

Exploring Workplace Happiness Through Honeybee Sustainable Leadership, AI Experience, and Financial Literacy: The Outlook from Indonesia

Research Paper

Maria Grace Herlina^{1,*}, Eren Ozgen², Stephanie Ingrid³, Nicholas Tanuwijaya⁴

¹Management Department, BINUS Business School Undergraduate Program, Bina Nusantara University Jakarta, Indonesia 11480, maria.herlina@binus.ac.id, ORCID: <https://orcid.org/0000-0001-5119-7761>

²Business Administration Program, Florida State University, Panama City, Florida, USA 32405-1099, eozgen@pc.fsu.edu, ORCID: <https://orcid.org/0009-0004-9210-2123>

³Management Department, BINUS Business School Undergraduate Program, Bina Nusantara University Jakarta, Indonesia 11480, stephanie.ingrid@binus.ac.id

⁴Management Department, BINUS Business School Undergraduate Program, Bina Nusantara University Jakarta, Indonesia 11480, nicholas.tanuwijaya@binus.ac.id

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Abstract: **Research purpose.** This study examines the relationships among Honeybee Sustainable Leadership (HSL), Artificial Intelligence Experience (AIX), Financial Literacy (FL), and Workplace Happiness (WPH) among Indonesian white-collar employees. It also examines the mediating role of AIX in the relationship between HSL and WPH.

Design / Methodology / Approach. A quantitative research design was employed using survey data collected from 512 employees in Indonesia. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM).

Findings. HSL is positively associated with WPH and AIX. AIX is also positively related to WPH and partially mediates the relationship between HSL and WPH. In addition, FL is significantly positively related to WPH. The findings also suggest that WPH in digitally transforming organisations is influenced not only by leadership and technology-related experiences but also by employees' financial management behaviours.

Originality / Value / Practical implications. This study is significant to the existing body of knowledge by integrating HSL, AIX, and FL into WPH. This study extends the existing theoretical model of HSL. In practical terms, this study suggests that organisations should develop and implement an integrated model that combines sustainable leadership development, AIX, and financial wellness to develop happy workplaces.

Keywords: honeybee sustainable leadership • artificial intelligence experience • financial literacy • workplace happiness • white-collar employee

JEL codes: M53; M54

Introduction

New technologies and changing employee expectations are making modern workplaces increasingly diverse. The challenge for the young generations is work-life balance (Deloitte, 2024; Waworuntu et al., 2022). In this sense, Workplace Happiness (WPH) is being happy with your work, being mentally healthy, having meaningful relationships, and opportunities to grow as a person (Rodríguez-Leudo & Navarro-Astor, 2024). Since workplace happiness is influenced not only by organisational factors but also by employees' personal well-being and stability, finance-related behaviours may also play a role in promoting positive workplace experiences.

* Email: maria.herlina@binus.ac.id

Financial literacy (FL) is a key factor often discussed but not sufficiently researched in relation to employee wellness. In this research, FL will be defined as the practical side of financial management behaviours, encompassing practices such as savings, emergency preparedness, budgeting, and managing financial obligations. Such behaviour reflects an individual's financial stability and security, reducing the level of financial distress experienced by employees (Versal et al., 2023). Prior literature shows that practical financial management behaviours lead to higher emotional security, decreased financial anxiety, and better wellness status (Lusardi & Messy, 2023; Zhang & Chatterjee, 2023). While FL is typically associated with financial knowledge and investment skills, this study focuses on its behavioural dimensions.

At the same time, organisational operations continue to evolve due to advances in Artificial Intelligence (AI). People who demonstrate high AI Experience (AIX) are typically more efficient and independent at work and more capable of adapting to change (Wang & Peng, 2023). AIX indicates employees' self-confidence and ability to collaborate with AI technologies (Wang & Peng, 2023). Moreover, AI technologies lower cognitive loads, helping employees in their daily activities (Oarue-Itseuwa, 2024). This study examines the relationship between AIX, which means practical experience with AI-based tools used for enhancing workplace operations (e.g., generative AI – ChatGPT, AI-powered platforms like Microsoft Copilot), and WPH. Nevertheless, the link between AIX and WPH has rarely been explored in the literature.

