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The Negative Impact of Workplace Cyberbullying on Employee Creativity: The Moderating Role of Resilience

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Abstract

Companies in the industrial sector of East Java, especially professional employees, are currently facing the challenges of digital technology advancement. One of the negative impacts is the emergence of cyberbullying in the workplace through digital media. In this context, resilience plays an important role in weakening the relationship between cyberbullying in the workplace and employee creativity. This study aims to examine the effect of cyberbullying in the workplace on employee creativity, moderated by resilience, among professional employees in the industrial sector in East Java. This study uses a quantitative approach with a partial least squares structural equation modeling (PLS-SEM) model using the SmartPLS 4 application. The research sample consisted of 192 respondents who were professional employees in the industrial sector in East Java. The findings show that cyberbullying in the workplace has a negative impact on employee creativity, and resilience can weaken the relationship between cyberbullying in the workplace and employee creativity among professional employees in the industrial sector in East Java. Specifically, this study integrates Conservation of Resources Theory (COR), which reveals that resilience weakens the relationship between workplace cyberbullying and employee creativity among professional employees in the industrial sector in East Java.

Keywords: Industrial Sector, Workplace Cyberbullying, Employee Creativity, and Resilience

Introduction

The development of digital technology has brought about major changes in business processes, leading to increased efficiency and effectiveness (Vartolomei and Avasilcai, 2019). Digitalization enables companies to optimize internal processes, improve interactions, and create opportunities for innovation (Demirkan et al, 2016). In addition, using information and communication technology (ICT) in collaborative activities can increase efficiency within

organizations (Schubert and Williams, 2022). The emergence of digitization, starting with the internet and technological advances, has revolutionized human civilization (Verma and Garg, 2023). The widespread use of digital technology and the internet will also bring new challenges, including cyber security threats and shifts in the dynamics of working relationships in the workplace (Schwab 2017; Naseer et al. 2020).

Internet users are often exposed to negative online behavior, such as cyberbullying, which is facilitated by the existence and accessibility of the internet (McCosker and Johns, 2014). Moreover, these actions often occur among young people, especially in a business context, namely company or organization employees who are vulnerable to bullying, harassment, and other high-risk behaviors on the internet (Chisholm 2014; Luker and Curchack 2017; Washington 2015; Watts et al. 2017). In a business context, cyberbullying is a real threat that requires serious attention because its impact can hinder team collaboration, reduce creativity, and create an unhealthy work environment (Dunaway and Macharia, 2021).

Workplace Cyberbullying has great potential because, through digital media, such behavior can be easily stored, shared, and viewed repeatedly (Muhonen et al. 2017). Actions, such as sending messages or uploading photos on social media, can be viewed repeatedly and distributed easily (Muhonen et al. 2017). Employees who experience cyberbullying in the workplace usually show negative effects such as reduced work engagement, job satisfaction, and performance engagement (Devonish, 2013), as well as increased stress, absenteeism, employee turnover, and performance (Khalique et al. 2018). The impact of cyberbullying is not only felt psychologically, such as stress, anxiety, and depression, but also hinders employees in demonstrating their creativity.

Cyberbullying in the workplace describes a situation where individuals repeatedly receive negative treatment at work or in the surrounding environment, with perpetrators coming from within the organization, such as coworkers and superiors, or from external parties, such as clients or suppliers (D'Cruz 2016; Madden and Loh 2020; Snyman and Loh 2015). Jang et al (2019) and Mushtaq et al (2021) argue that cyberbullying and unfair communication make people feel aggrieved, thereby reducing their motivation and causing them to cognitively disengage from their work, which has a negative impact and significantly reduces creativity.

Employee creativity can be considered a key resource for today's business organizations (Andriopoulos and Lowe, 2000). In line with Amabile et al (1996), who explain that workplace factors can also influence employee creativity, as a positive work environment can support employees in being creative. However, negative work environment factors can create a stressful work environment, causing employees to experience emotional exhaustion, which in turn reduces their creative abilities (Anwar et al. 2020). When employees who are victims of cyberbullying experience higher psychological stress, this reduces their ability to generate new ideas (Kalyar et al. 2021). In addition, Jiang et al (2019) revealed that rude behavior in the workplace is one of the main stressors of employee creativity. One factor in overcoming the negative effects of cyberbullying in the workplace is resilience, where individuals can remain productive despite facing psychological stress.

