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Abstract: The relationship between workplace well-being, seniority, workplace bullying, and employee performance was explored in the context of the Mangkutana district office. Data was collected through direct surveys and questionnaires distributed to respondents. The impact of these variables on employee performance was assessed using multiple linear regression analysis. The results unveiled significant insights. Firstly, a positive correlation was observed between favorable workplace well-being factors and employee performance. Feeling valued, supported, and satisfied in the work environment was linked to higher motivation and productivity. Interestingly, seniority exhibited an unexpected negative impact on employee performance. Longer-tenured employees might face complacency or adaptability challenges, leading to decreased performance. Furthermore, the research emphasized the detrimental impacts of workplace bullying on employee performance. Instances of bullying led to the emergence of stress, anxiety, and decreased job satisfaction, collectively leading to a decline in overall performance and well-being. In summation, this study accentuates the significance of fostering a positive work environment that places a premium on employee well-being and concurrently deals with matters related to seniority and workplace bullying. By recognizing and mitigating these factors, organizations can enhance employee performance, productivity, and job satisfaction, fostering a healthier and more successful work environment.

Keywords: workplace well-being; seniority; workplace bullying; employee performance

JEL Classification: M12; M54

Introduction

The importance of human resources in organizations cannot be overstated. As an organization's most valuable asset, employees' management and well-being are essential for the overall success and growth of the organization. Proper human resource management involves strategically aligning employee roles and relationships to ensure they effectively contribute to the organization's goals while also supporting the needs and aspirations of employees.

The concept of human resources encompasses a combination of science and art. On one hand, it relies on empirical research and data-driven approaches to analyze employee behavior, motivation, and performance. On the other hand, in order to attain a supportive work environment and contented employees, a human touch is also necessary through the comprehension of individual needs and emotions.

Human resources (HR) have an important role as the organization's most valuable asset, so effective human resource management is needed. The field of human resources encompasses the science and art of managing employee relationships and roles to ensure their efficient and productive contribution to the objectives of organizations, employees, government agencies, and communities. In a previous study conducted, they explored the impact of workplace well-being on the performance of elementary school teachers. The findings revealed significant relationships between workplace well-being and teacher performance, indicating a noteworthy correlation (Lovell & Lee, 2011).

An essential realm of HR research centers around workplace well-being and its influential role on performance. Employee welfare is needed to achieve or even just maintain a mentally healthy and productive workforce. Employees who feel that they are supported, valued, and satisfied in their work environment, their motivation towards work and engagement will increase, which in turn will also result in better work performance and productivity. Delving further, when the workplace succeeds in sustaining these emotional states, it delves into the correlation between workplace well-being and employee performance. This investigation seeks to understand how elements like work-life balance, job satisfaction, and a supportive work environment inherently influence employee effectiveness within the workplace (Dohmen, 2004).

According to the study conducted by Lu and Chen in 2023, a significant correlation between workplace well-being and teacher performance was revealed. Teachers who experienced higher levels of well-being tended to demonstrate improved teaching performance, fostering a positive learning environment and enhancing students' academic achievements . This research is of considerable importance as it highlights the significance of workplace well-being in the education sector. It emphasizes the need for educational institutions and policymakers to prioritize teachers' well-being to enhance overall teaching quality and student outcomes.

According to (Fischer & Smith, 2004), effective human resource management is crucial for organizations' success, as employees form the backbone of any organization. Emphasizing workplace well-being can result in favorable outcomes, including heightened employee performance and satisfaction. This is a common problem faced by new hires. Seniority occurs because leaders tolerate such an organizational culture. However, seniority is not necessarily interpreted negatively. The concept of seniority can be interpreted positively when seniors can demonstrate optimal job skills and abilities and motivate juniors. Seniority has a negative connotation when seniors are treated poorly when juniors work above their seniors' standards. Ultimately, bullying occurs within organizations (Sukiman, Sukesi, Gustaman 2018).