On the other hand, some issues may be better explained by the Honeybee Sustainable Leadership (HSL) concept, which emphasises collaboration, psychological safety, continual learning, and stakeholder thinking (Abid et al., 2023; Suriyankietkaew et al., 2022). This type of leadership supports employee development and technological adaptation by fostering supportive cultures and building trust-based relationships (Bencsik & Pangsy-Kania, 2023; Gupta et al., 2023).

Although the theories of Job Demands-Resources (JD-R), Conservation of Resources (COR), and Self-Determination Theory (SDT) are useful guides to workforce well-being, they are not entirely relevant to the relationships among leadership, technology, FL, and happiness as discussed in the current study. The JD-R theory posits that leadership influences workforce well-being by balancing job demands and resources. It does not include sustainable leadership or the workforce's experience with new technologies such as AI (Dhaneesh et al., 2025; Galanakis & Tsitouri, 2022; Montenegro Méndez et al., 2025). Similarly, the COR theory holds that well-being is the acquisition or conservation of resources. Financial knowledge or AI skills are considered individual resources. Yet, the COR theory ignores the impact of leadership philosophy or values (Chen et al., 2024; Obeng et al., 2025; Sonnentag & Meier, 2024). SDT is based on the idea that happiness results from the experience of autonomy support, competence, or relatedness. Furthermore, the SDT lacks sustainable leadership, organisational values, and AI experience (Chiu, 2022; Guay, 2022; Ryan & Deci, 2000).

HSL puts emphasis on leaders' ability to influence their employees' experience and establish organisational systems that facilitate the development of long-term prosperity and well-being (Abid et al., 2023; Nisha et al., 2022). HSL stands out as a unique form of leadership compared to other approaches, such as transformational, servant, and ethical leadership styles. In this regard, while transformational leadership mainly concentrates on performance and vision, it does not place much importance on sustainability and environmental awareness (Karimi et al., 2023). On the other hand, servant leadership concentrates on employee well-being and safety, but the latter remains predominantly centred around followers (Kyambade et al., 2024). Finally, ethical leadership focuses on morality but overlooks sustainable strategies and innovations (Hoang et al., 2023). The relevance of HSL increases significantly in the context of AI-driven businesses, as technological change creates uncertainty for workers (Bergsteiner & Avery, 2025).

Workplace Happiness (WPH) is a multidimensional construct arising from organisational, technological, psychological, and economic factors. Although compensation and salaries can contribute to WPH, the study will focus exclusively on resources such as HSL, AIX, and FL in relation to WPH. Current literature on the topic mainly covers the following research streams: sustainable leadership and employee well-being, AI and work productivity, or financial literacy and personal well-being. However, the relationships among the above-mentioned variables have not been explored extensively enough. Specifically, the mediating role of AIX in the relationship between HSL and WPH warrants further exploration. Thus, the proposed study aims to address a clear research gap regarding WPH in the context of HSL, AIX, and FL.

The topic of workplace happiness can be investigated effectively in Indonesia, where digital transformation is rapidly underway. Moreover, Indonesia is an interesting case, characterised by the rapid adoption of new technology and growing interest in AI. In this regard, Indonesia is an appropriate country to examine because it is one of the largest emerging economies in Southeast Asia. Consequently, Indonesia will allow examination of

the interplay among leadership, AI experience, FL behaviour, and workplace happiness. This information may be relevant to other emerging countries that face similar issues. Therefore, this study aims to examine the relationships among HSL, AIX, FL behaviour, and WPH, while extending the discussion of employee well-being within digitally transforming workplaces.