The Conservation of Resources (COR) theory (Hobfull 1989; Hobfull et al. 2018) explains that when individuals face pressure to lose resources, they may develop resource

conservation or resource acquisition behaviors. In line with the research by Park et al (2024), resilience initiates a resource process in which employees use and translate personal resources into social resources by maintaining stable interpersonal interactions in their work to enhance employee creativity. This article will use the Conservation of Resources theory to respond to the research of Kalyar et al (2021) and Park et al (2024) to reduce workplace cyberbullying with resilience, thereby gaining new perspectives and ideas that will in turn have an impact on increasing employee creativity.

Resilience is an individual's ability to adapt effectively to stressors and bounce back from challenging circumstances (Block and Kremen, 1996). Resilience is closely related to self-regulation, which is the ability to manage one's thoughts, emotions, and behavior to achieve desired outcomes despite facing difficulties (Hobfoll et al. 2015). Resilience in employees makes them better prepared to deal with adverse situations, such as cyberbullying in the workplace. Employees who can adapt to their work situation can increase organizational effectiveness through creative ideas (Bowling et al. 2010). Resilience reflects how employees can bounce back from situations and deal with failure (Linnenluecke, 2017). The ability to recover from difficult situations should reduce negative thoughts about the possibility of failure at work. Thus, employees who frequently encounter cyberbullying can still feel satisfaction in their work, which in turn can increase their creativity (Aggarwal et al. 2024).

Research on workplace cyberbullying and its effect on employee creativity moderated by resilience has never been conducted, although Anasori et al (2023), discussed this topic.

However, this study only integrates three variables that aim to answer the following questions:

- What is the relationship between workplace cyberbullying and employee creativity?
- Can resilience reduce the effect of workplace cyberbullying on employee creativity?

The context of this study will be conducted on professional employees, specifically professional employees in the industrial sector in East Java.

Advances in information technology (IT) have significantly changed conventional methods of conducting operational activities in various industrial sectors, including the industrial sector in East Java. Along with the increasing digitization of business processes, companies have begun to integrate various technology-based systems such as automation systems, enterprise resource planning (ERP) (Nurdaya et al. 2023) in Indonesia, particularly the implementation of enterprise resource planning in East Java (Nurdin et al. 2020), as well as digital communication platforms to improve the efficiency, productivity, and creativity of professional employees. Industrial companies are now required to not only invest in technological infrastructure, but also ensure the readiness of their human resources to be able to adapt to these changes (Nurdaya et al. 2023).

However, advances in IT and intensive use of the internet in the workplace have also given rise to new challenges in the form of negative behavior in the virtual world, one of which is cyberbullying in the workplace. This phenomenon has become an increasingly concerning issue because it can disrupt a healthy work environment and have a negative impact on employee productivity and innovation (Farley et al. 2015). Unlike traditional bullying, cyberbullying is carried out through digital media such as email, social media, or online communication applications (Jang et al. 2019). A study from the University of Sheffield and

Nottingham University, as quoted by Liputan6.com, shows that 8 out of 10 respondents (80%) have experienced cyberbullying in the workplace at least once a week. This shows that this phenomenon has become a real issue in the modern workplace and has the potential to affect the psychological and behavioral aspects of employees. According to Jang et al (2019), individuals who are victims of cyberbullying tend to feel aggrieved and lose their cognitive attachment to their work, which can ultimately reduce their motivation and creativity.

In the context of the industrial sector in East Java, where digital transformation is taking place rapidly and the intensity of online communication between employees is increasing, this phenomenon has become an important issue for further study. High work pressure, massive use of digital systems, and complex virtual interactions have the potential to increase the risk of cyberbullying, which can disrupt employee well-being and reduce employee creativity (Farley et al. 2015).

Given the importance of employee creativity in driving organizational competitiveness and innovation in the digital age, industrial companies in East Java need to ensure the creation of a conducive work environment that is free from negative behaviors such as workplace cyberbullying. The increasingly intensive use of technology and online communication in professional work activities not only increases efficiency but also opens up opportunities for destructive digital interactions (Farley et al. 2015). This phenomenon can have a negative impact on the psychological aspects of employees, reducing their intrinsic motivation and hindering their ability to generate new and innovative ideas (Jang et al. 2019).

