

## The Influence of Toxic Leadership, Work Conflicts and Work Situations on Employee Performance through Employee Satisfaction at the Job Training Center East Java Province

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> toxic leadership, work conflicts, work situations. employee satisfaction, employee performance</p>	<p><i>UPT East Java Job Training Center is one of the organizations engaged in job training services which has recently emerged many competitors in this field. This BLK must improve its performance so that it can still compete with its competitors. Currently, workers are required to adapt quickly to changes and have high skills and creativity to compete with other workers. This is in line with the goal of the UPT Job Training Center, which is to contribute to improving workforce competence through the implementation of competency-based training. The problem that still arises in the company is that the level of employee performance is not optimal because the leadership has not been on the side of employees, although the company has tried to improve employee performance through various programs such as improving incentives, creating good and comfortable working conditions or situations as much as possible, but employee performance still does not meet expectations. The purpose of this study is to determine the influence of toxic leadership, work conflicts and work situations on employee performance through employee satisfaction at the East Java Job Training Center. This study uses a quantitative method with primary data sources obtained from the distribution of questionnaires. The population of this study is all employees in BLK East Java, which is as many as 90 employees. Using the saturated sampling method, which is included in non-probability sampling. The data analysis method uses descriptive analysis and SEM-PLS analysis. The results of the study showed that toxic leadership variables, work conflicts and work situations had a positive and significant effect on employee performance through employee satisfaction at the East Java Job Training Center.</i></p>

### INTRODUCTION

Leadership is one of the central elements in organizational dynamics that influences direction, performance, and work culture (Einarsen & Nielsen, 2019). However, in some situations, concepts that are supposed to provide guidance, motivation, and inspiration for team members can turn into detrimental forms (Tepper et al., 2019). The challenges faced by modern organizations are increasingly increasing the importance of the role of leaders in shaping an inclusive, productive, and performance-oriented work culture (Nielsen & Einarsen, 2018). However, in the course of leading, some leaders may get caught up in unhealthy behaviors, such as manipulating, bullying, or exploiting team members (Schyns & Schilling, 2018). Understanding in the context of modern organizational dynamics, leadership has a crucial role in shaping work culture, motivating employees, and achieving common goals (Putra & Setiawan, 2018). However, it cannot be ignored that unhealthy and harmful leadership can also appear, leading to what is known as toxic leadership (Wahyudi, 2018). This phenomenon is increasingly the focus of attention among academics and management practitioners because of its detrimental impact on individual well-being and overall organizational performance (Fitriana & Fauziah, 2019).

Toxic leadership, a term that is increasingly prominent, refers to a leadership style that is toxic, harmful, and negatively affects the individuals around it and the effectiveness of the organization as a whole (Sutanto & Rachmawati, 2020). In the context of dynamic changes and increasingly complex demands on the work

environment, an in-depth understanding of the factors driving the emergence of toxic leadership and the implications it entails is important (Utami & Aisyah, 2021). The results of the research by Lee et al. (2024), show that toxic leadership is positively related to job demands and negatively related to performance. Meanwhile, Farghaly & Abou (2023), mentioned that the level of toxic leadership and the level of organizational performance are both high.

In addition to toxic leadership, work conflicts also have a negative impact on employee satisfaction and performance. Luthans (1985), mentioned that work conflict is a condition where there is a mismatch between values and goals to be achieved, both values and goals that exist in oneself and in relationships with others. Tommy (2010), also explained that work conflict is a conflict between one person and another person or a mismatch in conditions felt by employees due to communication barriers, differences in goals and attitudes and dependence on work activities. Afrizal et al. (2014), proved that work conflicts have a negative and significant effect on job satisfaction. The results of the research by Polopadang et al. (2019), prove that work conflicts have a negative effect on job satisfaction, and job satisfaction has a significant positive effect on employee performance.

