

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency



Ulfa Dewi Kurniasari¹, Tanto G. Sumarsono², Boge Triatmanto³

¹Student of Postgraduate Magister Management, University of Merdeka Malang, Indonesia

^{2,3}Faculty of Economics and Business, University of Merdeka Malang, Indonesia

ABSTRACT: Human resources work as drivers of an organization, both institutions and companies and function as assets whose abilities must be trained and developed. Human resource management is a science or method of how individuals can be used efficiently, effectively, and optimally so that goals are achieved (goals) with the company, employees, and society. This research aims to determine the effect of job insecurity and workplace bullying on mental health, influence job insecurity and workplace bullying on employee performance, and mental health can mediate the relationship between job insecurity and employee performance as well as mental health relationships between *workplace bullying* on employee performance. The population of this research is employees of MTs Wajak District Malang Regency, as many as 64 people. Sampling using technique sense. The sample obtained was 64 respondents. The data analysis used is a validity test, reliability test, classical assumption test, and path test. The research results show that (1) *job insecurity* negative and significant effect on *mental health*; (2) *workplace bullying* has a negative and significant effect on *mental health*; (3) *job insecurity* significant negative effect on employee performance; (4) *workplace bullying* negative and insignificant effect on employee performance; (5) *mental health* positive and significant influence on employee performance; (6) *mental health* mediating influence *job insecurity* on employee performance and (7) *mental health* mediating influence *workplace bullying* on employee performance.

KEYWORDS: Job Insecurity, Work Place Bullying, Mental health, Employee Performance, Islamic Junior High School

I. INTRODUCTION

Human resources work as drivers of an organization, both institutions and companies and function as assets that must be trained and their abilities developed (Syamsir et al., 2018). Human resource management is a science or a way for individuals to be efficient and effective. It can be used optimally to achieve company, employee, and community goals. Quality resources are indicated by high performance and productivity. A person's performance is related to the quality of behavior, which is oriented toward tasks and work. Problems that occur with employee performance: organizations need a role in management with human resource management (HR) to maintain and improve performance. Factors that can affect employee performance include job insecurity.

Many workers experience job insecurity at some point in their careers by spending most of their professional lives in unstable work situations. Job insecurity creates feelings of anxiety that cannot be contained, and they feel insecure about the work being done. Job insecurity threatens the continuity and stability of existing jobs (Handayani et al., 2023). Job insecurity has been described as an important thing based on uncertainty that has a negative impact on employees. Feelings such as helplessness or lack of control are caused by job insecurity experienced by employees, resulting in work disruption. Other causes trigger this and can have various impacts. One can be triggered by workplace intimidation or workplace bullying between coworkers.

Workplace bullying is usually a personalized, often ongoing attack on one colleague by another using emotionally and psychologically punishing behavior. It is also persistent, unwanted, humiliating behavior towards an individual or group of employees. Workplace bullying is when an employee often experiences negative actions with an intensity of at least once a week over a relatively long period of time by colleagues or superiors against employees who do not have formal or informal power. Usually, the incidents experienced by fellow employees are ridicule and sarcasm that make conditions uncomfortable and affect

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency

mental conditions (Yuliani et al., 2021). With the occurrence of job insecurity and workplace bullying in the world of work, it can affect a person's mental health.

Mental health is very important in realizing overall physical and mental health. However, most mental health problems have not been prioritized by many employees. Mental health is important for the workforce because it improves work ethic, grows self-potential, and increases productivity. Mental health is a condition of well-being realized by a person who has the ability to manage normal life stress, play a role in their community, and work productively (Mustamin et al., 2022). Mental health makes an important contribution to a person's overall health status. The importance of mental health in the workplace in the form of individual experiences, physical, emotional, mental, or social, will affect how individuals are in the workplace. Mental health is an important part of the process because poor health will affect performance.

Human resources are very much needed to support performance, which plays a role in moving and synergizing other resources to achieve common goals. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Muis et al., 2018). The measure of performance for the success of an organization in achieving its mission and completing tasks or work is that a person must have a certain level of ability. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, without violating the law and in accordance with norms and ethics (Jufrizen et al., 2020). Likewise, if employee performance decreases, it can also affect and reduce achievement, making the goals set difficult to achieve.