The motivation of this study is to understand more deeply the level of employee resilience that can play a role in weakening the relationship between workplace cyberbullying and employee creativity. The main contribution of this study is to expand the application of Conservation of Resources Theory (COR) in the relationship between workplace cyberbullying and employee creativity, moderated by resilience in professional employees in the industrial sector in East Java. In addition, this study will enrich the existing literature in several ways. First, based on Conservation of Resources Theory (COR), this study explains that resilience acts as a psychological mechanism that can strengthen individual resilience in facing pressures caused by workplace cyberbullying, so that employees can maintain and channel their creative abilities in the workplace. Second, it provides theoretical contributions by expanding the understanding of how psychological factors such as resilience can act as a buffer in the relationship between social pressure in the workplace and creative work outcomes. Finally, this study helps researchers and human resource practitioners understand that resilience is an important characteristic that can be used as a psychological strengthening strategy to reduce the negative impact of cyberbullying on employee creativity, especially in industrial environments in East Java.

Literature Review

Conservation of Resources Theory

The conservation of resources (COR) theory states that employee activities related to work are influenced by their desire to protect their current resources and reduce the possibility of resource loss, especially when facing resource-depleting work situations (Hobfull 1989; Hobfoll et al. 2018). By developing the Conservation of Resources Theory, we argue that resilience acts as a process whereby employees are able to utilize personal resources as social

resources by maintaining interpersonal interactions at work so that resilience can reduce workplace cyberbullying to enhance employee creativity. Furthermore, in situations where organizations must continue to innovate and adapt to environmental challenges, employee resilience becomes an important ability that supports them in initiating and carrying out creative processes (J. Shin et al. 2012; Sok et al. 2021).

Workplace Cyberbullying

Cyberbullying in the workplace can be defined as antagonistic, repeated, and intentional acts reinforced by the use of information and communication technology (ICT) products such as email, instant text messages, defamatory personal websites, and negative online media websites (Karyar et al. 2021). According to Smith et al (2018), cyberbullying in the workplace is aggressive behavior carried out by a group of people or individuals using electronic media repeatedly and over a long period of time against victims who cannot defend themselves.

Cyberbullying refers to aggressive behavior that occurs online involving an imbalance of power and authority, and is carried out repeatedly with the intent to hurt, humiliate, or harm another individual (Jameson 2008; Watts et al. 2017). Cyberbullying includes negative interactions that occur online. According to Dunaway and Macharia (2021), cyberbullying in the workplace varies from mild to more extreme or aggressive, such as cyberbullying, online harassment, revenge content sharing, hate speech, and threats of violence.

Cyberbullying can occur in the digital world, especially on the internet. Some features of the internet allow negative behavior to occur online because there is no face-to-face interaction; for example, on social media, users communicate anonymously (Suler 2004). As a result, this freedom often triggers behaviors such as bullying and harassment in the virtual world because perpetrators feel they will not face consequences for their actions (Sia et al. 2002).

Employee Creativity

In general, creativity can be defined as providing new perspectives that involve the use of various skills, abilities, knowledge, attitudes, and experiences by employees to generate new ideas in decision-making, problem-solving, and completing tasks efficiently (Cheung and Wong, 2011). Amabile et al (1996) define creativity as original and practical thinking by employees. Employees with original ideas are considered a significant resource for companies in the business era. Pratama and Kistyanto (2024) define employee creativity as a process within individuals that enables them to generate and develop new ideas and concepts.

Oldham and Cummings (1996), explain that creative individuals provide a competitive advantage for companies. Creativity is very important for increasing competitiveness and plays a significant role in building sustainable corporate resilience in this modern business era (George and Zhou, 2001). According to Shalley et al (2004), individual (employee) creativity is not only influenced by personal characteristics, such as information, talent, and knowledge, but also by situational and contextual factors. These factors can either strengthen or hinder employees' efforts to generate creativity.