The work situation is also important so that employees can work well and comfortably. The work situation is the result of the employee's perception of various aspects of their work environment, which will affect their behavior, as well as in the work situation. It is often described as organizational culture, psychological climate and company personality (Gilmer, 1971). Steers and Porter (2011) mentioned that there are at least four factors that can affect the working situation of an organization, namely: organizational structure, technology, external environment, and managerial policies and actions. Laniwidiyanti, (2010) proves that there is an influence of the work situation on employee performance and employee performance. Shooshtarian et al. (2013), stated that the emotional intelligence of employees makes employees able to adapt to work situations that are positively correlated with employee work performance. Furthermore, there is a significant relationship between workers' emotional intelligence and work performance in work situation mediation. Nabawi (2019), proves that the work environment (work situation) has no effect on employee performance.

On the other hand, the level of employee job satisfaction is very important because employees in all organizations are the most important factor in determining whether the organization's goals are successful or not. Employee performance is related to work morale, dedication, love and discipline of employees. Employees who do not get employee performance will have an impact on negative behavior, such as indiscipline, and laziness in completing their work. On the other hand, an employee who feels employee performance at work, will try his best with his ability to complete his work, so that his performance will increase. Prasetyo & Marlina (2019), mentioned that employee performance affects employee performance.

Employee performance is the moral motivation of employees, discipline, and employee work achievement in supporting the realization of the goals that a company wants to achieve (Hasibuan, 2020). Employee performance is a pleasant or unpleasant situational condition and how employees perceive their work. Employee performance Employee work reflects a person's attitude towards their work (Rosita & Yuniati, 2016). Employee work performance is influenced by two factors (Mangkunegara, 2019), namely factors that exist in employees and work factors. Employee factors are, intelligence (IQ), special skills, age, gender, physical condition, education, work experience, work period, personality, emotions, way of thinking, perception and work attitude. Employment factors, namely the type of work, organizational structure, rank (group), position, quality of supervision, financial security, promotion opportunities, social interaction, and employment relations. Ye, Liu & Gu (2019), revealed that job satisfaction mediates the relationship between conflict and perceived job performance. The results of the research by Dwijayant & Riana (2018), show that job satisfaction has a significant negative effect on employee performance.

UPT East Java Job Training Center is one of the organizations engaged in job training services which has recently emerged many competitors in this field. This BLK must improve its performance so that it can still compete with its competitors. Currently, workers are required to adapt quickly to changes and have high skills and creativity to compete with other workers. This is in line with the goal of the UPT Job Training Center, which is to contribute to improving workforce competence through the implementation of competency-based training.

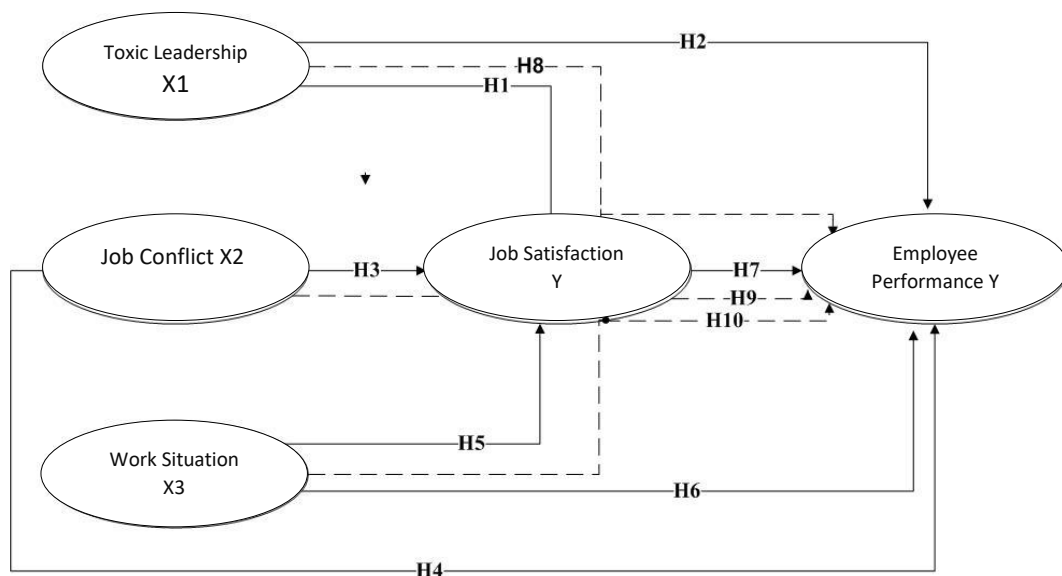
The problem that still arises in the company is that the level of employee performance is not optimal because the leadership has not been on the side of employees, although the company has tried to improve employee performance through various programs such as improving incentives, creating good and comfortable working conditions or situations as much as possible, but employee performance still does not meet expectations.

