

THE MEDIATING ROLE OF WORKPLACE HAPPINESS IN THE EFFECT OF LEADERSHIP, ORGANIZATIONAL CLIMATE AND CYBERBULLYING ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to analyze the mediating role of workplace happiness in the influence of leadership, organizational climate and cyberbullying on employee performance. This research uses associative survey quantitative research. The population in this research is all employees of Batik Temawon MSMEs Semarang totaling 66 employees. In this study, the sampling technique was to use a saturated sample of 66 employees. The results of the analysis show that work environment and handling cyberbullying have a significant positive impact on workplace happiness and employee performance. In contrast, leadership does not significantly affect workplace happiness and the relationship between leadership, workplace happiness and employee performance does not prove significant. This analysis can serve as a basis for companies to identify factors that need to be improved or addressed to increase employee happiness and performance, with leaders empowered to understand and capitalize on their direct impact on workplace happiness levels. Organizations are also expected to raise awareness of the work climate, encourage the adoption of policies that support employee well-being, and conduct periodic evaluations to identify areas for improvement. In addition, addressing cyberbullying in the workplace is essential, given its negative impact on employee happiness and performance. Organizations can respond by designing clear and effective policies and conducting training programs to raise employee awareness of cyberbullying. To increase happiness in the workplace, organizations can implement programs and activities that support work-life balance, as well as provide resources to manage stress and improve employees' personal well-being.

Keywords: Workplace Happiness; Leadership; Organizational Climate; Cyberbullying; Employee Performance

INTRODUCTION

In today's business era, rapid development requires companies to optimize the use of human resources in running their operations. Human resources have a very important role as the main driver in the company. One form of human resources in the company is employees. Employees who can work well and produce positive feedback will be able to make an optimal contribution if the company is able to empower them effectively. Employee performance in the company has a very vital role in achieving company goals (Tiwa, 2022). Employee performance can be measured in terms of the quantity and quality of work that can be achieved by employees in accordance with the responsibilities given to them (Mangkunegara, 2014).

Batik craft is a work of art that combines many benefits of decorative elements on fabrics with various processes. In its development, initially batik is made by writing, then stamping to printing that utilizes technology. The difference between the three types, of course, lies in the manufacturing process. Each process will produce different good quality, while also affecting the selling price of the batik product. So don't be surprised if batik has a high selling price.

One of the MSMEs (Micro, Small and Medium Enterprises) in the city of Semarang whose business activities are engaged in fashion is a batik craft called Batik Temawon Semarang. Batik Temawon Semarang is an example of an MSME that focuses on selling its batik crafts. Consumers who make purchases at Batik Temawon are dominated by out-of-towners who are visiting Semarang. But in

reality, the performance of employees at Batik Temawon MSMEs Semarang has not reached the target or expectations set by the company.

Based on the results of interviews, employee performance in the last 4 months has not been maximized so that the weaving production target is not achieved, based on interviews with employees of Batik Temawon MSMEs Semarang said that the leadership in its leadership did not listen to employee complaints and communicate to employees, related to making new motifs on the fabric, so that some employees were still confused about making motifs on the fabric. This makes employee performance not achieved.

Leadership is a process in which a person can direct, guide, and influence the behavior and work of others in achieving certain goals in specific situations (Sintani et al., 2022). Meanwhile, according to (Lutfiani, 2020), leadership is an interpersonal influence carried out in certain situations and directed through the communication process to achieve a specified goal or more.

Several studies have shown that empowering leadership has a positive impact on job performance (Zhong et al., 2023). On the other hand, leadership negatively impacts employee satisfaction, motivation, and performance (Jumady & Bungatang, 2023). However, other studies have shown that leadership styles, such as transactional and transformational leadership, can have a significant positive relationship with employee performance when mediated by soft skills (He, 2023). In addition, studies on E-Leadership found that improving managers' E-Leadership can improve

organizational innovation performance (OIP) (Khan & Gul, 2022).

The work environment also makes employee performance less than optimal, based on interviews with employees of Batik Temawon MSMEs Semarang, saying that the company has a less than optimal work environment, due to the lack of lighting in the work environment, precisely in the batik making section, as a result employees are less comfortable at work. the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned.

Some studies found that work environment has no significant effect on employee performance (Nugroho & Wahjoedi, 2023; Rabuana & Yanuar, 2023), others found that work environment does have a significant effect on employee performance (Ilham & Budianto, 2023; Sinurat et al., 2023; Ulumudin & Sari, 2023).