Resilience

Resilience is the ability to endure and bounce back from disruptive challenges, with positive outcomes (Luthans et al. 2007). Resilience is a person's ability to adapt effectively in difficult situations (Paramanandana and Kistyanto, 2021). Resilience simultaneously utilizes and strengthens individual strengths, enabling them to adapt to difficulties, maintain balance, and retain a sense of control over an environment that continues to move forward constructively (Jackson et al. 2007). Employees with high resilience are described as a continuum with resilience at one end (Rutter, 1985). Resilience is crucial in facing difficult situations, where emotional regulation is related to the ability to use internal and external resources to apply flexible coping strategies or emotional expressions to meet the needs of stressful situations (Nuttman Shwartz, 2015). High resilience can be demonstrated when employees engage in behaviors that help them find the resources they need to thrive (Ungar, 2013).

Resilience refers to an individual's ability to adapt to difficulties, challenges, or threatening situations (Luthans et al. 2007). In stressful and complex work environments, these conditions can trigger negative experiences, especially for more vulnerable employees. This can make them unable to complete tasks properly, which ultimately impacts their well-being (Cohen et al. 2019). Resilience in the workplace has received significant attention, as organizations can contribute to the formation of psychological capital components (Luthans et al. 2015). Resilience helps employees develop the skills necessary to deal with various difficulties and challenges in the workplace. This allows them to maintain their well-being while producing effective and high-quality performance (Wong et al. 2021).

Workplace Cyberbullying and Employee Creativity

Employees with original ideas are considered a key resource for companies in today's business world (Andriopoulos and Lowe, 2000). Previous studies have shown that a positive work environment supports employee creativity (Amabile et al. 2004; Zhang et al. 2014). Negative factors in the workplace have a negative impact on employee attitudes and behavior. Individuals who experience cyberbullying in the workplace tend to experience negative effects (Liefooghe 2004; Einarsen and Mikkelsen 2002). According to Porath et al (2015), employees who experience cyberbullying in the workplace can lose cognitive resources and spend time thinking about these negative experiences, thereby hindering productivity.

According to Jang et al (2019), people who feel harmed by cyberbullying and unfair communication experience a decline in motivation and distance from work, which has a negative impact. In addition, cyberbullying in the workplace is a significant reason for the decline in creativity (Jiang et al. 2019).

Hypothesis 1 (H1). Cyberbullying in the workplace has a negative impact on employee creativity.

The Moderating Role of Resilience

Resilience as a moderator in the relationship between workplace cyberbullying and employee creativity shows that employees with higher levels of resilience tend to be better equipped to deal with the stress and psychological pressure caused by workplace cyberbullying (De Clercq, D., and Belausteguigoitia, 2023). According to Anasori et al (2023),

employees who demonstrate high levels of resilience tend not to experience a significant decline in creativity even when they are victims of cyberbullying. This is because resilience helps manage psychological stress and maintain mental well-being, which is important for creative thinking.

When employees have high levels of resilience, the negative effects of stress (including those caused by cyberbullying) can be minimized, allowing employees to maintain their creativity. In addition, employees who have high resilience can strengthen the relationship between cyberbullying in the workplace and employee creativity (Gupta and Bakhshi, 2018). By developing resilience, employees can better cope with cyberbullying and maintain their creative abilities.

Hypothesis 2 (H2). Resilience can weaken the negative relationship between cyberbullying in the workplace and employee creativity.

Method

Design and Participants

This research is quantitative in nature. The study uses non-probability sampling techniques, with a purposive and judgmental sampling approach. Primary and secondary data are used. Primary data was obtained from an online questionnaire using Google Forms, while secondary data was obtained from scientific articles, books, and other sources discussing COR theory, the moderating role of resilience in the relationship between cyberbullying in the workplace and employee creativity. This method is considered appropriate because it suits the research needs based on certain elements, as well as the population being studied (Malhotra et al. 2012). Overall, a total of 220 online questionnaires were distributed, of which 28 were returned, and 192 questionnaires were usable and formed the basis for further analysis of professional employees in the industrial sector in East Java, Indonesia. In this study, the number of eligible samples was 192.