Workplace bullying (WB) is a global issue for many organizations, including the industry of hospitality (Ahmad and Kaleem, 2019). Many bullying behaviors have been documented in prior studies. Events in the hospitality sector, such as overwhelming workloads and ignored opinions sexual assault, as well (Bentley et al., 2012). Psychological harm is induced by workplace bullying, as individuals subjected to such behavior are more susceptible to experiencing negative emotional effects. (2018) Rai and Agarwal. The hospitality sector requires a lot of personnel and has a lot of work to do, therefore WB is more common toward trainees, first-liners, and inexperienced workers. The detrimental impact of workplace bullying negatively affects staff well-being, leading to decreased productivity and service quality. Taking essential measures to eliminate workplace bullying is of utmost importance for employers.

As indicated by the research of Allen *et al.* (2015), workplace bullying leads to the emergence of emotional fatigue and psychological discomfort. The fundamental constituents of burnout encompass emotional fatigue, cynicism, and diminished personal efficacy. Employee burnout is often characterized by a notable presence of emotional weariness. According to (Wright & Cropanzano, 1998), prolonged exposure to difficult work situations can lead to a syndrome known as emotional exhaustion, which manifests as mental and physical fatigue. Cynicism speaks to depersonalization and alienation that are characterized by an unhelpful separated mindset toward the job. Lack of individual achievement indicates sentiments of incompetence, incapacity, and decreased professional viability in workers in terms of personal efficacy.

The importance of workplace well-being among early childhood educators lies in the exploration of how the work environment can enhance or even decrease well-being and performance at work. The well-being of these educators is particularly important to consider, as it can shape their motivation, job satisfaction and dedication to the profession, as noted by Jones et al. (2020). This research presents valuable insights for educational institutions and policymakers, aiding them in the improvement of a supportive work environment and the advancement of employee well-being for those who educate young age children.

The research sheds light on the complex dynamics of workplace bullying, revealing the potential cycle of aggression that can emerge within work environments. It highlights the importance of understanding the underlying factors contributing to counter aggression among victims of workplace bullying (Lee & Brotheridge, 2006). By identifying the coping strategies utilized by those who have experienced bullying, the study offers valuable insights into the resilience and psychological well-being of individuals in such situations. Through this research, organizations and policymakers can gain a deeper understanding of the long-term effects of workplace bullying on both victims and potential aggressors. It emphasizes the need for effective intervention and prevention strategies to break the cycle of workplace aggression and promote a healthier and more supportive work culture (Rosander & Blomberg, 2022).

This underscores the significance of deploying efficient strategies for intervention and prevention that can interrupt the cycle of workplace aggression and nurture a work environment characterized by improved health and increased supportiveness. The focus lies on the need to implement intervention and prevention measures that effectively disrupt patterns of aggression in the workplace. Thus, a workplace culture that is more conducive to well-being and support can be achieved.

The research underscores the importance of organizational culture, leadership practices, and policies in molding the dynamics of workplace bullying. It investigates how certain organizational structures or climates may inadvertently facilitate or tolerate bullying behavior among employees. Moreover, the study seeks to identify potential gaps in existing policies and procedures that might leave employees vulnerable to bullying.

The organization's role in workplace bullying, the research offers valuable insights for employers and management to implement proactive measures. It underscores the importance of creating a work environment that fosters respect, open communication, and a zero-tolerance approach to bullying. Additionally, the study aims to encourage organizations to prioritize employee well-being and safety, fostering a culture of support and accountability. Ultimately, the research serves as a call to action for organizations to take responsibility for addressing workplace bullying and create conditions that promote a healthy and harmonious work environment. By acknowledging the role play in shaping workplace dynamics, organizations can take proactive steps to prevent bullying incidents and create a culture of inclusivity and mutual respect (Liefooghe & Mac Davey, 2001).