The development of information and communication technologies, particularly social media, has rapidly changed the pattern of social interactions over the past decade (Keipi et al., 2016; Lieberman & Schroeder, 2020). Cyberbullying (i.e. online bullying) in the workplace is a relatively new phenomenon as work has increasingly moved online in recent years (Kowalski et al., 2018). Cyberbullying shares key characteristics with traditional bullying and occurs in communications made via email, instant messaging services, and social networking sites (Kowalski et al., 2014; Payne & Hutzell, 2017; Zych et al., 2015) and takes different forms, ranging from aggressive, harassing, and threatening behavior to rumor spreading and social exclusion (Kowalski et al., 2014).

The negative effects of cyberbullying in the workplace are well-documented. Ismail et al. (Ismail et al., 2023) found that it significantly impacts employee performance and workplace happiness. Additionally, (Tutar & Ay, 2023) highlighted its association with feelings of organizational injustice, mental strain, and job dissatisfaction. The consequences of cyberbullying extend beyond the individual, as (Herron, 2022) noted that it can lead to decreased morale, increased turnover, decreased productivity, and increased absenteeism. Moreover, (Karthikeyan, 2022) emphasized the potential legal and financial repercussions for both victims and organizations. It is important to recognize that cyberbullying is not limited to specific demographics, as (Yarbrough et al., 2023) found it to occur across various ethnicities and age groups, with females commonly reported as victims and perpetrators. Victims of cyberbullying often experience a decline in motivation and productivity. Unfortunately, many workers feel that their companies lack clear reporting procedures, and even when reported, cyberbullying often persists. Consequently, cyberbullying has a detrimental impact on productivity and fosters a negative work environment. To address this issue, organizations should develop strategies to protect employees and cultivate a positive work environment that is free from cyberbullying.

The impact of employee satisfaction on their job performance, Happiness at work refers to the positive sentiment that an individual deliberately cultivates in order to enhance their performance and maximize their potential within the organization. Happiness is a mental or emotional state characterized by contentment, love, fulfillment, pleasure, or profound joy. It can also encompass overall life satisfaction, appreciation, and a positive emotional experience.

Happiness at the workplace refers to a positive emotion experienced by individuals while working. This feeling arises when individuals possess the knowledge, ability to manage, and influence their work environment in order to enhance their performance and derive satisfaction from their work (Pryce-Jones & Lutterbie, 2010). (Bataineh, 2019) also highlights the impact of happiness at work on employee performance. Additionally, (Claypool, 2017) defines happiness in the workplace as a state that contributes positively to an organization's productivity. Therefore, when employees experience happiness in their work, it leads to an increase in the overall productivity of the organization. (Ramirez-Garcia et al., 2019) further elaborate on happiness in the workplace, identifying two dimensions: the work environment and intrinsic factors of workers. These dimensions have been expanded into 11 reliable and valid scales to measure employee happiness at work.

The mediating role of workplace happiness is of utmost importance in this particular context. Workplace happiness is not merely a positive emotion, but also a state that has the potential to enhance organizational productivity. Gaining an understanding of the various aspects of workplace happiness, including the work environment and intrinsic factors of employees, can serve as a foundation for developing strategies aimed at improving employee performance. By combining the recognition of the significance of empowering leadership, creating an optimal work environment, addressing cyberbullying, and implementing workplace happiness, companies can foster an environment that supports employees in achieving their utmost potential. The innovation and enhancement of batik production quality in SMEs Batik Temawon Semarang can be a tangible outcome resulting from a comprehensive approach to the mediating role of workplace happiness in the dynamics of leadership influence, organizational climate, and cyberbullying on employee performance.

RESEARCH METHODS

This study employs the method of associative survey quantitative research. Quantitative research involves analyzing numerical data using statistical methods (Sugiyono, 2019). On the other hand, the survey method is utilized to gather information from a specific location, and data can be collected by distributing questionnaires to respondents (Sugiyono, 2019). The purpose of this research is to understand and explain the relationship between research variables. The population for this study

consists of all employees of Batik Temawon MSMEs Semarang, totaling 66 employees. In this research, a saturated sample technique was employed, where the researcher included the entire population of 66 employees from the research location.