Literature review

The relationship between Honeybee Sustainable Leadership (HSL) and Workplace Happiness (WPH)

The HSL model focuses on leadership practices that create long-term value, foster collaboration, and promote psychological safety. HSL enhances employee well-being and innovation through sustainable organisational practices. Leaders who adopt HSL create emotionally supportive workplaces, where employees feel they are trusted, valued, and are able to grow personally and professionally (Bencsik & Pangsy-Kania, 2023; Suriyankietkaew et al., 2022). HSL has been found to improve job satisfaction, engagement, knowledge sharing, inclusivity, and affective commitment in previous studies (Abid et al., 2023; Gonçalves & Curado, 2023). Nevertheless, its precise role in WPH has been less explored empirically. This gap is important as the human-centred and stakeholder-oriented nature of HSL has a strong connection to the multidimensional aspects of WPH, such as emotional well-being, job satisfaction (Rodríguez-Leudo & Navarro-Astor, 2024). Drawing on these results, the study advances the following hypothesis:

- *H1: Honeybee sustainable leadership is significantly related to workplace happiness.*

The relationship between Honeybee Sustainable Leadership (HSL) and AI Experience (AIX)

The effective incorporation of AI into the company's operations does not solely depend on technology. It is essential for the leadership to be able to engage and motivate employees and promote continuous learning (Purwanto, 2024; Rožman et al., 2023). In this regard, the concepts of long-term orientation and inclusivity are consistent with the responsible implementation of AI.

HSL promotes openness in the organisation and uses AI to motivate and assist employees instead of replacing them (Benabed et al., 2024). Such behaviour is expected to reduce employees' resistance to new technologies, facilitate learning, and the ethical implementation of AI. Furthermore, AIX relies heavily on the degree to which employees feel comfortable and motivated to interact with AI technologies, something that sustainable leaders could promote (Shal et al., 2024). Based on this, the hypothesis proposed is:

- *H2: Honeybee sustainable leadership is significantly related to the AI experience.*

The relationship between AI Experience and Workplace Happiness

The impact of AI technologies on work performance has significantly increased in the workplace. Individuals with good AIX have a sense of empowerment and competence, which positively affects their job satisfaction (Kazmi et al., 2024). In addition, the use of AI tools is positively associated with employees' productivity, task achievement, and self-development (Li et al., 2023).

Even though technology may help employees increase their productivity, their happiness depends on their competence and readiness to embrace and implement new technologies in practice (Cramarenco et al., 2023). The emergence of positive AIX requires that employees perceive the introduction of AI in the workplace as a means of increasing their sense of purpose and self-improvement. Considering these ideas, it is reasonable to assume that AIX plays a significant role in ensuring employee happiness in the workplace. Based on previous research findings, this study proposes the following hypothesis:

- *H3: AI experience is significantly related to workplace happiness.*

The relationship between honeybee sustainable leadership and workplace happiness with AI experience as a mediator

Leadership and AIX independently have a significant relationship with WPH, but their interaction highlights organisational dynamics. HSL improves well-being and affects employee technology adoption. HSL fosters employee AI tool use, turning leadership values into technology-driven experiences (Munir et al., 2023).

Leadership may be directly and indirectly related to WPH through technology adoption. HSL-driven work environments encourage curiosity and confidence in AI, which is positively associated with satisfaction and reduces stress (Yao et al., 2024). AIX psychologically and functionally links leadership strategies to workplace success. xxx

Leadership and AIX are both connected to WPH. However, the effect of the interaction may be attributed to other organisational characteristics (Munir et al., 2023). The HSL concept not only improves worker well-being but also influences workers' interactions with workplace technologies (Munir et al., 2023). Creating positive and learning-oriented organisational settings encourages workers to become more familiar with AI technologies (Munir et al., 2023).

Therefore, HSL may affect WPH either directly or indirectly through employees' experience of adopting technology at work. The work environment created using HSL helps increase employees' confidence and adaptability in using AI, which, in turn, results in higher job satisfaction (Yao et al., 2024). This gap suggests further research and supports the hypothesis:

- *H4: Honeybee sustainable leadership is significantly related to workplace happiness, with AI experience as a mediator.*

The relationship between Financial Literacy (FL) and workplace happiness

In recent years, practical financial management behaviours have become important determinants of employee well-being and workplace outcomes. For the purpose of this study, financial literacy is interpreted as the practical financial management behaviour of employees, e.g., saving, preparing an emergency fund, discipline in budgeting and routine financial management (Versal et al., 2023). Those who are better at handling their personal finances are more likely to experience less financial stress, more financial security and better psychological health (Lusardi & Messy, 2023). Such conditions can help promote workplace happiness by giving employees a sense of stability and emotional comfort in their professional lives (Hadianto & Mariana, 2023). Financially responsible employees are happier and more engaged. In spite of these findings, FL is mostly studied in relation to general well-being, not organisational contexts (Kumar et al., 2023). This study examines the relationship between financial behaviour and workplace happiness. Based on previous findings, this study proposes the following hypothesis and research framework (Figure 1):