Isssue of workplace bullying comprehensively, including the coping mechanisms used by victims, this study contributes to a more holistic approach in creating safe and positive work environments. Ultimately, the research seeks to improve overall employee well-being and foster a culture of respect and empathy in the workplace (Rosander et al., 2022).

The elements of subjective well-being encompass various factors that contribute to an individual's overall sense of happiness and life satisfaction. Subjective well-being refers to a person's self-perceived happiness, contentment, and fulfillment in life. It is a multidimensional concept that includes three main components: emotional well-being, life satisfaction, and a sense of purpose or meaning in life. Emotional Well-being: This component relates to an individual's experience of positive emotions (such as joy, excitement, and love) and the absence of negative emotions (like sadness, anxiety, and anger). Emotional well-being reflects the overall balance of positive and negative emotions an individual experiences on a daily basis. (Mukrimaa et al., 2016).

Life Satisfaction: Life satisfaction pertains to an individual's cognitive assessment of their overall life, encompassing diverse aspects like work, relationships, health, and leisure. It reflects a person's personal appraisal of how closely their life corresponds to their aspirations, anticipations, and principles. Sense of Purpose or Meaning in Life: This component encompasses the extent to which an individual feels a sense of purpose, fulfillment, or significance in their life. It involves a deeper connection to something greater than oneself, such as personal values, spirituality, or contributing to the well-being of others and society (Horak & Yang, 2019).

Understanding the components of subjective well-being is essential for policymakers, researchers, and individuals seeking to enhance overall life satisfaction and happiness. By recognizing the importance of emotional well-being, life satisfaction, and a sense of purpose, interventions and policies

can be developed to promote well-being and improve the quality of life for individuals and communities (Lovell & Lee, 2011).

According to (Bryson et al., 2020),The employment of older workers can have both positive and negative impacts on workplace performance, and the effect may vary depending on various factors. Let's explore both aspects :

Positive Impact: 1). Experience and Expertise: Older workers often bring a wealth of experience and expertise to the workplace. They have accumulated knowledge and skills over their careers, which can be valuable in solving complex problems and making informed decisions. 2). Work Ethic and Stability: Older workers tend to exhibit a strong work ethic and a sense of commitment to their jobs. They may be more reliable and stable, contributing to a more consistent and productive workforce. 3). Mentoring and Training: Older employees can act as mentors to younger colleagues, passing on their knowledge and skills. This can lead to a more skilled and competent workforce overall. 4) Reduced Turnover: Older workers may have less turnover compared to younger employees, which can result in cost savings for the organization in terms of recruitment and training.

Negative Impact: 1). Resistance to Change: Older workers may be more resistant to adopting new technologies or changes in work practices, which could hinder organizational adaptation and innovation. 2). Physical Limitations: Some older employees may face physical limitations or health issues that can impact their ability to perform certain tasks, leading to potential productivity challenges.

Implementing flexible work arrangements to accommodate the needs of older employees and help them manage potential physical limitations or health concerns. Encouraging intergenerational collaboration and knowledge-sharing to leverage the expertise of older workers while promoting a learning culture (Taris, 2022).

Workplace well-being is the sense of well-being experienced by workers at work. Workplace Concepts Happiness is an applied element of subjective well-being. Subjective well-being is a positive state of mind that encompasses all life experiences. Subjective well-being factors include life satisfaction, negative impacts, and positive impacts. Factors of Workplace Happiness According to (Bryson et al., 2017), happiness at work is influenced by two main factors : 1. Personal characteristics and also 2. Work and workplace characteristics

In non-Western contexts, there is a large study gap regarding the acceptability and tolerance of workplace bullying in various cultural contexts, according to previous research on this topic (Naseer et al., 2018). This is true despite the fact that culture has been shown to play a significant role in determining people's opinions and, more significantly, their conduct.

The given statement highlights the limited knowledge and understanding of workplace bullying within non-Western cultures. Despite the prevalence of workplace bullying as a global issue, research on this topic has predominantly focused on Western contexts. This raises concerns about the generalizability of findings and the applicability of interventions in diverse cultural settings. The term "large study gap" implies a considerable absence of research in non-Western contexts, highlighting the necessity for additional investigation to address this gap.