The exogenous variables examined in this research consist of Leadership (X1), Work Environment (X2), and Cyberbullying (X3). The performance variable (Y) serves as the sole exogenous variable in this study. Additionally, workplace happiness (Z) functions as a mediating variable. To gather the opinions of Batik Temawon MSMEs Semarang employees, a quantitative research approach employing a Likert scale ranging from 1 to 5 is utilized. The data sources for this study encompass both primary and secondary sources. Primary data is obtained through questionnaires and interviews conducted with the respondents. On the other hand, secondary data includes literary books, previous research findings, and employee attendance records for Batik Temawon MSMEs Semarang, among

others. The data collection techniques employed in this study involve observation, questionnaires, and interviews.

The data analysis technique uses Structural Equation Modeling-Partial Least Square (SEM-PLS). The analysis technique consists of several stages of the model, including:

- 1) Outer Model (Evaluation of Measurement Model)
The outer model is used to test construct validity and reliability. The validity test in this study was carried out by convergent validity test and discriminant validity test. Reliability testing was carried out using composite reliability scores and Cronbach's Alpha.
- 2) Inner Model (Evaluation of Structural Model)
In this study, there are several steps to evaluate the inner model, starting with testing the path coefficient, then testing the R-square, and bootstrapping.

RESULTS AND DISCUSSION

Analysis Result

Outer Model (Evaluation of Measurement Model)

The convergent validity test assesses the loading factor value of each indicator for a construct. In this

study, indicators are considered valid if their outer loading value is greater than 0.7, while indicators with an outer loading value less than 0.7 are deemed invalid. If an indicator has an outer loading value below 0.7, it should be eliminated from the construct model.

Table 1. Convergent Validity Test Results

Indicator Name	Outer Loading value	Rule of Thumb	Description
X1.1	0.836	> 0.7	Valid
X1.3	0.752	> 0.7	Valid
X1.5	0.746	> 0.7	Valid
X1.7	0.818	> 0.7	Valid
X1.9	0.725	> 0.7	Valid
X2.1	0.844	> 0.7	Valid
X2.3	0.912	> 0.7	Valid
X2.6	0.879	> 0.7	Valid
X2.7	0.899	> 0.7	Valid
X3.1	0.908	> 0.7	Valid
X3.3	0.887	> 0.7	Valid
X3.5	0.856	> 0.7	Valid
X3.7	0.878	> 0.7	Valid
Z1.1	0.771	> 0.7	Valid
Z1.3	0.869	> 0.7	Valid
Z1.6	0.896	> 0.7	Valid
Z1.7	0.909	> 0.7	Valid
Z1.9	0.757	> 0.7	Valid
Y1.1	0.869	> 0.7	Valid
Y1.3	0.872	> 0.7	Valid
Y1.5	0.863	> 0.7	Valid
Y1.7	0.839	> 0.7	Valid

Table 1 demonstrates that all indicators have been deemed valid as the outer loading value meets the measurement standard, which is greater than 0.7.

Consequently, all indicators are suitable for further research

Table 2. Average Variance Extracted (AVE) Value

Variable	AVE	Rule of Thumb	Description
X1	0.603	> 0.5	Valid
X2	0.781	> 0.5	Valid
X3	0.779	> 0.5	Valid
Z	0.710	> 0.5	Valid

Y	0.741	> 0.5	Valid
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According to Table 2, all five variables in this study collectively exhibit an Average Variance Extracted (AVE) value that surpasses the required standard of 0.5.

Discriminant validity test is seen from the cross loading value. The cross loading value of each indicator on the latent variable must have a value greater than the cross loading value on other latent variables.

Discriminant Validity

Table 3. Cross Loading Values

Indicator	Variable				
	X1	X2	X3	Z	Y
X1.1	0.836				
X1.3	0.752				
X1.5	0.746				
X1.7	0.818				
X1.9	0.725				
X2.1		0.844			
X2.3		0.912			
X2.6		0.879			
X2.7		0.899			
X3.1			0.908		
X3.3			0.887		
X3.5			0.856		
X3.7			0.878		
Z1.1				0.771	
Z1.3				0.869	
Z1.6				0.896	
Z1.7				0.909	
Z1.9				0.757	
Y1.1					0.869
Y1.3					0.872
Y1.5					0.863
Y1.7					0.839

Table 3 demonstrates that each indicator in this study, including work environment (X2), Cyberbullying (X3), workplace happiness (Z), and Employee Performance (Y), has a higher cross loading value with its respective variable compared to the cross loading value on other variables. Furthermore, Table 4.13 reveals that the cross loading value of the leadership indicator (X1) with the latent variable leadership (X1) is greater than that of other variables. These findings indicate that

the indicators utilized in this study possess strong discriminant validity.