The measurement of workplace cyberbullying variables in this study was carried out according to the method proposed by Farley et al (2016). Workplace cyberbullying can be measured using two indicators, namely work-related cyberbullying and personal-related cyberbullying, with 17 statement items such as "Receiving aggressive messages (e.g., using all capital letters, bold text, or repeated exclamation points)" and "Experiencing unfair personal criticism (e.g., related to character, appearance, or opinions)." Employee creativity, according to Otoo et al (2024), uses 9 items with three indicators, namely relevant skill domains; relevant process creativity; and task motivation, which consists of item statements such as "Employees generate revolutionary ideas in their field," "Employees generate new ideas related to work, but can be implemented." Resilience is measured according to Luthans et al (2007), which consists of 4 items, for example, "When I experience failure at work, I find it difficult to recover." "I feel I can handle many things at once in this job." Based on the discussion, the conceptual framework of research can be seen in Figure 1.

Measures and Data Analysis

The research questionnaire was developed in Indonesian and then translated into English. All items were rated using a 5-point Likert scale (1: strongly disagree and 5: strongly agree), with respondents indicating whether they agreed or disagreed with each statement (Sekaran and Bougie 2016, p. 215). To determine the relationships in the model in this study, PLS-SEM

was used. PLS is a composite-based approach to SEM that relaxes the strong assumption that common factors explain all covariances between indicator blocks (Schlagel and Sarstedt, 2016). Our analysis used SmartPLS 4.0 software to reflect model parameters (Schlagel and Sarstedt, 2016).

Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis generally consists of two main components, namely the measurement model (outer model) and the structural model (inner model) (Ghozali and Latan, 2015). The measurement model explains the relationship between observed indicators (manifest variables) and latent constructs, and is used to test the validity and reliability of the constructs. In models with reflective indicators, convergent validity is evaluated through external loadings and average variance extracted (AVE) values, while discriminant validity is tested through differences between constructs, and reliability is measured using composite reliability (CR) and Cronbach's alpha (CA). On the other hand, structural models are used to analyze causal relationships between latent constructs, which are evaluated through R-Square values on endogenous constructs, Q^2 values as a measure of predictive relevance, and significance tests through bootstrapping techniques (Ghozali and Latan, 2015).

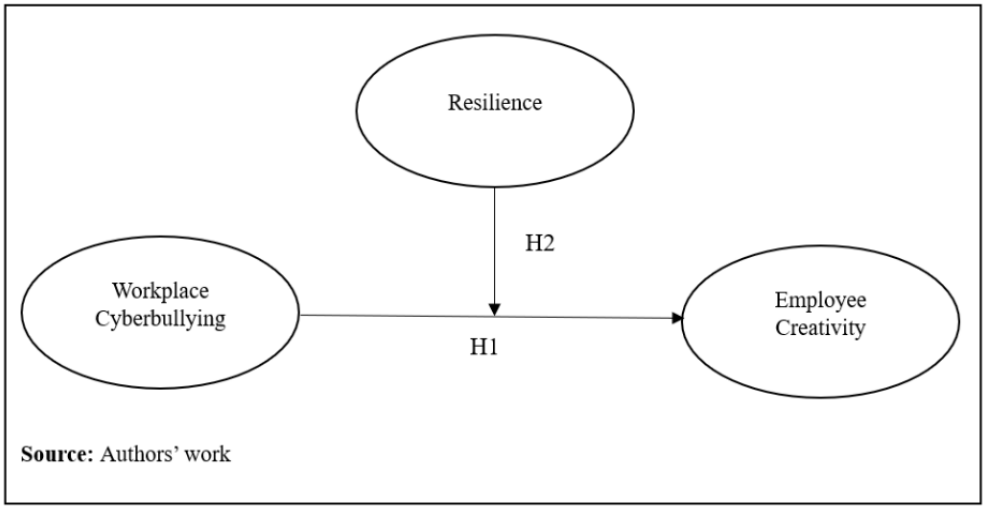


Figure 1. Conceptual Framework of Research

Result

Respondent Description

According to Hair et al (2014), the sample size should be at least five times the number of variables to be analyzed. In total, 220 online questionnaires were distributed, 28 of which were returned, and 192 questionnaires could be used as a basis for further analysis of professional employees in the industrial sector in East Java. Therefore, the sample size in this study (n = 192) is considered adequate for PLS-SEM in testing the hypotheses proposed from the seven characteristics presented using frequency tests. The characteristics of respondents based on gender, age, education level, marital status, length of service, position or job section, and region/city of origin of the institution can be seen in Table 1.