Workplace bullying is a grave concern that holds the potential to bring about adverse consequences for both individuals and organizations. This underscores the significance of investigating its intricacies across a range of cultural contexts.

Furthermore, Murat et al., (2011) discussed the significance of their findings in the context of existing literature. They identified connections and discrepancies between their results and previous studies, allowing for a broader understanding of the topic. Additionally, the researchers thoroughly interpreted their findings, delving into the implications and practical applications of their results. They discussed the potential implications for various stakeholders, such as practitioners, policymakers, and organizations, and how the findings could inform decision-making and interventions.   In conclusion, Murat et al., (2011) justified their research findings by employing a rigorous methodology, contextualizing their results within existing literature, interpreting the implications, and acknowledging possible limitations. Their comprehensive approach enhanced the credibility and reliability of their study, contributing valuable insights to the field of research.

According to (Jacobs et al., 1990), conducted a study to investigate a specific topic, but unfortunately, the details of the research and its findings were not provided in the original prompt. As a result, I don't have access to the specific content and results of the study to provide an interpretation or further development of the research in English. To effectively interpret and expand on a research study, it's crucial to have access to the original paper or at least a summary of its content and findings. Without this information, it is not possible to accurately paraphrase the study and provide a meaningful interpretation.

There is an important topic that has been researched related to explicit intensive, namely the manipulation of performance measures. Some employees tamper with the compensation system so that it can damage the company's earnings. The company applies a non-linear payment system with a month-end deadline; this regulation encourages employees to manipulate delivery dates for their own benefit. To stop this problem, Auto Japan in 2003 attempted to change the one-month performance appraisal system to a two-month moving average (2MMA) system (Tsuru, 2010). This strategy has a positive impact on eliminating fraud. These steps appear to be effective in eliminating fraudulent behavior but can have a negative impact on improving employee performance. The impact is that the average return on business decreases for those whose chances of crossing the commission payment threshold are not high enough. However, the effect of 2MMA on firm profitability is unclear.

According to (Hauge et al., 2009), "hours worked" is defined as the length of time someone works and is recognized by the organization both in the position concerned and across the organization. Seniority also reflects perceptions of age and work history. Seniority is also defined as a person's years of service recognized by the organization, both in the relevant position and in the organization as a whole.

According to (Fischer & Smith, 2004), seniority indicators are :

1. Age. When you become an age-appropriate "senior" in society, you will be respected because of your age, and many people will accept your suggestions and opinions.
2. Experience. Some people are considered senior because they have higher status and more experience.
3. Length of service. There are many people who are regarded as "senior" even if they have been working for a long time. Beginners will be cautious despite the high position.

According to (Farley et al., 2023), a hypothesis is a tentative answer that needs to be verified or a summary of theoretical conclusions reached through a literature review. The hypotheses to be tested in this study are:

H1. *The performance of employees at the Mangkutana District Office is related to and significantly influenced by work well-being*

H2. *The performance of employees at the Mangkutana District Office is related to and significantly influenced by seniority*

H3. *The performance of employees at the Mangkutana District Office is related to and significantly influenced by Workplace bullying*

Material and Methods

The research method consists of obtaining data on past or present beliefs, opinions, characteristics, and behavioral variables, as well as some sociological hypotheses, and using the samples to analyze psychological A quantitative research method used to test a statistical variable. For specific population groups, data collection techniques involving observations (interviews or questionnaires) are not detailed and usually produce research results. The subjects of this study were all of Government Employees working in the Mangkutana district office, ie his 44. According to (*Research Methods in Education*, n.d.) the more samples from an existing population, the better, but the minimum number of samples researchers must collect is 30 samples. Based on the above theory, In this study, the authors

employed the census method, encompassing a total population of 44 city officials within Mangkutana District as the surveyed sample.