Cronbacha Alpha and Composite Reliability

The purpose of the reliability test is to assess how consistent and accurate the instrument is in measuring constructs. Constructs are considered reliable if they have a Cronbach alpha and composite reliability value greater than 0.7.

Table 4. Cronbach Alpha and Composite Reliability

Variable	Cronbach Alpha	Composite Reliability	Standard	Description
Leadership	0.835	0.883	> 0.7	Reliable
Work Environment	0.907	0.934	> 0.7	Reliable
Cyberbulling	0.906	0.934	> 0.7	Reliable
Workplace happiness	0.896	0.924	> 0.7	Reliable
Employee Performance	0.884	0.934	> 0.7	Reliable

Table 4 indicates that the Cronbach alpha and composite reliability values for all variables surpass 0.7. These findings imply that all variables in this study meet the required criteria, as each variable's Cronbach alpha and composite reliability values exceed 0.7. Therefore, we can confidently conclude that all variables in this study exhibit strong reliability.

Inner model

Coefficient of Determination Test R-square and Q-square

The coefficient of determination test is a measurement of the amount of variability of endogenous variables that can be explained by exogenous variables. This test is done by evaluating the R-square (R2) value. The standard criteria used are 0.67 'substantial, 0.33 moderate, and 0.19 weak.

Table 5. Test Results of the Coefficient of Determination

Variable	R-Square	Decision	Q-Square	Decision
Workplace happiness	0.535	Moderate	0.365	FIT
Employee Performance	0.592	Moderate	0.405	FIT

Table 5 reveals that Employee Performance has an R-square value of 0.592, indicating that 59.2% of the variability in Employee Performance, represented as variable Y, is influenced by moderately exogenous variables such as leadership, work environment, Cyberbullying, and workplace happiness. Additionally, workplace happiness, in the coefficient of determination test, is considered an endogenous variable, influenced by 0.535 or 53.5% by moderately exogenous variables including leadership, work environment, and Cyberbullying. The remaining influence on workplace happiness comes from variables outside the scope of this study.

The Q2 predictive relevance test is conducted by examining the Q-square value of 'stone-geisser's Q2 using blindfolding, ensuring that the Q-square

criterion is greater than 0 ($Q^2 > 0$). By analyzing the Q-square value of 0.405 for the Employee Performance variable and 0.365 for workplace happiness, we can conclude that the model utilized is a good fit. This is because the exogenous variables are able to accurately predict the endogenous variables.

Path Coefficient and T-Statistic Test (Bootstrapping)

Path analysis test, also known as path coefficient test, is a valuable tool used to determine the estimated value of the direct and indirect effects of exogenous variables on endogenous variables. Additionally, it allows us to examine the direction of the relationship between existing variables. To assess the significance of these effects, we utilize the T-statistic during the bootstrapping stage.

Table 6. Results of Path Coefficient Test and Bootstrapping Direct and Indirect Effect

Variable Relationship	Path Coefficient	T-Statistic	P-Value	'Hypothesis
Leadership -> workplace happiness	0.219	1.944	0.052	Rejected
Work Environment -> workplace happiness	0.339	2.929	0.004	Accepted
Cyberbullying -> workplace happiness	0.339	3.503	0.001	Accepted
Leadership -> employee performance	0.286	2.636	0.009	Accepted
Work Environment -> employee performance	0.021	0.170	0.865	Rejected
Cyberbullying -> employee performance	0.285	2.246	0.025	Accepted
workplace happiness -> employee performance	0.343	2.511	0.012	Accepted
Leadership -> workplace happiness -> employee performance	0.075	1.311	0.191	Rejected
Work Environment -> workplace happiness -> employee performance	0.116	2.139	0.033	Accepted
Cyberbullying -> workplace happiness -> employee performance	0.116	2.050	0.041	Accepted