The relationship between job insecurity and mental health is the most important strategy related to social interactions inside and outside the organization; job insecurity or job insecurity appears as a major problem for mental health and has a very bad impact. Job insecurity is related to the risk or presence of depression, anxiety, and emotional exhaustion, as well as low satisfaction with life in general. The relationship between job insecurity and mental health is partly related to the work environment, ranging from salary to job satisfaction or intensification and relationships between colleagues, family support, or social media. It has an impact on mental health caused by the situation of job insecurity. Therefore, it has been found that job insecurity is related to the risk or presence of depression, anxiety, and emotional exhaustion, as well as low satisfaction with life in general; international comparisons are made, and negative outcomes among workers (Llosa et al., 2018).

Workplace bullying is the act of harassing, offending, or isolating someone continuously in the long term, and the impact of bullying on workers is stress, loss of self-confidence, and difficulty in making decisions that can interfere with their mental health. The results of previous studies stated that there were significant differences in terms of receiving negative actions and levels of life satisfaction among workers, where some workers experienced bullying and received negative actions from coworkers and their immediate superiors. The impact of bullying on workers is stress, loss of self-confidence, and difficulty in making decisions that can interfere with their physical and mental health. This will certainly affect how workers deal with stressful conditions or get out of stressful conditions due to bullying (Hertanto et al., 2021). Workplace bullying is often carried out by one or several people to one or several other people. These people unknowingly carry out bullying through intimidation, sarcasm, gossip, and rumors, giving work below competence, criticism, and constantly reminding others of past mistakes without realizing it. Workplace bullying can be harmful to health because psychological problems and reduced worker performance are reflected in decreased productivity and decreased self-confidence. Bullying in the workplace has been found to affect employee performance directly (Halim et al., 2018). One of the factors in workplace bullying is the personality factor of the worker himself; the results of the study showed that only awareness affects workplace bullying, and neuroticism directly affects depression.

Employee mental health is one of the things that affects employee performance. Because mental health is a normal mental condition and has the motivation to live a quality life (in line with religious and cultural values), both in personal life, family, work, and other aspects of life. Research has found that mental health affects employee performance; mental health in the workplace is very important because it can affect performance and mental and physical health. According to research, one example is in a health institution, 14.5% of respondents experienced depression, 30.7% anxiety, and 11.3% stress, resulting in decreased concentration, irritability, anxiety, insomnia, decreased productivity, and interpersonal conflicts can be caused by mental health disorders, which can cause a more severe decline in mental health and can have a negative impact on self-perceived job performance in the form of decreased work quality, decreased performance, and increased errors (Abdullah et al., 2023). In addition, mental health also affects teacher performance; namely, the more work pressure, the more they are susceptible to mental health problems, thus affecting performance. Therefore, mental health can affect teacher performance (Wang, 2010).

Job insecurity is a psychosocial risk that can cause significant problems for organizational performance and employee health and performance; job insecurity triggers psychosocial stress that occurs a lot in today's workplace with negative impacts on employee health and well-being. Job insecurity triggers psychosocial stress that occurs a lot in today's workplace and negatively impacts employee health and well-being. This study shows a curvilinear longitudinal relationship between job insecurity and three measures of job performance: in-role task performance, organizational citizenship behavior directed towards others in the workplace, and OCB directed towards the organization itself (Probst et al., 2017). when job insecurity is higher, it can affect

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency

impaired work performance and mental health, and the study's results confirmed the negative relationship between job insecurity, performance, and mental health (Chirumbolo et al., 2010).

Workplace bullying is intentionally and unintentionally negative behavior against one or more people in the work environment. This phenomenon is one of the major problems of human resources that has a major impact on employees. Receiving negative treatments continuously is not good for someone because it has the potential to endanger their physical and mental health. This study found that bullying has occurred in the company, but the benefits from the company felt by employees have an important impact on retaining employees. This study shows that employees do not understand workplace bullying and how detrimental it is because employees may have become victims without their knowledge (Rebecca et al., 2017).

As mentioned earlier, this study attempts to integrate mental health into the relationship between job insecurity and workplace bullying on employee performance. The mental health variable is expected to explain how the two variables affect employee performance. Researchers have conducted a preliminary study of 6 employees at 3 MTs in the Wajak Malang district; researchers found that 33% experienced job insecurity and also experienced workplace bullying from other employees and superiors. Of the 33% of employees who have been interviewed, experienced direct sarcasm or through social media, their opinions are often ignored, avoided, used for work assignments, not given detailed information, division of tasks that are not in accordance with the schedule, workloads that are not in accordance with the schedule. Thus, the researcher is interested in conducting research titled "The Influence of Job Insecurity and Workplace Bullying on Employee Performance Through Mental Health on Islamic Junior High School Employees, Wajak District, Malang Regency."