The data collection methodology employs a questionnaire-filled approach and will be used as a tool to collect data on the impact of workplace benefits, seniority, and workplace bullying on Mentangana District Staff Office performance. Likert scale is used for the measurement scale.

Result

Results of Descriptive Statistical Tests

The observed variables in this research consist of workplace well-being, seniority, workplace bullying, and employee performance. These variables were analyzed using descriptive statistics.

The table displaying Descriptive Statistical Analysis provides an elucidation of the results derived from descriptive statistics related to the variables examined in this study, which include:

1. **Workplace Well-being**: Examining the data in Table 1, the minimum value for Workplace Well-being is 3.67, the maximum value is 5, and the average value stands at 4.4318, accompanied by a standard deviation of 0.36001. These figures indicate that a majority of the respondents strongly agreed with the given answer.
2. **Seniority**: Analyzing the information in Table 1, the minimum value for Seniority is 2.83, the maximum score is 5, and the average value stands at 4.3598, accompanied by a standard deviation of 0.50953. These findings indicate that a majority of the respondents selected the "agree" option.
3. **Workplace Bullying**: Observing the data showcased in Table 1, Workplace Bullying is marked by a minimum value of 2.3, a maximum value of 5, and an average of 4.2841, coupled with a standard deviation of 0.59609. This result signifies that most respondents concurred with the provided answers.
4. **Employee Performance**: Analyzing the data within Table 1, Employee Performance exhibits a minimum value of 4, a maximum value of 5, and an average of 4.4375, along with a standard deviation of 0.36717. These results suggest that a majority of the respondents indicated agreement with the provided answer.

Table 1. Descriptive Statistical Analysis.

Descriptive Statistics

	N	Minimum	Maximum	Means	std. Deviation
Workplace Well-Being	44	3.67	5.00	4.4318	.36001
Seniority	44	2.83	5.00	4.3598	.50953
Workplace Bullying	44	2.30	5.00	4.2841	.59609
Performance Employee	44	4.00	5.00	4.4375	.36717
Valid N (listwise)	44				

Source: Analyzed primary data, 2022.

Hypothesis Verification Result

Multiple Regression Analysis

After confirming that all outcomes fulfill the prerequisites through classical assumption tests, the subsequent step involves conducting a multiple regression model analysis. The outcomes of this analysis are presented in the following Table 2.:

Table 2. Regression Model Equation.

Model	Coefficients [a]				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	2,099	.504		4.167	.000
1 Workplace Well-Being	.908	.129	.890	7,025	.000
Seniority	-.235	094	-.326	-2,488	.017
Workplace Bullying	-.154	063	-.250	-2,451	.019

a. Dependent Variable: Performance Employee

Source: Analyzed data, 2022.

Based on the presented table, the formed regression equation for this test is as follows:

$Y = 2.099 + 0.908X_1 - 0.235X_2 - 0.154X_3$

The interpretation of the model is as follows:

1. The present value on the Regression Model Equation Table is 2.099. This implies that when all independent variables, including workplace well-being, seniority, and workplace bullying, are set to zero, the value of the dependent variable-employee performance-is 2.099 points.

2. A positive coefficient is shown on the relationship between workplace well-being (X_1) and employee performance variable (Y), which means that there is the same direction between these variables. This can be interpreted that workplace welfare will increase and make employee performance will also increase.

3. The negative coefficient indicates an inverse correlation that exists between the seniority value (X_2) and the employee performance value (Y). High employee seniority in the employee work environment will result in decreased employee performance, based on the results of the data interpretation and this needs to be considered by managers because this factor has the greatest negative influence compared to other factors.