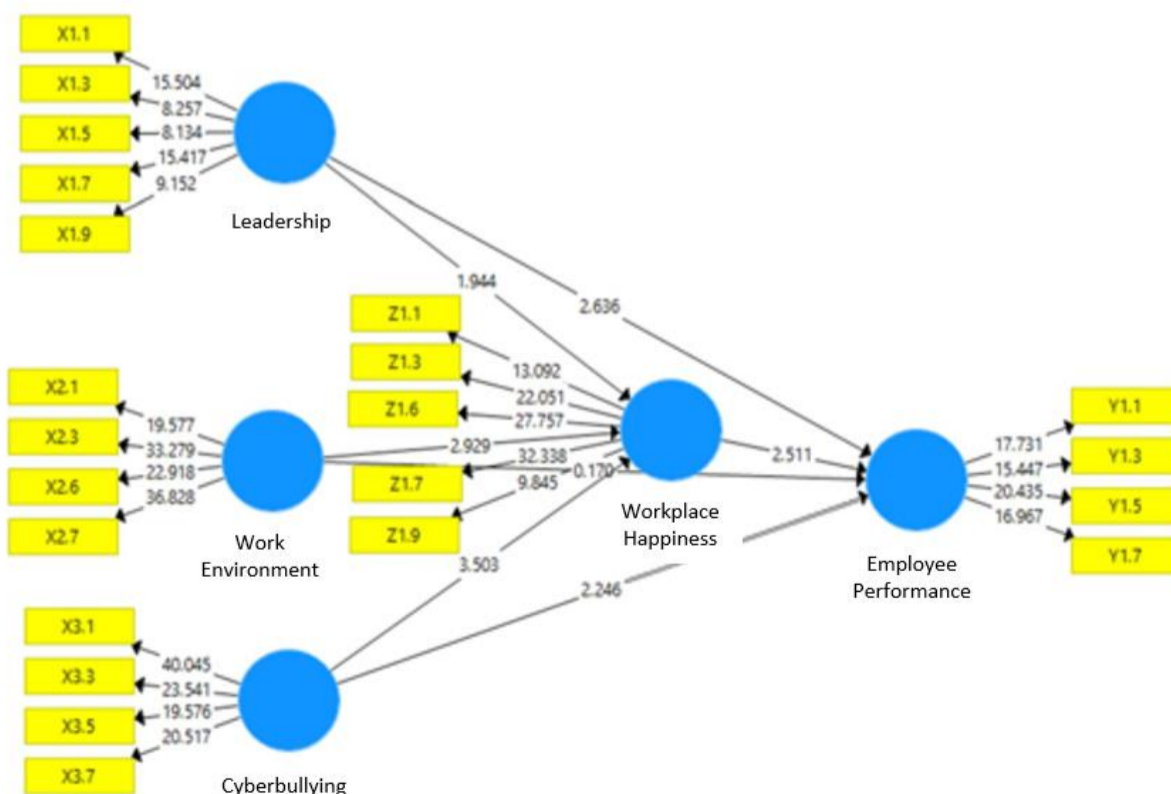


Figure 1. Bootstrapping Output

Discussion

Table 6 indicates that the direct influence of leadership on workplace happiness is not statistically significant, leading to the rejection of H1. Despite the recognition of leadership as a crucial element in shaping organizational culture and the work environment, certain studies propose that other factors like fairness, work-life balance, and acknowledgment of individual accomplishments can have a more substantial impact on workplace happiness. Some leaders may struggle to establish a conducive work atmosphere that fosters employee satisfaction. Moreover, individual preferences and perceptions of leadership styles can vary among individuals. While some employees may find contentment and motivation under authoritarian leadership, others may thrive and experience happiness under democratic or participative leadership.

Multiple research studies have demonstrated the positive impact of transformational leadership on workplace happiness (Pojanas & Japos, 2022). Similarly, humble leadership has also been found to have a positive influence on happiness at work (Soyalın, 2023). Furthermore, the presence of ethical leaders has been shown to contribute to increased happiness in the workplace (Alameeri et al., 2021). These collective findings highlight the significant role that leadership plays in fostering a happy work environment.

The impact of the work environment on workplace happiness is undeniably positive. In fact, it is not just a small effect, but a significant one. This means that as the work environment improves, so does the level of workplace happiness. This finding supports the acceptance of hypothesis H2. When employees are surrounded by a supportive, friendly, and cooperative work atmosphere, their overall well-being is positively influenced. By providing social support, opportunities for professional growth, and fostering an inclusive work environment, employees feel valued and acknowledged. Additionally, engaging in challenging projects, receiving support from coworkers, and experiencing fair management practices contribute to a positive climate that enhances happiness at work. Therefore, it is crucial to focus on and enhance the positive aspects of the work environment in order to boost employee satisfaction and overall well-being.