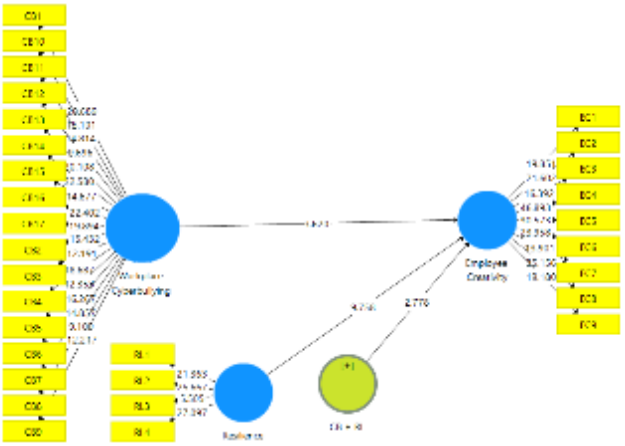
Table 1
Respondents Characteristic of the Research

Respondents Characteristic		Frequency	Percentage (%)
Gender	Male	100	52.1%
	Female	92	47.9%
Age	17-20 Year	22	11.5%
	21-25 Year	35	18.2%
	26-30 Year	19	9.9%
	31-35 Year	26	13.5%
	36-40 Year	23	12.0%
	41-45 Year	31	16.1%
	>45 Year	36	18.8%
Last Education	High School Equivalent	24	12.5%
	D3/Diploma	30	15.6%
	S1	138	71.9%
Status	Married	60	31.3%
	Not Married	132	68.8%
Period of Work	<5 Year	13	6.8%
	5-10 Year	29	15.1%
	11-15 Year	49	25.5%
	16-20 Year	66	34.4%
	>20 Year	35	18.2%
Job Position	Accounting	45	23.4%
	Admin Operation	46	24.0%
	Business Development Staff	21	10.9%
	Sekretaris	35	18.2%
	Staff Administrasi	45	23.4%
District/City of Origin Agency	Gresik	10	5.2%
	Jombang	15	7.8%
	Banyuwangi	31	16.1%
	Madiun	28	14.6%
	Surabaya	45	23.4%
	Lamongan	15	7.8%
	Mojokerto	23	12.0%
	Sidoarjo	25	13.0%

Source**:** Authors' work

Measurement Model

Inferential statistical analysis in this study was conducted using a Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) analysis method, supported by computer software, namely the Smart-PLS 4 program. This study used three research variables, namely cyberbullying in the workplace, employee creativity, and the moderating role of resilience. Therefore, convergent and discriminant validity were evaluated to assess the measurement model in this study. To evaluate convergent validity, the load of each item was reviewed in the first stage. According to (Ghozali, 2014), all items can be considered valid if they meet a correlation value of more than 0.70. However, they can be considered valid if the load ranges from 0.50 to 0.60. Figure 2 shows that, for all variables in this study, the load values seen through the external load values of each statement item are greater than 0.50. This indicates the validity of the statement items for each variable in this study.



Source: Authors' work
Figure 2. Measurement Model

This shows that the validity of the statement items of each variable in this study can be seen in Table 2. The table shows that, for all variable indicators in this study, the loading through the outer loading of each statement item is more than 0.50.

Tabel 2
The latent validity and reliability of the measurement model

Construct	Loading	CR	CA	AVE
Workplace Cyberbullying		0,949	0,944	0,524
I Received a disrespectful message	0,726			
I am unfairly blamed for work problems	0,679			
I Receive messages that are aggressive in tone (e.g. using all capital letters, bold letters, or multiple exclamation points)	0,657			
I have experienced situations where others in the organization spread negative messages about me to others	0,752			
I have received unfair criticism of my work	0,703			
I received harsh demands from someone in the organization	0,769			
I am sent information that is inconsistent or contradictory in content.	0,696			
I am not involved in group communication related to my job duties or role.	0,661			
I was once the subject of a communication that demeaned me.	0,702			
I accept unreasonable job demands	0,744			
I experience unfair criticism (e.g. regarding my personality, appearance and way of thinking)	0,736			
I have been the subject of negative gossip or rumors at work	0,692			
I feel my personal information is being shared without my permission	0,750			
I received a message containing abusive language addressed to me	0,774			