From the description that has been stated above, it is the basis for researchers to be interested in researching by choosing the title: The Influence of Toxic Leadership, Work Conflicts and Work Situations on Employee Performance through Employee Satisfaction at the UPT East Java Job Training Center. This study is different from previous research, and with the existence of toxic leadership variables , work conflicts and work situations become novelty in this research.

This study aims to determine the influence of toxic leadership, work conflicts and work situations on employee performance through employee satisfaction at the East Java Job Training Center. Based on the available literature, the following hypothesis was developed:

1. Toxic leadership has a significant effect on employee satisfaction.
2. Toxic leadership has a significant effect on employee performance.
3. Job conflicts have a significant effect on employee satisfaction.
4. Job conflicts have a significant effect on employee performance.
5. Work situations have a significant effect on employee satisfaction in employee satisfaction mediation.
6. Work situations have a significant effect on employee performance.
7. Job satisfaction has a significant effect on employee performance.
8. Toxic leadership has a significant effect on employee performance in employee satisfaction mediation.
9. Job conflicts have a significant effect on employee performance in employee satisfaction mediation.
10. Work situations have a significant effect on employee performance in employee satisfaction mediation.

A research framework describing the relationship between research variables can be constructed based on the problem and a literature review is shown in figure 1.



**Figure 1.** Research Concept Framework

## METHOD

This research is a causal research. The population of this study is all employees in BLK East Java, which is as many as 87 employees. Using the saturated sampling method, which is included in non-probability sampling. The analysis technique uses SEM (Structural Equation Modelling) with the help of Warp PLS (Warp Partial Least Square) software.

The source of data in this study is primary data, which is obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire and about their demographic factors, the perception of responses using a 5-level Likert scale with a score interval from 1 (strongly disagree) to 5 (strongly agree), then descriptive statistical analysis and hypothesis testing (Kyriazos & Stalikas, 2018).

After testing the instrument, a measurement model is carried out, namely the outer model and inner model tests. The Goodness of fit overall model test was carried out to see the structural model and measurement model in an integrated manner. Finally, a hypothesis test was carried out.

## RESULTS AND DISCUSSION

The description of the respondents including gender, age, education level, and marital status is shown in Table 1 as follows:

Tabel 1. Characteristics of respondents (N = 90)

Characteristics		Frequency	Percentage (%)
Gender	Male	61	67.8
	Famale13	29	32.2
Age	< 21 years	-	-
	21-30 years old	19	21,0
	31-40 years old	59	65,5
	41-50 years old	12	13,5
	> 51 years	-	-
Education Level	SMA	28	31.1
	Diploma	8	08.9
	Sarjana	51	56.7
	Magister	3	03.3
Length of Work	< 1 year	-	-
	1-2 years	11	12.2
	3-5 years	22	24.5
	> 5 years	57	63.3

The analysis of descriptive data on 90 respondents showed that: the gender of the respondents was dominated by men (67.8%). Respondent characteristics based on age, dominated by the age range of 31-40 years, namely 65.5%, at the age of 41-50 years, as much as 13.5%, and at the age of 21-30 years, as many as 21.0% of respondents. The education level of the majority of respondents is Bachelor which reaches 56.7%, while diploma education 8.9%, Masters 3.3% and the rest have high school education 31.1%. The majority of respondents worked > 5 years as much as 63.3%.

The goodness of fit model is analyzed from the values of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF) values. Table 2 shows the results of the analysis. Where AVIF and APC show the multicollinearity of independent variables and their relationships. The data from this evaluation informs that the model is acceptable.