- *H5: Financial Literacy is significantly related to workplace happiness.*

The directional relationships hypothesised from the theoretical framework and previous literature are presented in Figure 1. Theoretically grounded relationships among constructs are represented by directional arrows; however, strict causality is not established in the present cross-sectional PLS-SEM design. Hence, the suggested paths should be regarded as theoretical associations rather than causal effects.

Research methodology

A cross-sectional survey design and partial least squares structural equation modelling were used to validate the conceptual framework and the hypotheses in this study. An empirical study was conducted in Indonesia. Figure 1 presents the research model, informed by previous studies and theoretical frameworks.

The proposed relationships were analysed using data from 512 Indonesian employees, most of whom were from Greater Jakarta. Due to the lack of a complete sampling frame, the study used convenience sampling to recruit participants efficiently. Minimising sampling bias was attempted. Organisational HR departments helped administer the survey via Google Forms, email, and WhatsApp groups. Employee participation was voluntary. A two-week follow-up was conducted in February–October 2024 to ensure data completeness. Participants had to have at least one year of work experience to ensure they were familiar with the workplace and relevant variables.

The questionnaire used in this study was based on previous research and a thorough literature review (see Appendix). The structure assessed HSL, AIX, FL, and WPH in four sections. A five-point Likert scale was used to measure responses to the questionnaire in the study (Sumintono, 2014).

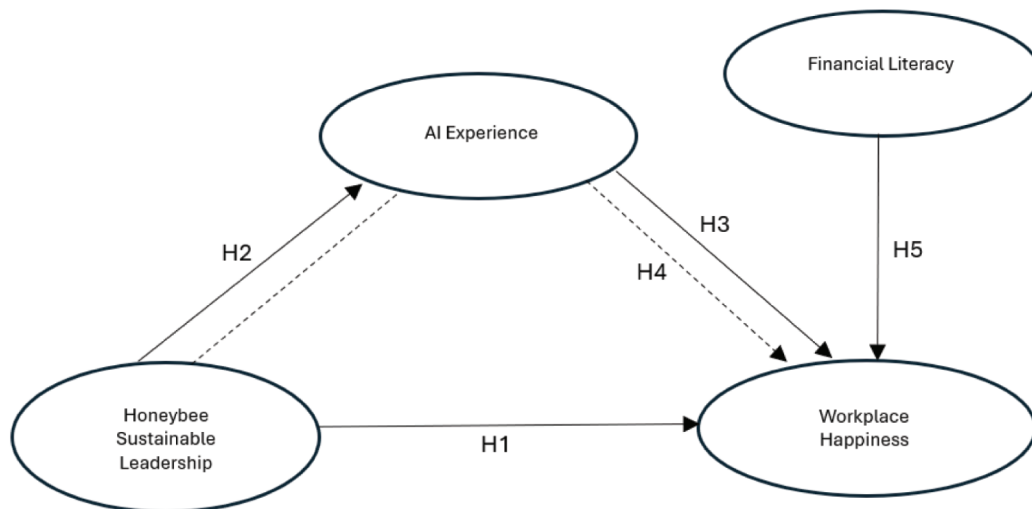


Figure 1. Conceptual framework illustrating hypothesised associations among the study variables. (Source: created by the author).

This study used Partial Least Squares Structural Equation Modelling (PLS-SEM) with the SmartPLS 3.0 software. It was useful for examining the relationship between an observed and a latent variable, especially in studies with mediating variables and multiple constructs (Ghozali, 2021; Hair et al., 2014). The measurement model was analysed using item analysis, Cronbach's alpha, composite reliability, and validity tests to ensure measurement accuracy (Ghozali, 2021; Hair et al., 2014). However, the results could not be taken as evidence of strict causality, as the study employed a cross-sectional research design and collected self-reported survey data at a single point in time. Therefore, the structural paths in the current study represented theoretically derived directional relationships between constructs and not causal relationships.