Workplace cyberbullying has been extensively studied by various researchers. (Ismail et al., 2023) discovered that it directly affects employee happiness and job satisfaction. This form of bullying is closely linked to feelings of organizational injustice, mental strain, and job dissatisfaction, which can have a detrimental impact on employee well-being and overall happiness (Baheer et al., 2023). The harmful effects of cyberbullying are further intensified by its diverse and repetitive nature in the workplace, especially in competitive environments (Tutar & Ay, 2023). Consequently, cyberbullying can lead to decreased morale, increased turnover, decreased productivity,

and increased absenteeism, all of which have a negative influence on employee happiness (Oksanen et al., 2020). Moreover, individuals who fall victim to cyberbullying and are highly engaged in social media identity bubbles may experience higher levels of psychological distress, burnout, and technostress, further impacting their well-being and happiness at work (Yarbrough et al., 2023). Given these findings, it is crucial for organizations to address and prevent cyberbullying in order to foster a positive work environment that promotes employee happiness and well-being.

The impact of Cyberbullying on workplace happiness is undeniably significant. Cyberbullying, which encompasses various forms of intimidation, harassment, and bullying through digital platforms, can have detrimental effects on employees' psychological and emotional well-being. In a workplace setting, this behavior creates an unhealthy environment, damages relationships between colleagues, and hampers productivity. Victims of cyberbullying often experience a decline in motivation, confidence, and overall engagement in their work. Moreover, the insecurities stemming from cyberbullying can impede social interactions, hinder collaboration, and foster an atmosphere that is not conducive to professional growth and employee happiness. It is crucial for organizations to prioritize the implementation of anti-cyberbullying policies and provide resources to support employees' mental well-being. By doing so, they can foster a positive and productive work environment.

The findings of this study do not align with the research conducted by (Ismail et al., 2023). It highlights that cyberbullying in the workplace has a detrimental impact on employee happiness and job satisfaction, ultimately affecting job performance and productivity. This can result in decreased morale, increased turnover, reduced productivity, and higher rates of absenteeism, as stated by (Tutar & Ay, 2023). The issue of cyberbullying among employees is further exacerbated in highly competitive work environments, as mentioned by (Baheer et al., 2023). Workplace cyberbullying is a prevalent issue that negatively affects well-being, with more severe consequences for individuals who heavily rely on identity-driven social media platforms, as noted by (Karthikeyan, 2022). In conclusion, workplace cyberbullying poses a significant threat to employee happiness and well-being, necessitating organizations to take proactive measures in preventing and addressing this issue, as emphasized by (Oksanen et al., 2020).

The findings indicate that leadership plays a crucial role in influencing employee performance in a positive manner. Specifically, the direct impact is significant, implying that leadership not only increases employee performance but also does so significantly. This supports the acceptance of hypothesis H4. Effective leadership is instrumental in providing clear guidance to employees, fostering a shared understanding of the company's objectives and vision. Consequently, employees are able to maintain a clear focus and enhance their motivation

to achieve work targets. Moreover, a leadership style that offers support, motivation, and assistance to employees can cultivate a positive work environment. When employees feel supported and valued by their leaders, they tend to exhibit higher levels of energy and dedication in carrying out their tasks. Additionally, leadership that encourages collaboration and open communication can foster teamwork, facilitate the exchange of ideas, and strengthen coordination towards common goals. In conclusion, positive leadership directly influences employee performance by creating a work environment that supports, motivates, and guides individuals towards achieving better outcomes. This conclusion is supported by various research studies (Firdiansyah et al., 2022; Ginting et al., 2021; Lubis & Abadi, 2022; Manik et al., 2022; Pratiwi & Manafe, 2022) that highlight the direct impact of leadership on employee performance. These studies emphasize the positive effects of democratic, ethical, and effective leadership styles in improving employee performance.

The impact of the work environment on employee performance has been found to be insignificant, leading to the rejection of H5. While the work environment is commonly regarded as a crucial factor affecting employee productivity and well-being, this study emphasizes that there may be other variables that play a more dominant role in determining individual performance levels. Factors like leadership, personal motivation, and individual ability might have a greater influence on performance outcomes compared to the work environment. Consequently, these study findings highlight the necessity for additional research to comprehend the factors that can significantly contribute to employee performance. By gaining a deeper understanding of these factors, organizations can effectively direct their efforts towards enhancing productivity.