Tabel 2. Goodness of fit model

Result	P-Value	Criteria	Description
Average path coefficient	0.362	> 0,001	Supported
Average R-squared	0.903	> 0,001	Supported
Average adjusted R-squared	0.900	> 0,001	Supported
Average block VIF	3.135	< 5.000	Supported

Source: WarpPLS Output

## Research Variable Validity Test

Discriminant validity is indicated by the value of AVE,s (square roots of average variance extracted), where the value of AVE,s is found in a diagonal position in the correlations among latent variables output WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table 3, the values on the diagonal blocks are greater than the values on the same block. Thus, all variables meet the criteria for discriminant validity

Tabel 3. Correlations among latent variables

Variable	Toxic_L	Conflict	Environment	Satisfied	Performance
Toxic_L	<b>0.716</b>	0.551	0.522	0.586	0.676
Conflict	0.751	<b>0.829</b>	0.206	0.613	0.714
Environment	0.522	0.206	<b>0.645</b>	0.564	0.445
Satisfied	0.586	0.613	0.564	<b>0.672</b>	0.544
Performance	0.676	0.714	0.445	0.544	<b>0.844</b>

Source: WarpPLS Output

### Research Variable Reliability Test

The reliability test of the research variables was measured by two criteria, namely composite reliability and cronbach's alpha.

Tabel 4. Reliability Test Results

Cut Off Value		Toxic_L	Conflict	Environment	Satisfied	Performance	Notes
Cronbach's Alpha	> 0.6	0.744	0.840	0.858	0.781	0.729	All meet the requirements
Composite Reliability	> 0.7	0.701	0.790	0.792	0.791	0.738	

Source: WarpPLS Output

Table 4 shows that the cronbach alpha value of each variable is greater than 0.6. Also, the composite reliability value is greater than 0.7. Therefore, all constructs have met the requirements.

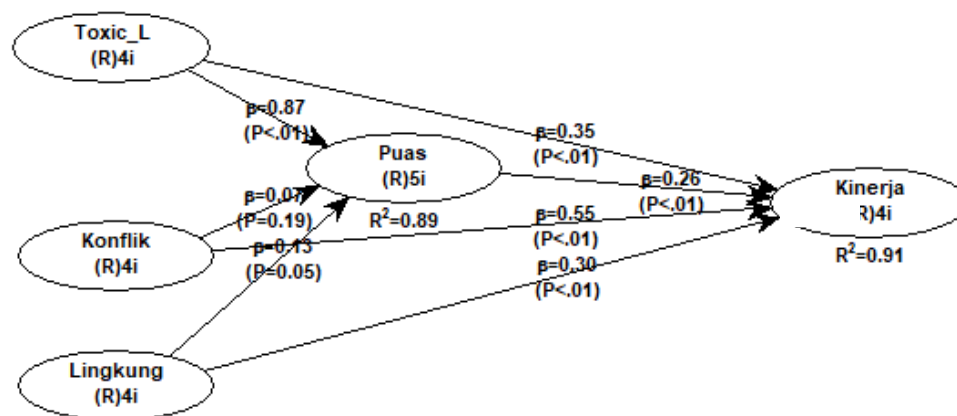


Figure 2. Research model path coefficient

### Hypothesis testing

Hypothesis testing is carried out based on the estimated significance value of the research model parameters seen in Table 5.

Tabel 5. Hypothesis Testing

Hypothesis	Influence	Coefficient	T-Statistics	P-Value	Information
1	Toxic Leadership → Job Satisfaction	0.873	7.521	0.000	Signifikan
2	Toxic Leadership → Employee Performance	0.346	3.926	0.000	Signifikan
3	Job Conflict → Job Satisfaction	0.071	1.897	0.188	Insignifikan
4	Employee Performance → Work Conflicts	0.552	4.293	0.000	Signifikan.
5	Job Situation → Job Satisfaction	0.132	2.193	0.049	Signifikan

6	Employee Performance → Work Situation	0.302	3.806	0.000	Signifikan
7	Employee Performance → Job Satisfaction	0.257	3.421	0.000	Signifikan
8	Toxic Leadership → Employee Performance Job Satisfaction →	0.255	3.358	0.000	Signifikan
9	Job Conflict → Job Satisfaction → Employee Performance	0.018	1.032	0.375	Insignifikan
10	Job Situation → Job Satisfaction → Employee Performance	0.034	1.508	0.277	Insignifikan

Source: WarpPLS Output

## DISCUSSION

### Toxic leadership affects employee satisfaction

The findings of this study inform that toxic leadership has a significant effect on job satisfaction. Thus, that toxic leadership strengthens job satisfaction, this evidence shows that toxic leadership in employees of the East Java Job Training Center UPT according to the respondents is good. This is reflected in the respondent's answer that the leader seems to behave hostile to every employee, also looks less friendly to each employee. Even the leader shows a style or attitude that is driven by arrogance, and shows self-oriented actions, designed to improve himself.