Common method variance (CMV) was assessed using the Variance Inflation Factor (VIF) analysis (Creswell, 2014; Sekaran & Bougie, 2016). VIF values were examined to assess potential common-method bias and multicollinearity. Following the recommended threshold, VIF values below 3.3 suggest that CMV was not a serious issue (Hair et al., 2014).

Research results

Respondents' profile

Based on the questionnaire results, the 512 respondents were categorised by gender, age, length of employment, workplace location, job level, and education level. The gender distribution was 53.9% female and 46.1% male. The predominant age group was 21-30 years old, accounting for 43.8% of respondents. Regarding workplace location, 45.1% of participants were based in DKI Jakarta, while 31.4% were in the Greater Jakarta area. In terms of employment duration, 41.6% of individuals had worked for fewer than 10 years, and 38.3% had worked for fewer than 5 years. The distribution of job levels revealed that 73.8% were staff officers, while 8.4% were contract employees. In terms of educational qualifications, 58.6% of respondents held a bachelor's degree, 17.8% held an associate's degree, 13.3% held a master's degree or higher, and 10.4% were high school graduates. Of individuals holding a bachelor's degree or higher, 16.2% studied Economics and Management, 15.4% had a background in Business and Entrepreneurship, and 14.3% pursued Computer Science.

Measurement model analysis

Table 1 shows that all Average Variance Extracted (AVE) values for the variables are well above 0.50, indicating that each variable explains more than half of the variance in its observed variables (Hair et al., 2014).

This study operationalised financial literacy using practical financial management behaviours rather than advanced financial knowledge or investment expertise. According to previous workplace financial wellness studies,

Table 1. Measurement Model Analysis (Source: created by the author).

Latent Variable	Item	Loading Factor	VIF	Cronbach's Alpha	Composite Reliability	AVE	Remark
		(>0.7)	(< 3.3)	(>0.6)	(>0.6)	(>0.50)	
Artificial Intelligence Experience (AIX)	AI1	0.807	2.162	0.901	0.924	0.670	Valid and Reliable
	AI2	0.824	2.166				
	AI3	0.821	2.250				
	AI4	0.833	2.342				
	AI5	0.843	2.407				
	AI8	0.783	1.965				
Financial Literacy (FL)	FL3	0.745	1.494	0.801	0.862	0.557	
	FL4	0.768	1.584				
	FL5	0.730	1.474				
	FL7	0.782	1.660				
	FL9	0.703	1.446				
Honeybee Sustainable Leadership (HSL)	HS1	0.743	1.767	0.886	0.909	0.557	
	HS2	0.712	1.666				
	HS5	0.762	1.845				
	HS6	0.788	2.033				
	HS10	0.768	1.879				
	HS11	0.703	1.600				
	HS12	0.751	1.814				
Workplace Happiness (WPH)	HS13	0.740	1.745	0.833	0.878	0.545	
	WH2	0.752	1.650				
	WH3	0.716	1.519				
	WH4	0.727	1.532				
	WH9	0.735	1.613				
	WH10	0.760	1.661				
	WH13	0.739	1.598				

the indicators measure employees' saving behaviour, emergency fund preparedness, budgeting discipline, and ability to meet routine financial obligations (Versal et al., 2023). This operationalisation was appropriate because the study is about financial behaviours that affect employee well-being and workplace happiness, not technical financial competency.

Internal consistency reliability has been well established. Cronbach Alpha values range from 0.801 to 0.901. These values are well above the minimum required value of 0.60. Thus, it may be stated that internal consistency reliability has been well established. Additionally, the Composite Reliability values range from 0.862 to 0.924. These values are well above the required value of 0.70. Thus, it may be stated that reliability has been well established (Hair et al., 2014).

All common method variance inflation factors (VIFs) are below 3.3. Since multicollinearity is not an issue, common method variance should not be a problem in this research. Since all data were collected using the same method, the construct relationships will not be overstated (Hair et al., 2014).

Table 2 shows that all HTMT coefficients are less than 0.90, indicating that the constructs meet the requirements for discriminant validity.