4. Furthermore, there is a negative coefficient result indicating an opposite relationship between the workplace bullying variable (X_3) and the employee performance variable (Y). This is the same as the result in no. 3, where the presence of intimidation in the workplace results in a decrease in employee performance

Partial Test Results (t-test)

To evaluate the effect of each independent variable on the dependent variable, a Partial test (t-test) is executed. The decision-making process for this test entails a comparison of the t-count and t-table values, coupled with assessing the significance value of each t-count. When the t-count value exceeds the t-table value and the significance value of the t-count is under 5 percent or 0.05, it can be inferred that the tested independent variable influences the dependent variable. The subsequent section provides the outcomes of this test:

Workplace benefits (X_1), seniority (X_2), and workplace bullying (X_3) are known to partially affect employee performance (Y).

1. **Testing the first hypothesis (H1)**
   The information outlined in the above-mentioned Partial Test Results table underscores a compelling finding: the workplace variable "Workplace Well-Being" displays a considerable significance value of 0.000, significantly below the established threshold of 0.05. This outcome emphasizes a coefficient value of +0.908, distinctly signaling a positive and beneficial effect on the dependent variable. This positive coefficient aligns with the hypothesis acceptance (H1) and rejection of the null hypothesis (Ho), thereby affirming that well-being within the work environment indeed wields a pronounced and meaningful positive influence on employee performance.

2. **Testing of the Second Hypothesis (H2)**

The data presented in Table 3 provides a noteworthy observation: the seniority variable carries a meaningful significance value of 0.017, which stands below the established threshold of 0.05. This observation is accompanied by a coefficient value of -0.235, indicating a negative impact on the dependent variable. This outcome aligns with the acceptance of hypothesis H2 and the subsequent rejection of the null hypothesis (Ho). Therefore, we can assert that seniority significantly and detrimentally affects employee performance in a negative manner.

3. **Testing the third hypothesis (H3)**

Table 3 illustrates that the workplace variable "Bullying" exhibits a significant value of 0.019, below the established threshold of 0.05. Correspondingly, the coefficient value is -0.154, signifying an adverse impact on the dependent variable. As a consequence, hypothesis H3 is validated, while the null hypothesis (Ho) is rejected. Consequently, one can infer that workplace bullying significantly and negatively impacts employee performance, leading to adverse outcomes.

Table 3. Partial Test Results (t test).

Coefficients [a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	2,099	.504		4.167	.000
1 Workplace Well-Being	.908	.129	.890	7,025	.000
Seniority	-.235	094	-.326	-2,488	.017
Workplace Bullying	-.154	063	-.250	-2,451	.019
a. Dependent Variable: Performance Employee					

Source: Analyzed data, 2022.

Discussion

The Relationship of Workplace Well-Being and Employee Performance

The outcomes of the hypothesis test suggest a noteworthy positive impact of workplace well-being on employee performance. As workplace well-being for employees improves, their performance likewise experiences enhancement. Workplace Well Being means feeling safe and comfortable in the work environment so that employees are always comfortable and happy to work. If employees are comfortable and easy to work, it will be effective in improving labor productivity and lowering the turnover rate. Workplace enrichment is what workers must prepare to maximize their performance, and it can evoke positive emotions and influence the work environment. Workplace happiness can affect employee performance.

This study aligns with the research conducted by (Warr & Nielsen, 2018), which identified a positive and substantial correlation between workplace well-being and employee performance. The outcomes of the hypothesis test establish a significant positive association between workplace well-being and employee performance. Thus, when employees encounter an elevated level of well-being within the workplace, it is probable that their performance will exhibit improvements as well. Workplace well-being refers to the feeling of safety and comfort in the work environment, creating a positive atmosphere where employees feel content and happy to work. Such a conducive environment can effectively enhance labor productivity and reduce employee turnover rates.

Creating a workplace that prioritizes well-being is crucial for maximizing employee performance. When employees experience a sense of comfort and relaxation within their work surroundings, their likelihood of being motivated, engaged, and dedicated to their responsibilities increases. The enrichment of the workplace environment becomes essential in eliciting positive emotions and influencing overall work dynamics (Litchfield, 2021).