According to research conducted (Ferawati, 2017; Lestary & Chaniago, 2017; Prakoso et al., 2014), it has been found that the work environment plays a significant role in influencing employee performance. Creating a comfortable and conducive work environment can serve as a motivating factor for employees, leading to increased efficiency in their work. Furthermore, (Aniversari, 2022) also supports the notion that the work environment has a positive impact on employee performance, although the effect may not be statistically significant.

The acceptance of H6 indicates that cyberbullying has a noteworthy and beneficial impact on Employee Performance. Cyberbullying, which involves online harassment, intimidation, and the spread of harmful personal information or derogatory remarks, can have detrimental effects on employees' psychological and emotional well-being in a professional setting. Consequently, this can lead to a decline in their performance. The presence of stress, anxiety, and reduced motivation caused by cyberbullying can impede employee productivity and creativity.

The findings of this study contradict the research conducted by (Ismail et al., 2023), which suggests

that Cyberbullying in the workplace has a detrimental effect on employee job performance. This is attributed to feelings of organizational injustice, mental strain, and job dissatisfaction as highlighted by (Herron, 2022). The presence of cyberbullying in the workplace can lead to a decline in motivation and productivity, as stated by (Durr, 2019). Victims of cyberbullying often experience significant decreases in motivation and productivity, as noted by (Karthikeyan, 2022). The overall experience of bullying, including cyberbullying, tends to diminish individual performance, as found by (Yarbrough et al., 2023). Additionally, cyberbullying can result in reduced levels of trust, anger, humiliation, and emotional exhaustion. It is important to note that countermeasures specifically designed for cyberbullying may exacerbate the negative effects on ICT demands. Therefore, organizations should develop strategies to safeguard employees from cyberbullying and mitigate its detrimental impact on performance.

The acceptance of H7 confirms the direct impact of workplace happiness on employee performance. Within the realm of human resource management, the significance of workplace happiness in enhancing employee performance has garnered considerable attention. The correlation between workplace happiness and employee performance is evident across various dimensions. Firstly, when employees experience happiness within their work environment, they exhibit heightened energy and motivation to fulfill their responsibilities. Favorable and supportive working conditions foster an environment where employees feel valued, consequently elevating job satisfaction and intrinsic motivation. Moreover, workplace happiness fosters a collaborative and harmonious work atmosphere, enabling teams to operate with greater efficiency. Content employees are more inclined to contribute creatively and innovatively, leading to enhanced problem-solving capabilities for the organization. Ultimately, the positive association between workplace happiness and employee performance cultivates a work environment that nurtures individual growth and overall organizational triumph.

Happiness in the workplace has a direct correlation with employee performance, as indicated by various studies (Biggadike et al., 2023; Soyalin, 2023). Research findings suggest that when employees experience happiness at work, their performance levels tend to rise (Alketbi & Alshurideh, 2023; Rizqi & Qamari, 2022). A positive workplace culture that prioritizes employee well-being, fosters respect and trust, plays a significant role in enhancing employee happiness, which in turn positively impacts team performance (Sikandar & Sikandar, 2023). Moreover, a supportive work environment, opportunities for learning and personal growth, and achieving work-life balance are additional factors that contribute to happiness at work and further enhance employee performance. Therefore, it is crucial to cultivate a positive and supportive work environment that promotes happiness, as it directly influences and improves employee performance.

Leadership has a significant impact on employee performance, and this impact is mediated by workplace happiness. This means that the hypothesis H8 is rejected. When leaders are effective, they have the ability to positively influence employee job satisfaction, which in turn leads to improved well-being in the workplace. This model demonstrates that good leadership creates a positive work environment, which in turn increases workplace happiness and ultimately contributes to enhanced employee performance. Factors such as open communication, leader support, and recognition of individual achievements lay the groundwork for fostering workplace happiness. Therefore, leaders who understand and address the psychological needs of their employees can indirectly enhance productivity and performance by promoting higher levels of workplace happiness. Recognizing the importance of workplace happiness as a mediating variable allows for a more comprehensive approach to designing leadership strategies that prioritize employee well-being and ultimately improve overall performance outcomes.

Humble leadership has a positive impact on both employee performance and happiness in the workplace, as stated by (Soyalın, 2023). According to (Musinguzi et al., 2018), transformational leadership also has a positive influence on employee performance. Additionally, (Ekowati, 2022) emphasizes that leadership style plays a significant role in determining employee performance. Furthermore, (Cahyani & Yunus, 2022) highlight the significant impact of both leadership style and organizational culture on employee performance. Lastly, (Meng & Muthuveloo, 2022) suggest that both transformational and transactional leadership styles have effects on employee performance, with happiness at work acting as a mediator.