Construct	Loading	CR	CA	AVE
I received a threatening message	0,720			
I received a message that unfairly questioned your competence	0,756			
I feel I am the only person who is not involved in social communication with coworkers.	0,771			
Employee Creativity		0,935	0,922	0,615
I have revolutionary ideas in my field.	0,766			
I am able to create new ideas that can be applied in my work.	0,799			
I can identify new product opportunities	0,687			
I am able to try new ideas to solve problems	0,841			
I can use new approaches to solve problems	0,827			
I am able to identify and solve the cause of a problem	0,777			
I dare to take risks in creating new ideas	0,713			
I can show originality in generating new ideas	0,828			
I can show great creativity in my work	0,803			
Resilience		0,856	0,781	0,603
When I have a setback at work, I find it difficult to recover.	0,846			
I feel like I can handle many things at the same time.	0,855			
I usually overcome difficulties in one way or another at work.	0,562			
I can get through difficult times at work because I've experienced difficulties before	0,807			

Source: Authors' work

Composite reliability (CR) was assessed to examine internal consistency in this study. Hair et al (2016) suggested a cutoff value of 0.70 for CR. In this study, CR for all items ranged from 0.856 to 0.949, exceeding the recommended value of 0.7. Furthermore, Cronbach's alpha (CA) can strengthen the reliability test results from the CR results obtained from the CR results. It can also be said that the CA value evaluates internal consistency. The CA values in this study ranged from 0.781 to 0.944 and were above 0.70. Finally, the Average Variance Extracted (AVE) was examined to establish convergent validity in this study. According to Hair et al (2016), AVE represents the overall average value of the squares of indicators related to the research construct. AVE value. An AVE value of 0.50 indicates that 50% of the items adequately explain the construct (Hair et al. 2016). In this study, the AVE values for all constructs were below the range of 0.524 to 0.615, which exceeds the recommended value of 0.5. The Specific Measurement Model can be seen in Table 3.

Table 3
Spesific Measurement Model

Variable and scale item	CA	CR	AVE	Mean
Workplace Cyberbullying	0,949	0,944	0,524	1,996
Employee Creativity	0,935	0,922	0,615	4,049
Resilience	0,856	0,781	0,603	3,624

Source(s) : Table based on primary data collected by the authors

The results of respondents' answers using the three-box method from Ferdinand (2005:292). Based on the criteria for selecting Likert scale answers, the range of five must be divided by three to produce a range of 1.33 (1.00 - 2.33 = low; 2.34 - 3.67 = moderate; 3.68 - 5.00 = high), which is then used as the cri-teria for selecting Likert scale answers. Based on respondents' assessments of the research variables (workplace cyberbullying = 1.996; employee creativity = 4.049; resilience = 3.624), the latent variable workplace cyberbullying is in-cluded in the low category, while employee creativity is included in the moder-ate category, and resilience is included in the high category.

Structural Model Assesment
Table 4
Direct and Moderating Effect

Relationship	Coefficient	T-Stats	P-Value
Direct effect			
Workplace Cyberbullying → Employee Creativity	-0,205	9,758	0,000
Moderating effect			
Workplace Cyberbullying + Resilience → Employee Creativity	-0,113	2,778	0,006
Level Significace (5%); t-statistics ≥ 1,96; P-value ≤ 0,05			

Source(s) : Table based on primary data collected by the authors

This study presents path coefficients, P-values, and t-statistics in the structural model to evaluate the significance of the hypotheses (Rahman et al. 2020). The structural model was assessed by examining significance values to determine the influence between variables through a bootstrapping procedure. Table 4 shows the results of the hypothesis testing for direct and indirect influence relationships.

The results of the study indicate that H1 indicates that cyberbullying in the workplace has a negative effect on employee creativity. The calculation results show that the path coefficient is -0.205 with a t-statistic of 9.758 (P = 0.000), so it is accepted. In H2, resilience weakens cyberbullying in the workplace thereby increasing employee creativity. The calculation results show that the path coefficient is -0.113 with a t-statistic of 2.778 (P = 0.006), so it is accepted.