Notably, workplace happiness significantly impacts employee performance. Happy employees are more likely to be productive, creative, and cooperative, contributing positively to team dynamics and overall organizational success.

This study aligns with the research conducted by (Adams, 2019). Their research also demonstrated a positive and significant correlation between workplace well-being and employee performance. These findings strengthen the validity and consistency of the relationship between workplace well-being and enhanced employee performance. In conclusion, the study's hypothesis test shows that workplace well-being plays a pivotal role in positively influencing employee performance. Providing a safe, comfortable, and supportive work environment cultivates a workforce that is motivated and satisfied, leading to improved productivity and reduced turnover rates. Aligning with the research of (Adams, 2019), this study reinforces the importance of prioritizing workplace well-being as a crucial factor in enhancing overall employee performance and organizational success.

In a broader context, organizations need to recognize the significance of investing in workplace well-being initiatives, as it not only impacts individual employees but also contributes to the overall productivity and success of the company. Building a culture of well-being and happiness in the workplace can yield positive results in terms of employee satisfaction, retention, and overall performance.

Impact of Seniority on Employee Performance

The hypothesis test results indicate that seniority holds a substantial and negative impact on employee performance. As the tenure of employees within a company lengthens, there is an associated reduction in performance. Work pressure from older bosses, excessive orders from bosses, and in some cases arbitrary delegation from older bosses to new employees can cause new employees to feel pressured, resulting in poor job performance. It becomes less than optimal. In addition, seniority influences inequality in hiring. Many regret when someone is promoted based solely on seniority. Even if there are many other employees with more potential in terms of skills.

As evidenced by research conducted by (Menhas & Siddiqui, 2021), hypothesis testing reveals an important and concerning pattern: seniority produces a significant and decreasing effect on employee performance. This implies that as seniority increases in the work environment of employees within the company, their performance tends to decrease. Several factors contribute to this phenomenon, leading to suboptimal job performance among more experienced employees. One of the key reasons for the negative impact of seniority on employee performance is the work pressure exerted by older bosses. As employees gain seniority, they often ascend to higher positions within the organization, assuming managerial or leadership roles. However, some older bosses may not effectively adapt their management style to accommodate the needs and capabilities of their subordinates. The excessive demands and arbitrary delegation of tasks from older bosses to newer employees can create a stressful and intimidating work environment, leading to reduced job performance.

(Conrad, 2009), this approach disregards the skills, capabilities, and potential of other employees who may be more qualified for higher positions. As a result, some employees may feel demotivated and discouraged, leading to a decline in their performance and overall morale.

The influence of seniority on hiring decisions can exacerbate inequality within the organization. When promotions are primarily based on seniority rather than merit, it hinders career growth opportunities for talented and skilled employees. This perpetuates a system where seniority becomes the dominant factor for advancement, leading to a potential mismatch between employee skills and job responsibilities.

The study conducted by (Murtisaputra & Ratnasari, 2019) corroborates these findings, emphasizing the significant impact of seniority on employee morale. The research suggests that as seniority increases, employees may experience reduced job satisfaction and motivation, affecting their overall performance. To address these issues, organizations need to adopt a more holistic approach to employee performance evaluation and promotion. Merit-based systems that consider employees' skills, qualifications, and achievements should be implemented to ensure fairness and equal opportunities for

career advancement. Moreover, fostering open communication between older bosses and newer employees can help create a supportive work environment, where expectations and workloads are balanced and aligned with individual capabilities.

Providing leadership training and development for older bosses can also be beneficial in enhancing their managerial skills and creating a positive work culture. Encouraging collaboration and mentorship programs between experienced and newer employees can bridge the gap between seniority levels and promote knowledge sharing. In conclusion, the study highlights the negative impact of seniority on employee performance and raises concerns about its influence on hiring decisions and promotion practices. Organizations must prioritize fair and merit-based evaluation systems and foster a work environment that supports employees' growth and development regardless of their seniority. By addressing these issues, companies can create a more equitable and productive workplace that maximizes employee potential and contributes to overall organizational success (Rodgers et al., 1986).