II. METHOD

This study uses quantitative research to examine factors influencing employee performance in Islamic Junior High School in Wajak district, Malang Regency. Population: This research was conducted on 64 Islamic Junior High School employees in the Wajak district. Sampling technique: The sampling technique used in this study was the saturated sample method, where all population members became research subjects.

The data analysis technique used is descriptive analysis for each variable and a requirements analysis test for further hypothesis testing using multiple regression and path analysis. The analysis requirements tests performed were the normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

III. RESULT AND DISCUSSION

A. Result

1. Partial test (t-test)

The basis for decision-making in this partial test is that if the significance value t is < 0.05 , H_a is accepted, whereas if the significance value t is > 0.05 , H_a is rejected. Partial test results (t-test) are presented in the following table:

Table 1 Partial Test Results Model 1

Model	Regression Coefficient	t	Sig.
Job Insecurity (X_1)	-0,214	2,005	0.049
Workplace Bullying (X_2)	-0,676	6,320	0,000

The influence of Job insecurity (X_1) on Mental health (Z) obtained a path coefficient of -0.214 with a significance value (p) of 0.049 ($p < 0.05$), so it is stated that there is a significant negative influence. This shows that the higher the level of Job insecurity (X_1), the lower the Mental health.

The influence of Workplace bullying (X_2) on Mental health (Z) obtained a path coefficient of -0.676 with a significance value (p) of 0.000 ($p < 0.05$), so it is stated that there is a significant negative influence. This shows that the higher the level of Workplace bullying (X_2), the lower the Mental health.

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency

Table 2 Partial Test Results Model 2

Model	Regression Coefficient	t	Sig.
Job Insecurity (X ₁)	-0,332	2,519	0,014
Workplace Bullying (X ₂)	-0,114	0,695	0,489
Mental Health (Z)	0,403	2,641	0,011

The influence of Job insecurity (X₁) on employee performance obtained a path coefficient of -0.332 with a significance value (p) of 0.014 (p < 0.05), so it is stated that there is a significant negative influence. This shows that the higher the level of Job insecurity (X₁), the lower the employee's performance.

The influence of Workplace bullying (X₂) on employee performance obtained a path coefficient of -0.114 with a significance value (p) of 0.489 (p > 0.05), so it is stated that there is a negative insignificant influence. This shows that the higher the level of workplace bullying (X₂) and that it does not significantly affect employee performance, the lower the employee's performance will be.

The influence of Mental health (Z) on employee performance obtained a path coefficient of 0.403 with a significance value (p) of 0.011 (p < 0.05), so it is stated that there is a significant positive influence. This shows that the higher the Mental health (Z) level, the higher the employee's performance.

2. Path Analysis

Table 3 Path Analysis Results

Variable	Direct Effect	Indirect Effect	Total Effect	Information
Job Insecurity (X ₁) – Mental Health (Z) – Employee Performance (Y)	0,332	0,332 x 0,403 = 0,133	0,332 + 0,133 = 0,465	Indirect effect < direct effect, 0,133 < 0,465
Workplace Bullying (X ₂) – Mental Health (Z) – Employee performance (Y)	0,114	0,114 x 0,403 = 0,045	0,114 + 0,045 = 0,159	Indirect effect < direct effect, 0,045 < 0,159

The indirect effect of job insecurity on the employee performance variable through the mental health variable is 0.133 < direct effect 0.465. This means that the mental health variable can become an imperfect mediating variable for the job insecurity variable on the employee performance variable.

The indirect effect of workplace bullying on the employee performance variable through the mental health variable is 0.045 < direct effect 0.159. This means that the mental health variable can become an imperfect mediating variable for the workplace bullying variable on the employee performance variable.