Discusion

The general objective of this study is to explore and test a theory or hypothesis in order to strengthen or even reject existing research theories or hypotheses. This study identifies the moderating effect of resilience on workplace cyberbullying directly affecting employee creativity among professional employees in the industrial sector in East Java. The findings of

this study are that workplace cyberbullying negatively impacts employee creativity, and resilience weakens workplace cyberbullying, thus increasing creativity.

The results of the study revealed that workplace cyberbullying negatively impacts employee creativity. The statistical analysis revealed a t-statistic of 9.758 and a P-value of 0.000, indicating that workplace cyberbullying negatively impacts employee creativity. The average respondent's answer was 1.996, a low score, indicating that the higher the level of workplace cyberbullying experienced by employees, the lower the level of creativity they display in their work. This finding confirms research conducted by (Liefooghe 2004; Einarsen and Mikkelsen 2002). Furthermore, this finding also supports research by Mushtaq et al (2022) which states that there is a negative influence between workplace cyberbullying and employee creativity. Professional employees in the industrial sector in East Java who were victims of workplace cyberbullying experienced emotional stress, decreased self-confidence, and decreased motivation to innovate. This condition inhibits the emergence of creative ideas, reduces openness to risk, and reduces the desire to actively participate in the organizational innovation process. In addition, the answers of professional employee respondents in the industrial sector in East Java stated that there were other employees in the organization who spread and copied the employee's negative messages to other parties, and there were employees who felt that their information was disseminated without their permission and knowledge.

New findings from this study reveal that resilience can weaken the relationship between workplace cyberbullying and the creativity of professional employees in the industrial sector in East Java. Based on the results of statistical analysis, a t-statistic value of 2.778 with a p-value of 0.006 was obtained, indicating that resilience has the ability to reduce the negative impact of workplace cyberbullying on employee creativity. Individuals with high levels of resilience show a greater capacity to manage the emotional stress caused by cyber attacks, maintain psychological stability, and remain capable of displaying creative work behavior in a stressful work environment (Cooke et al. 2019). Interaction analysis shows that in employees with high levels of resilience, the negative effects of workplace cyberbullying on creativity are weaker than in employees with low resilience.

Based on the Conservation of Resources theory Hobfoll (1989), resilience should function as a protective mechanism that reduces stress through the conservation of psychological resources. However, in the context of industry in East Java, which is known for its hierarchical work culture and high pressure targets, resilience can actually serve a dual function. On the one hand, resilience helps employees persevere in difficult situations and enhances creativity. This is consistent with field observations in various industrial sectors in East Java, where employees often face intense digital communication pressures, including rude messages or sudden orders via the company's online media. In a work culture that values loyalty and obedience, many employees tend to interpret resilience as the ability to “stay strong” without complaining, rather than as the ability to manage or combat stressors in a healthy way.

As a result, resilience can mitigate and weaken the effects of workplace cyberbullying on creativity. This will have an impact on employees who remain strong in the face of any situation and are able to adapt. When employees experience workplace cyberbullying but have a high level of resilience and are able to adapt, they can mitigate the effects of

cyberbullying itself. A supportive work culture can also influence employee creativity by increasing resilience. This difference is also evident when compared to the research by Mushtaq et al (2022), which shows that resilience consistently protects against workplace stressors in the context of a more individualistic Western culture. Thus, this study highlights the importance of high resilience in mitigating and weakening the negative effects of workplace cyberbullying to enhance employee creativity in the industrial sector of East Java.

Conclusion

Based on the analysis and discussion, this study concludes that workplace cyberbullying negatively impacts employee creativity among professional employees in the industrial sector in East Java. Workplace cyberbullying can reduce psychological safety, increase stress, and hinder employee processes, thereby reducing employee creativity in creating and developing new ideas. However, what is interesting from this study is that resilience can weaken the relationship between workplace cyberbullying and employee creativity. Resilience provides psychological strength to manage stress, adapt to challenging work situations, and maintain creative productivity despite facing a less supportive work environment. Theoretically, these findings enrich the understanding of the importance of psychological resources in the modern workplace, especially in the digital industrial era. Practically, the results of this study recommend the need for organizational interventions to build a resilient work culture, develop training programs for coping strategies, and strengthen social support systems in the workplace to reduce the risk of workplace cyberbullying and maintain employee creativity levels.

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