Table 3 demonstrates the R-square values for the model's endogenous variables. The R-square value for AIX is 0.343, signifying that around 34.3% of the variance in this construct is accounted for by the independent variables in the model (Hair et al., 2014). This indicates a moderate level of explanatory power, demonstrating the impact of the predictors on artificial intelligence experience. The R-square value for WPH is 0.539, indicating that the model explains 53.9% of the variance in workplace happiness (Hair et al., 2014).

Table 2. The Heterotrait-Monotrait Ratio Values (HTMT) (Source: created by the author).

Construct	Heterotrait-Monotrait Ratio (HTMT)
FL AIX	0.557
HSL AIX	0.643
HSL FL	0.774
WPH AIX	0.576
WPH FL	0.769
WPH HSL	0.757

Notes: HSL (Honeybee Sustainable Leadership); WPH (Workplace Happiness); AIX (AI Experience); FL (Financial Literacy).

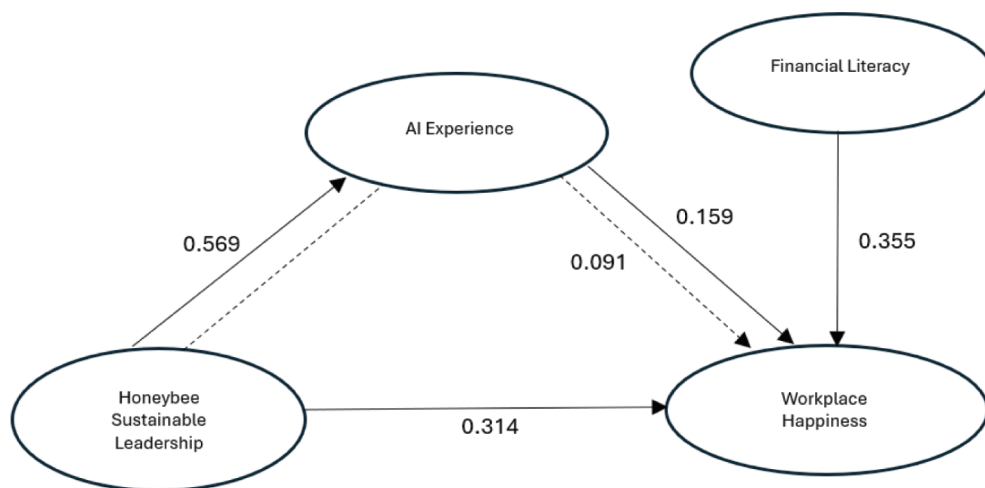
Table 3. R Square (Source: created by the author).

Construct	R Square
Artificial Intelligence (AIX)	0.343
Workplace Happiness (WPH)	0.539

Table 4. Path Coefficient (Source: created by the author).

Hypothesis	Original Sample (O)	T-Statistics (> 1.96)	P-Values (<0.05)	Result
HSL WPH	0.314	3.845	0.000	H1 Accepted
HSL AIX	0.569	12.177	0.000	H2 Accepted
AIX WPH	0.159	2.988	0.001	H3 Accepted
HSL AIX WPH	0.091	2.884	0.002	H4 Accepted
FL WPH	0.355	4.918	0.000	H5 Accepted

Notes: HSL (Honeybee Sustainable Leadership); WPH (Workplace Happiness); AIX (AI Experience); FL (Financial Literacy).

**Figure 2.** Path Coefficient (Source: created by the author).

Hypothesis testing

Table 4 shows that H1 (HSL → WPH) is supported, as the coefficient is significant in the model ($\beta = 0.314$; $t = 3.845$; $p = 0.000$). Therefore, the present study confirms that the model is significantly related to WPH.

As seen in H2 (HSL → AIX), the relationship was very well substantiated, with a high beta value of 0.569, a high t-statistic of 12.177, and a significance level of 0.000. This finding highlights the important relationship between leadership and employees' AI experience. While H3: AIX → WPH is accepted ($\beta = 0.159$; $t = 2.988$; $p = 0.001$). Although the effect size is smaller than in H1 and H5, it demonstrates a positive relationship between AI experience and workplace happiness.