B. Discussion

1. The Influence of Job Insecurity on Mental Health

The influence of job insecurity on mental health has a significant negative effect, meaning that the higher the level of job insecurity, the lower the mental health will be. This is supported by research by (Chirumbolo et al., 2010). When job insecurity is higher, it can affect the disruption of work performance and mental health, and the results of the study confirmed a negative relationship between job insecurity, performance, and mental health. Job insecurity has a significant negative impact on employees who have poor mental health, so the higher the level of job insecurity, the lower the mental health of the employee. The provision of teaching assignments that do not match their expertise makes employees feel uneasy about bearing the responsibilities that have been given, and the lack of salary received causes employees to be anxious about the sufficiency of living costs, and older employees feel afraid of being replaced by younger employees, which can affect mental health to decline.

2. The Influence of Workplace Bullying on Mental Health

The influence of workplace bullying on mental health has a significant negative effect, meaning that the higher the level of workplace bullying, the lower the mental health of the employee. Workplace bullying has a significant negative impact on employees who have poor mental health, so the higher the level of workplace bullying, the lower the mental health of the employee. This is supported by research by (Hertanto et al., 2021); workplace bullying will certainly affect how workers deal with stressful conditions or get out of stressful conditions due to bullying. Workplace bullying can be done openly or physically (through direct body contact with the target, such as hitting and slapping), verbally (through the use of words, such as gossiping and shouting), or cybernetically (through letters, text messages, and social media) (Andriyani et al., 2023).

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency

Older employees who have worked longer feel that they have more experience, underestimate the work or ideas of other employees, and ignore the opinions of younger employees, thus giving rise to gossip that can affect low mental health. A persistent pattern of mistreatment by coworkers may include verbal criticism or direct personal attacks that are intended to humiliate or belittle another person intentionally. In the face of a threatening environment, workplace bullying causes individuals to doubt their self-concept and self-worth, resulting in psychological and physical insecurity or harm. Traumatic experiences and job insecurity experienced by employees, such as rejection, poor treatment between employees, ridicule, sarcasm through social media, being ostracized, and being ignored in providing input, can cause bad psychological problems so that the employee will experience a decline in mental health and withdrawal from the work environment.

3. The Influence of Job Insecurity on Employee Performance

The influence of job insecurity on performance has a significant negative effect, meaning that the higher the level of job insecurity, the lower the employee's performance. Job insecurity has a significant negative impact on the performance of employees with poor job security problems, so the higher the level of job insecurity, the lower the employee's performance. This is supported by research by Mutiara et al. (2023). Job insecurity is the inability to maintain desired continuity in threatened work conditions and job insecurity is conceptualized as the uncertainty of lack of control over the employee's future work. When job insecurity is higher, it can disrupt work performance. The study's results confirmed a negative relationship between job insecurity, performance, and mental health (Chirumbolo et al., 2010). Due to the lack of salary received, employees look for jobs elsewhere, so when there are simultaneous activities, the employee experiences insecurity, which must be prioritized in work. This results in a decrease in employee performance.

4. The Influence of Workplace Bullying on Employee Performance

The influence of workplace bullying on performance has an insignificant negative influence, meaning that the higher the level of workplace bullying, the less significant the effect is so that it does not impact performance, but the negative influence of workplace bullying can trigger lower employee performance. This is different from research (Andriyani et al., 2023) in facing a threatening environment; workplace intimidation causes individuals to doubt their self-concept and self-esteem, which results in discomfort or psychological damage that can affect employee performance. This study was conducted in an Islamic educational institution where workplace bullying is unlikely to occur, considering that religiosity is the basis for relationships between people in this institution. The practice of workplace bullying is very small and is influenced by one of the intervening variable factors, namely mental health. However, if some employees still practice workplace bullying, it will affect their performance.

5. The Influence of Mental Health on Employee Performance

The influence of mental health on performance is stated to have a significant positive influence, meaning that the higher the level of mental health, the higher the employee's performance. Mental health, in general, can be interpreted as a normal mental condition and having the motivation to live a quality life (in line with religious and cultural values), both in personal life, family, work, and other aspects of life. This is supported by research by others (Saptono et al., 2020). Mental health, in general, can be interpreted as a normal mental condition and having the motivation to live a quality life (in line with religious and cultural values), both in personal life, family, work, and other aspects of life. Decreased concentration, irritability, anxiety, insomnia, decreased productivity, and interpersonal conflict can be caused by mental health disorders, which can lead to a more severe decline in mental health and can have a negative impact on self-perceived work performance in the form of decreased work quality, decreased performance, and increased errors (Abdullah et al., 2023).

