overall well-being, realizing they have personal, emotional, and spiritual needs. Fostering a corporate culture that appreciates the full person leads to better mental, emotional, and physical health.

Workplace Spirituality Moderates Between Age Discrimination And Workers' Mental Health Wellness

Workplace spirituality frequently involves shared values, ethics, and beliefs. Organizations may foster an environment where workers of all ages feel aligned with the organization's goal and culture by concentrating on shared values. This common feeling of purpose has the potential to reduce ageism and prejudice. The result of (c. age discrimination) shows that the relationship between them is significant as it can be concluded that a spiritually oriented workplace encourages understanding and respect for individual diversity and also can promote cultivating a culture of respect that helps combat age-related prejudices and stereotypes.

Workplace Spirituality Moderates Between Social Support And Worker's Mental Health Wellness

Workplace spirituality frequently emphasizes the value of human connections and a sense of community. Employees in a spiritually oriented organization are more likely to receive social support. This support can be demonstrated through strong connections, cooperation, and a culture of caring for one another, leading to positive outcomes for workers' mental well-being. The results in the previous section show that workplace spirituality significantly moderates the relationship between social support and workers' mental health. This is supported by Topor *et al.* (2011), who demonstrated that social support plays a significant role in achieving and maintaining good mental health, as well as in preventing and recovering from mental health disorders.

Conclusion

This study explored the complex interplay between toxic environments, social support, age discrimination, and workplace spirituality in shaping worker mental health and well-being. The findings revealed that toxic environments, age discrimination, and a lack of social support have a detrimental impact on workers' mental health. However, workplace spirituality emerged as a protective factor, mitigating these negative effects. The research established its context, relevance, and objectives by contributing to the understanding of employee mental well-being, particularly by incorporating workplace spirituality as a buffer against harmful factors. By building a robust theoretical foundation, the study delved into existing literature, identified knowledge gaps, and anchored its analysis within the field. The methodology was meticulously detailed, ensuring reliable data gathering and analysis, while the findings confirmed the significant impact of workplace factors on mental health. Finally, the study highlighted the importance of addressing workplace toxicity, promoting social support, and combating age discrimination to foster a healthy, productive work environment that prioritizes employee well-being. Workplace spirituality offers a promising avenue for mitigating these negative impacts, ultimately paving the way for enhanced mental health and well-being in the workforce.

Recommendation On Top Management UiTM Kedah Branch

To reduce toxic environments and age discrimination, encourage social support in university workplaces, and promote mental well-being, senior management, administrators, academics, and staff must work together. Examples of top management in the UiTM Kedah branch include the Rector, Deputy Rector Division of Academic Affairs, Deputy Rector Division of Student Affairs, etc. Top management should provide mental health resources and support services at UiTM Kedah, including counseling, workshops, and employee assistance programs, and promote these incentives to all UiTM lecturing staff. In addition, incentive and recognition systems should be implemented to recognize accomplishments and build a pleasant work

culture. For example, UiTM Kedah has a PEERS Club that focuses on counseling sessions for students; thus, they need to build a club that focuses on counseling seminar sessions for UiTM Kedah lecturers. Furthermore, the upper management at UiTM Kedah should create rewards and recognition programs to honor accomplishments and build a healthy work atmosphere. It is a token of appreciation for the contributions of UiTM's workers. Moreover, to foster a healthy corporate culture, top management should encourage respect, openness, and inclusion among lecturers at the UiTM Kedah branch. They should also highlight the significance of emotional intelligence, dispute resolution, and communication skills. For example, highlight it during a meeting or any program that will contribute to all the lecturers of the UiTM Kedah branch.

Wider The Scope Of The Study

The scope of the study should be wider because the present study only focuses on UiTM Kedah Branch's lecturers who have produced a response rate of less than 50%. Other than that, diversifying the sample across departments and job roles will provide a more comprehensive understanding of workplace factors. Then, it is recommended to expand the sample size by investigating UiTM lecturers in other states, such as Pulau Pinang, Puncak Alam, Johor Bahru, and many more which may sufficiently represent the population. This expansion will also ensure that the sample is representative and captures the diversity of experiences. Subgroup analyses within various academic disciplines or administrative units may reveal distinct patterns, contributing to a nuanced interpretation of the study's outcomes. Furthermore, consider adding more moderating variables that may moderate workers' mental health wellness, such as job autonomy, resilience, and organizational support. These factors may provide a more comprehensive understanding, leading to a more strong and sophisticated interpretation of study results.

Implement Longitudinal Study

Longitudinal studies are needed to understand better the dynamic nature of psychological well-being in Malaysian institutions, not just UiTM. Their temporal perspective reveals intricate changes and developments, providing nuanced insights that cross-sectional studies often miss, including significantly improved correlation assessments, allowing researchers to make more reliable claims about the relationships between variables. Longitudinal studies enable an in-depth investigation of the influence of workplace factors, interventions, and individual characteristics on mental health trajectories by following workers over their entire careers. This approach is crucial for developing targeted strategies and policies that foster a supportive and resilient work environment, thereby contributing to the overall well-being of Malaysian employees. Launching and implementing longitudinal research projects can take a significant amount of time, especially if they are conducted at multiple remote sites, even though time invested in this initial period will improve the accuracy of data eventually received and contribute to the validity of the results (Caruana *et al.*, 2015).

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