H4 (HSL → AIX → WPH) confirms mediation (Indirect $\beta = 0.091$, $t = 2.884$, $p = 0.002$). This illustrates how HSL relates to higher happiness through more positive AI experiences. The model H5 (FL → WPH) is significant ($\beta = 0.355$; $t = 4.918$; $p = 0.000$). The results indicate a positive relationship between WPH and practical FL.

Discussion

The present research expands on HSL theory by examining its relationship to WPH in organisations. The results show that HSL is positively related to WPH (H1), thereby contributing to the theory of sustainable leadership. Consistent with other studies, HSL was positively correlated with psychological safety, inclusiveness, and employee development, all of which support emotional and psychological well-being among employees (Abid et al., 2023; Bencsik & Pangsy-Kania, 2023; Suriyankietkaew et al., 2022). Further, the results of this research show that employees appreciate leadership styles that prioritise long-term perspective, ethical treatment, and psychological safety in the context of digital transformation.

The second finding concerns the significant correlation between HSL and AIX (H2). It confirms HSL's contribution to fostering continuous learning and ethical innovation. In line with previous research, leaders who create a trusting and learning-friendly environment are likely to have employees who experience their interactions with AI more positively (Purwanto, 2024; Rożman et al., 2023; Shal et al., 2024). Moreover, the high coefficient in the HSL-AIX relationship ($\beta = 0.569$) indicates that leadership is crucial to overcoming doubts about using AI in organisations. Positive perceptions of AI can be fostered by organisational leaders through learning and the ethical use of AI.

Moreover, AIX is positively related to WPH (H3), which is in line with previous studies suggesting that positive AI usage is associated with increased work satisfaction among employees (Cramarenco et al., 2023; Kazmi et al., 2024; Li et al., 2023). However, the smaller effect size than HSL and FL indicated that technology alone might not be sufficient to explain employee well-being. Positive experiences with AI can lead to efficiency and learning benefits for employees. However, employees can also fear over-dependence on technology and job loss. The findings suggest that AI can increase work satisfaction when employees perceive technology as supportive rather than threatening.

H4, the mediating role of AIX, theoretically extends the HSL to digitalised work processes, considering positive AI experiences as an intermediary mechanism between HSL and WPH. The results imply that HSL could affect WPH, at least in part, through employees' experiences and interactions with technology in digitally transforming workplaces (Munir et al., 2023; Yao et al., 2024). When leaders create psychologically safe environments, employees may respond more positively to AI technologies.

Finally, the significant correlation between FL and WPH (H5) implies that practical financial management can be a determinant of WPH. These help employees achieve financial stability and reduce their financial stress, thereby improving their workplace happiness (Lusardi & Messy, 2023; Zhang & Chatterjee, 2023). The significant relationship between FL and WPH also indicates that personal financial stability is a psychological resource for employees. On the other hand, WPH can also be affected by economic conditions, such as compensation packages, career prospects, and job security, which have not been considered in this study yet.

Practical implications are summarized in Table 5.

Table 5. Practical Implications (Source: created by the author, 2024).

Implication	Key Action	Expected Outcomes
HSL relates to workplace happiness (H1)	Embed ethical, inclusive, and long-term HSL values in leadership development.	Higher employee well-being and trust.
HSL enhances AI experience (H2)	Implement transparent, human-centred AI adoption and continuous learning.	Greater AI confidence and reduced resistance.
AI experience is related to happiness (H3)	Provide practical AI training and ethical usage guidelines.	Increased autonomy, productivity, and satisfaction.
AI mediates leadership impact (H4)	Align leadership values with AI-enabled workflows.	Sustainable leadership relates to daily work experience.
Financial literacy supports happiness (H5)	Offer workplace financial education and wellness programs.	Lower financial stress is linked to happiness.

Conclusions

This study examined how HSL, AIX, and FL associate with Indonesian white-collar workers' WPH. This study confirmed that HSL is significantly related to WPH and AIX. This study also confirmed that AIX is positively associated with WPH and fully mediates the HSL-WPH relationship. This study also found that FL is associated with WPH.