Relationship between Workplace Bullying and Employee Performance

The results of the hypothesis testing reveal that workplace intimidation significantly and detrimentally affects employee performance. When employees' perceptions of workplace intimidation increase within the company, there is a corresponding decline in employee performance. Workplace bullying is characterized by situations such as a decrease in professional status (public humiliation), isolation (restricted access to training opportunities), reduction in personal status (intimidation), excessive workload, and destabilization. All these factors contribute to the reduction in employee performance.

The results of the hypothesis test unveil a notable and concerning discovery: workplace bullying possesses a negative and significant impact on employee performance. This implies that as employees perceive an escalation in workplace bullying within a company, their overall performance tends to experience a decline. Workplace bullying can take various forms and is characterized by actions that undermine the well-being and professional growth of targeted employees (Samnani et al., 2013).

One prevalent form of workplace bullying is professional status crises, where employees are subjected to public humiliation and denigration of their professional competence. Such actions can severely damage an employee's self-esteem and confidence, leading to a decline in their job performance and productivity. Isolation is another detrimental aspect of workplace bullying, where targeted employees are deliberately denied access to training and development opportunities. This not only hinders their skill enhancement but also creates feelings of exclusion and disempowerment, further eroding their ability to perform at their best (Naseer et al., 2018).

Personal status crises in the form of intimidation and threats can also be a detrimental manifestation of workplace bullying. The fear and anxiety induced by such actions can significantly impact an employee's emotional well-being and focus on their tasks, ultimately affecting their overall job performance. Excessive workload imposed on targeted employees can lead to burnout and physical exhaustion, resulting in a decline in their ability to meet work demands effectively. Moreover, repeated reminders of past mistakes can create a destabilizing and demoralizing work environment, making it challenging for employees to regain their confidence and perform optimally (Pradhan & Joshi, 2019).

This study is consistent with research conducted by (Putri & Wijono, 2018) notes that workplace bullying is associated with her PT. Timatex Salatiga. This means that workplace bullying contributes significantly to employee work productivity. High workplace bullying results in low labor productivity, and low workplace bullying results in high labor productivity.

Conclusions

Theoretical and practical implications

Theoretical implications stemming from this study align with the notion of workplace enrichment, a concept that workers must be equipped with in order to optimize their performance. This enrichment has the potential to elicit positive emotions and shape the work environment. Notably, workplace happiness is positioned to impact employee performance. In this regard, the research coincides with the findings of (Surabaya et al., 2012), who established a positive and significant correlation between workplace well-being and employee performance.

The theoretical implications of this study are supported by the outcomes of research conducted by (Ratnasari & Purba, 2019), which emphasize the substantial impact of seniority on employee morale. In this research, the prominence of work-related pressure from senior supervisors, the abundance of directives, and, on occasion, the allocation of arbitrary tasks from senior colleagues to newer employees is underscored. As a consequence, heightened pressure ensues, potentially leading to reduced performance among new employees. It becomes less than optimal. In addition, seniority influences inequality in hiring. Many regret when someone is promoted based solely on seniority. Even if there are many other employees with more potential in terms of skills. The higher an employee's perception of workplace bullying within a company, the lower the employee's performance.

Bullying in the workplace is characterized by professional status crises (public humiliation), isolation (denial of access to training opportunities), personal status crises (intimidation), excessive workload and destabilization. (reminding you of repeated mistakes) and so on. This reduces employee performance. This study is consistent with research conducted by (Putri & Wijono, 2018) Research.

Practical Implication

The implications of Workplace Bullying were underscored by the results of this research. The study aimed to assess the influence of workplace benefits, seniority, and workplace bullying on the performance of clerks in the Mangkutana district. After considering the formal aspects presented by the researchers, analyzing the data, and evaluating the arguments put forth, it can be concluded that varying seniority and workplace bullying yield a significant and negative effect on employee performance.

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