Toxic leadership is an individual who behaves destructively and displays nonfunctional characteristics and can give rise to a toxic triangle as a result of the interaction between leaders, subordinates and the organization which can result in the creation of toxic leadership (Naeem & Khurram, 2020). This type of leadership prioritizes one's own personal goals as an individual that can create very serious, permanent, or even toxic effects on the individual, organization, and his family.

The results of this study, in accordance with the findings of Mehta & Maheshwari (2013) which stated that there is a relationship between toxic leadership behavior and job satisfaction and organizational commitment. A competent workforce is key to sustainable competitive advantage and of course leadership behavior has a significant impact on each of these constructions. The results of this study reinforce the statement of Putri & Perdhana (2024) which states that toxic leadership has a positive impact on the desire to leave, while negatively affecting job satisfaction. Further, job satisfaction acts as a mediator in the relationship between toxic leadership and the desire to exit. The results of this study are different from the findings of Fathin & Setiawan (2024) which stated that there is a negative and significant influence between toxic leadership and employee performance.

### Toxic leadership affects employee performance

The findings of this study inform that toxic leadership has a significant effect on employee performance. Thus, that toxic leadership strengthens employee performance, this evidence shows that toxic leadership in the UPT of the East Java Job Training Center according to the respondents does occur. This is reflected in the respondents' answers that say that leaders show a style or attitude that is driven by arrogance, and leaders show self-oriented actions, which are designed to improve themselves.

Toxic leadership as a leader who is not suitable in the work environment, often causes anxiety, and often wants to do bad things to subordinates. Toxic leadership is a combination of attitudes, motivations, and self-centered behaviors that can create negative effects on task performance, both to the organization and to direct reports (Tezcan Uysal, 2019).

The results of this study, in accordance with the findings of Arifin et al. (2024) which show that leadership and toxic work situations contribute positively to employee satisfaction. This study also proves that employee satisfaction mediates the relationship between leadership and toxic work situations to employee performance. This research contributes to understanding employee behavior by using the framework of employee satisfaction and employee performance in the Job Training Center company, which can also be applied to other general companies.

The results of this study reinforce the statement of Brouwers & Paltu (2020) which mentions the relationship between toxic leadership to job satisfaction, the desire to move and commitment. It further proves that organizational culture mediates the relationship between toxic leadership and certain job outcomes such as job satisfaction, willingness to move and commitment.

### **Job conflict affects job satisfaction**

The findings of this study inform that job conflicts have a non-significant effect on job satisfaction. Thus, that job conflicts do not strengthen job satisfaction, this evidence shows that job conflicts at the East Java Job Training Center UPT according to respondents do occur. This is reflected in the respondent's answer that they often experience communication barriers with other employees, due to differences in perception or views on the tasks to be done, and also often experience communication barriers with other friends, due to differences in the idea of tasks to be done.

Conflict can be a fight, a clash, a struggle, a fight, a conflict of interests, opinions or goals of mental struggle of inner suffering (Hoda lacey, 2003). The human relations school argues that conflict is a natural occurrence in all groups and organizations. Since conflicts are inevitable, the flow of human relations defends the good acceptance of conflict, they rationalize their existence, conflicts cannot be eliminated, that there are times when conflicts can be beneficial to the performance of the group. The view of the human relationship stream assumes that conflict is a common and natural occurrence in every group and organization.

The results of this study, in accordance with the findings of Afrizal et al. (2014) which prove that work conflicts have a negative and significant effect on job satisfaction, in addition, it is also known that there is a simultaneous significant influence between work conflict variables and work stress on job satisfaction variables. The results of this study are different from the findings of Pardita & Surya (2020) which show that family work conflicts have a negative and significant effect on job satisfaction, work stress has a negative and significant effect on job satisfaction and compensation has a positive and significant effect on job satisfaction.