Several theoretical implications arise from the study. The study first extends HSL theory by showing that sustainable leadership with a sustainability focus is associated with higher workplace happiness. Thus, the study prioritises workplace happiness over organisational outcomes. Second, the study uses AIX to mediate leadership theory and digital transformation literature. Third, the study adds FL as a personal resource to WPH literature and expands well-being and human resource literature.

Practically, these findings emphasise the need for a holistic, integrative approach to workplace management and organisation. By investing in HSL, AI deployment, and employee financial well-being, some companies can create a happy workplace.

Despite these contributions, this study has limitations that warrant further study. The first study was cross-sectional. For studying how leadership, AI experience, and financial literacy affect workplace happiness, longitudinal designs were suggested. Financial literacy is operationalised in this study as saving, emergency fund preparation, and financial management. Investment knowledge, financial market knowledge, and advanced financial decision-making are not covered. To better understand financial capability and workplace well-being, future studies may incorporate holistic dimensions of financial literacy. This research used convenience sampling. The study recommended replication in other cultures, industries, and economies. Finally, this study did not include compensation variables like salary level, incentives, or income satisfaction, which may affect workplace happiness. Compensation-related variables, such as salary level, income satisfaction, incentives, and perceived pay fairness, may be used in future research to better understand the determinants of workplace happiness across organisational and economic contexts.

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Appendix

Research Instrument Items (Source: Authors, 2024).

Construct		Items
Honeybee Sustainable Leadership (Bencsik & Pangsy-Kania, 2023; Fien, 2014; Kantabutra & Saratun, 2013)	HS1	The decisions taken by the company consider the long-term consequences for the affected parties.
	HS2	The company invests in training and development for all employees.
	HS3	The company prioritises ethical behaviour in the organisation.
	HS4	The company culture supports a collaborative and inclusive (diverse) work environment.
	HS5	The company supports innovation and breakthroughs at all levels of the organisation.
	HS6	The company is actively involved in social responsibility (CSR) and environmental initiatives.
	HS7	The company facilitates knowledge-sharing activities at all organisational levels.
	HS8	The company encourages employees to work together to achieve common goals.
	HS9	The company involves employees at all levels in the decision-making process.
	HS10	Company employees are to take the initiative and organise themselves.
	HS11	The company is committed to providing high-quality products and services.
	HS12	The company considers the interests of all stakeholders, including employees, customers, and society.
	HS13	The company prioritises the well-being and work-life balance of its employees.
	HS14	The company identifies employee potential as leaders and develops them through structured succession planning.
AI Experience (Almufarreh, 2024; PricewaterhouseCoopers (PwC) International, 2023)	AI1	AI helps me increase productivity and work efficiency
	AI2	AI provides opportunities to learn new skills.
	AI3	AI has had a positive impact on my work.
	AI4	AI creates new opportunities for me.
	AI5	I can learn new things with AI.
	AI6	AI will have a negative impact on my job.
	AI7	AI can replace my job.
	AI8	AI provides a new way for me to work.
Financial Literacy (Versal et al., 2023)	FL1	I save for old age.
	FL2	I save at a financial institution.
	FL3	I have regularly saved in the last 1 year.
	FL4	I set up an emergency fund.
	FL5	I set up a minimum emergency fund of 40 % of my income.
	FL6	I set up a maximum emergency fund of 60% of my income.
	FL7	My source of emergency funds is savings.
	FL8	I have been able to pay routine monthly bills in the last 1 year.
	FL9	I have had income in the last 1 year.
Workplace Happiness (Bencsik, 2022; Salas-Vallina & Alegre, 2021; Sender et al., 2021)	WH1	I am happy with the current job.
	WH2	I feel appreciated at work.
	WH3	I am proud to work for the company today.
	WH4	I would recommend the current company as a great place to work.
	WH5	My job provides the space to spend time with family and friends.
	WH6	I can balance work and personal life.
	WH7	I have good working relationships with colleagues.
	WH8	My work environment is supportive and inclusive (diversity).
	WH9	Leaders recognise and appreciate employee contributions.
	WH10	Leaders provide support to employees to achieve success.
	WH11	My job has a positive impact on my mental health.
	WH12	I am generally happy with my life.
	WH13	I am optimistic about the prospects for career advancement in the current company.
	WH14	I am satisfied with the training and development opportunities provided by the company.