The work environment has an indirect impact on employee performance through workplace happiness, confirming the acceptance of H9. A conducive, supportive, and motivating work environment fosters a pleasant atmosphere where employees feel valued and motivated to give their best. Workplace happiness acts as a mediator, connecting the work environment and employee performance. When employees experience happiness at work, it enhances their morale, job satisfaction, and engagement, ultimately leading to improved performance. Hence, implementing management strategies that prioritize enhancing the work environment and promoting workplace happiness can effectively enhance employee performance within an organization.

According to a study by (Rabwana & Yanuar, 2023), the work environment has an indirect impact on employee performance through the mediating variable of happiness at work. Another research conducted at PT Suka Melaju discovered that the work environment has a positive and significant influence on employee performance (Setianingrum et al., 2023). Similarly, a study conducted at the Sinduadi Village office also found that happiness at work has a significant positive effect on employee performance (Rizqi & Qamari, 2022). Therefore, it can be concluded that the work environment

indirectly affects employee performance through the mediating role of happiness at work (Mardinawaty et al., 2022).

The acceptance of H10 indicates that there is an indirect effect of cyberbullying on employee performance through workplace happiness as a mediating variable. Cyberbullying, which involves harassment or bullying in cyberspace, can have a negative impact on employee performance. When employees are subjected to cyberbullying, they may experience stress, anxiety, and a decrease in motivation, ultimately affecting their productivity and performance at work. In this context, it is interesting to explore workplace happiness as a mediating variable. Workplace well-being can serve as a bridge between cyberbullying experiences and employee performance. If employees feel happy and satisfied with their work environment, they may be better equipped to cope with the psychological effects of cyberbullying. Workplace happiness can provide social and emotional support, assisting employees in managing stress and building mental resilience.

The findings of this study align with the research conducted by (Ismail et al., 2023) which reveals that cyberbullying at work has an indirect impact on employee performance, which is mediated by the level of happiness experienced in the workplace. When employees are subjected to cyberbullying in the workplace, it leads to feelings of organizational injustice, mental strain, and job dissatisfaction, all of which can have a detrimental effect on their job performance (Soyalın, 2023). On the other hand, humble leadership has a positive influence on employee performance and happiness at work, as highlighted by (Shelke & Shaikh, 2023). Leaders who possess humility and value their followers, while fostering a positive work environment, contribute to higher levels of employee performance (Baheer et al., 2023). Furthermore, happiness at work serves as a positive mediator for employee engagement and the factors that drive employee engagement (Syed et al., 2022). It plays a crucial role in enhancing employee engagement and creating a joyful workplace. Therefore, organizations should recognize the significance of workplace happiness as a mediating factor when implementing strategies to drive employee engagement and involvement. In conclusion, workplace cyberbullying can indirectly impact employee performance through its influence on workplace happiness. Conversely, humble leadership and workplace happiness have a positive impact on employee performance and engagement.

CONCLUSION

Based on the results of the study, it was found that leadership did not have a significant influence on happiness in the workplace, although there were indications of a positive relationship. In contrast, the work environment and the incidence of cyberbullying were shown to have a significant influence on the level of happiness in the workplace. A good work environment can increase employee happiness, while the incidence of

cyberbullying can be detrimental to workplace happiness. Then, in the context of employee performance, leadership was shown to have a significant positive influence, while the work environment did not significantly impact employee performance. Cyberbullying, while having a significant positive influence on employee performance, also negatively impacts workplace happiness. In addition, the findings show that workplace happiness has a significant positive influence on employee performance, emphasizing the importance of creating a work environment that supports happiness to increase employee productivity.

However, the relationship between leadership, workplace happiness, and employee performance did not prove significant. This suggests that, although leadership and workplace happiness have a positive relationship, they do not directly affect employee performance significantly. In contrast, the relationship between work environment, workplace happiness, and employee performance proved significant, suggesting that a good work environment not only increases workplace happiness but also contributes to improved employee performance. Likewise, cyberbullying was also shown to have an impact not only on workplace happiness but also on employee performance. Therefore, it is recommended that organizations focus more on creating a positive work environment and addressing the issue of cyberbullying to improve overall employee happiness and performance.

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