### **Job conflicts affect employee performance.**

The findings of this study inform that work conflicts have a significant effect on employee performance, thus that work conflicts strengthen employee performance. This evidence shows that work conflicts in employees of the East Java Job Training Center UPT, according to respondents, did occur. This is reflected in the respondents' answers who stated that they often experience internal conflicts because they are dealing with colleagues who have different goals in carrying out their work, and often experience internal conflicts because they are dealing with conflicting colleagues.

Conflict is viewed negatively and is synonymous with several terms such as violence, irrationality in order to reinforce its negative connotations. According to this definition, conflict is detrimental and should be avoided by the traditional view of intergroup conflict occurring between the 1930s and the 1940s. This view assumes that all conflicts are dangerous and must be avoided. Conflict is seen as a dysfunctional result of poor communication, lack of openness and trust among organizational members and the failure of managers to respond to work needs and aspirations.

The results of this study, in accordance with the findings of Afrizal et al. (2014) which prove that there is a significant simultaneous influence between the variables of work conflict and work stress on the variable of job satisfaction. In addition, it is known that partially work conflicts have a negative and significant effect on job satisfaction. This study, also in accordance with the findings of Pardita & Surya (2020), shows that family work conflicts have a negative and significant effect on job satisfaction, work stress has a negative and significant effect on job satisfaction and compensation has a positive and significant effect on job satisfaction.

The results of this study reinforce the statement of Phulpoto et al. (2021) which stated that workplace conflicts have a moderate positive impact on job satisfaction and employee performance in public sector organizations. These findings contradict most studies that claim an inverse relationship in both cases of workplace conflict-job satisfaction and workplace conflict-employee performance in private sector organizations.

### **Work situation affects employee satisfaction**

The findings of this study inform that the work situation has a significant effect on employee satisfaction. Thus, the work situation strengthens employee satisfaction. This evidence shows that the work situation at the UPT East Java Job Training Center according to respondents in terms of its relationship to support employee performance improvement is good. This is reflected in the respondent's answer that the work atmosphere in the workplace is good, which can trigger the spirit to do the best, and the leader maintains a good work atmosphere in the workplace, so that it can affect the implementation of work well. Even the relationship with colleagues at work is good, and without any mutual intrigue between fellow colleagues.

The environment is institutions or external forces that have the potential to affect the performance of the organization, the environment is formulated into two, namely the general environment and the special environment. The general environment is everything outside the organization that has the potential to influence the organization. This environment is in the form of social and technological conditions (Robbins, 2010). The work environment (work atmosphere) is everything that is around the workers and that can influence them in carrying out the tasks they are charged with, for example cleanliness, music, lighting and others (Danang Sunyoto, 2012).

The results of this study, in accordance with the findings of Junaidi (2021) which stated that the work environment affects employee job satisfaction; the work environment affects employee performance; the work environment through job satisfaction affects employee performance. The results of this study are also in accordance with the findings of Limanto (2007) which proves that the work situation has an influence on employee job satisfaction.

### **Work situations affect employee performance.**

The findings of this study inform that the work situation has a significant effect on performance, thus that the work situation strengthens employee performance, this evidence shows that the work situation at the UPT East Java Job Training Center according to the respondents in relation to supporting the improvement of employee performance is good. This is reflected in the answers of respondents who stated that in the workplace, there are complete work facilities, and equipment used to support the smooth running of the latest work. Even safety at work is maintained by the Security Officer Unit (SATPAM), who do their job well.

The work environment in question includes a clear job description, challenging work targets, effective work communication patterns, a relatively adequate work climate and work facilities (Mangkunegara, 2005). Alex S. Nitisemito (1992) states that the work environment is everything that exists around workers and that can affect them in carrying out the tasks they are charged with.

The results of this study, in accordance with the findings of Lestary & Harmon (2017) which show that the work environment and employee performance have a moderate positive relationship and the work environment has an effect on employee performance. The results of this study, in contrast to the findings of Nabawi (2019) which showed that the work environment, job satisfaction and workload did not have a significant effect on employee performance

### **Job satisfaction affects employee performance**

The findings of this study inform that job satisfaction has a significant effect on employee performance, thus that job satisfaction strengthens employee performance. This evidence shows that job satisfaction in employees of the East Java Job Training Center according to respondents is good. This is reflected in the respondent's answer that they are satisfied with the work they are currently doing, and the current job is full of challenges, therefore the respondents are satisfied with doing it. Even satisfied with the salary he is currently getting.

A number of studies have proven that employees with higher job satisfaction also have higher performance produced. According to Robbins (1996), if the employee job satisfaction rate increases, the level of employee turnover and turnover can be reduced. Munandar, Sjabadhyni, Wutun (2004) stated that from the perspective of employees, a number of studies prove that if employees are more satisfied with their work, it will have a positive impact on physical and mental health.

The results of this research reinforce the statement of Sugiarto Vrinda & Jacob (2015) who stated that employees are the backbone of every organization, without employees no work can be done. So employee satisfaction is very important. Employees will be more satisfied if they get what they expect, job satisfaction is related to the inner feelings of the worker. The results of this study are also in accordance with the findings of Buntaran et al. (2019) which show that there is an effective contribution from the influence of employee satisfaction on employee performance.

### **Toxic leadership affects employee performance through employee satisfaction**

The findings of this study inform that toxic leadership has a significant effect on employee performance through employee satisfaction. Thus, toxic leadership strengthens employee performance through employee satisfaction. This evidence shows that toxic leadership in the UPT of the East Java Job Training Center according to respondents occurred. This is reflected in the respondents' answers that say that leaders act uncertainly and unpredictably, making subordinates afraid, and leaders show a style or attitude that is driven by arrogance. Even



the leadership tries to exert excessive control over subordinates. This informs that job satisfaction is a good intervening variable, on the relationship between toxic leadership and employee performance.

Toxic leadership as a leader who is not suitable in the work environment, often causes anxiety, and often wants to do bad things to subordinates. Toxic leadership is a combination of attitudes, motivations, and self-centered behaviors that can create negative effects on task performance, both to the organization and to direct reports (Tezcan Uysal, 2019).

This study, in accordance with the findings of Bakkal et al. (2019) proved that there was a statistically significant job satisfaction mediating effect between the desire to seek personal gain and the desire to change jobs, the job satisfaction mediating effect was found to be statistically significant between disrespectful attitudes and the desire to change jobs, and the job satisfaction mediating effect was found to be statistically significant between negative thought conditions and the desire to change jobs.

### **Job Conflict affects employee performance through employee satisfaction**

The findings of this study inform that job conflict has a non-significant effect on employee performance in job satisfaction mediation, thus that job conflict does not strengthen employee performance through job satisfaction, this informs that job satisfaction is a poor intervening variable, in the relationship between job conflict and employee performance. For this reason, it is necessary to increase job satisfaction first, so that efforts to improve employee performance can be carried out through increasing job conflicts and job satisfaction.

This study, in accordance with the findings of Dama & Ogi (2018), shows that job satisfaction and creativity have a significant effect on employee performance. Hamali (2014) shows that job satisfaction has a significant and positive effect on business performance. Indrajita et al. (2021) showed that creativity and job satisfaction have a positive and significant effect on employee performance

### **Work situation affects employee performance through employee satisfaction**

The findings of this study inform that the work situation has a not significant effect on employee performance in the mediation of job satisfaction, thus that the work situation does not strengthen employee performance through job satisfaction, this informs that job satisfaction is a poor intervening variable, in the relationship between the work situation and employee performance. For this reason, it is necessary to increase job satisfaction first, so that efforts to improve employee performance can be carried out through improving the work situation and job satisfaction.

The results of this study reinforce the statement of Harvard's Theodore Levitt (1980); Suryana (2014) who stated that job satisfaction is the ability to apply creative solutions to existing problems and opportunities to further prosper people's lives. So job satisfaction is doing something new.

### **CONCLUSION**

The findings of this study show that toxic leadership, work conflicts and work situations have a positive and significant effect on employee performance through employee satisfaction at the East Java Job Training Center. For the next research, it is necessary to add additional research scope, it is possible to add variables other than those in this study, especially on employee satisfaction variables that mediate between toxic leadership, work conflicts and work situations and employee performance.

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