Employees can control their mental health by using coping mechanisms. Coping mechanisms are a way to solve a problem, adapt to change, and respond to situations that threaten themselves. Individual efforts can be in the form of environmental changes to eliminate the stress faced (Mundung et al., 2019). Coping mechanisms are a way for employees to solve problems and overcome changes that occur and threaten situations both cognitively and behaviorally. Employees deal with stress depending on available coping resources, such as talents and abilities, defense techniques, social support, and motivation. The formation of a coping mechanism that employees have applied by seeking motivation from those closest to them, seeking better activities such as healing so that mental health can influence employee performance to remain good.

6. The Influence of Job Insecurity on Employee Performance through Mental Health

The relationship between job insecurity and performance through mental health is stated to have a significant positive influence, meaning that a higher level of job insecurity will have a significant effect on the employee's performance and indirectly will have a significant effect on the employee's performance. The mediation properties produced from the test show that mental health has imperfect mediation properties on the influence of job insecurity on performance.

Employee performance is the output of a job completed by someone in carrying out tasks to achieve work targets; employee performance is an important factor influencing success in achieving goals, so good and quality employee

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency

performance is needed (Hasna'ni et al., 2022). Performance is not part of human characteristics like talent or ability but a form of talent itself. Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him so that the work results achieved by a person or group of people in an organization are in accordance with their respective authorities and responsibilities to achieve goals (Adiba, 2023).

7. The Influence of Compensation on Employee Performance through Job Satisfaction

The influence between workplace bullying and performance through mental health is stated to have a significant positive influence, meaning that the higher the level of workplace bullying will have a significant effect on the higher performance of the employee and indirectly will have a significant effect on the higher performance of the employee. The mediation properties resulting from the test show that mental health has imperfect mediation properties on the influence of workplace bullying on employee performance.

Employee performance consists of coefficients and efficiency in achieving goals so that the ratio of effective output to the input needed to achieve goals is called efficiency, where assessing various indications related to the work carried out by employees can be used to determine employee performance (Rozaq et al., 2023). In achieving a goal that an institution has set, both government institutions and corporate institutions or foundations, it must go through means in the form of an organization driven by a group of people who play an active role as actors. On the other hand, the actors of the organization or institution are humans who have differences in attitudes, behavior, motivation, education, abilities, and experiences between one individual and another. With these differences, each individual who performs activities in an organization has a different performance. Employees who have good mental health can maintain their performance, and employees with good mental health have psychological resilience in dealing with mental health disorders due to negative stimuli such as job insecurity and workplace bullying so that employee performance remains good.

IV. CONCLUSION

Based on the results of research on the influence of job insecurity and workplace bullying on employee performance through mental health on Islamic Junior High School Wajak district, Malang Regency, the following conclusions are drawn:

1. The influence of job insecurity on mental health shows that job insecurity has a negative impact on mental health in the sense that the higher the level of job insecurity, the lower the employee's mental health.
2. The influence of workplace bullying affects mental health; this shows that workplace bullying has a negative impact on mental health in the sense that the higher the level of workplace bullying, the lower the mental health of the employee.
3. The influence of job insecurity impacts performance, meaning that the higher the job insecurity, the lower the employee's performance. Job insecurity can impact employee performance by decreasing the quality of work.
4. Workplace bullying has no effect or impact on employee performance because this study was conducted in an Islamic educational institution where workplace bullying is unlikely to occur, considering that religiosity is used as the basis for relationships between people in this institution. However, the higher the negative impact of workplace bullying, the lower the employee's performance.
5. Mental health affects employee performance; the higher the level of mental health felt by employees, the higher the employee's performance. Likewise, the lower the level of mental health felt by employees, the lower the employee's performance.
6. The influence between job insecurity and performance through mental health is stated to have a significant positive influence, meaning that a higher level of job insecurity will have a significant effect on the higher performance of the employee and indirectly will have a significant effect on the higher performance of the employee.
7. The influence between workplace bullying and performance through mental health is stated to have a significant positive influence, meaning that the higher the level of workplace bullying will have a significant effect on the higher performance of the employee and indirectly will have a significant effect on the higher performance of the employee.

V. RESEARCH LIMITATIONS

Based on the researcher's direct experience in this research process, there are several limitations experienced and can be several factors that can be considered more by future researchers in further perfecting their research because this research itself certainly has shortcomings that need to be continuously improved in future research. Some limitations in this research include:

1. Of course, the research's limitations, including a limited population and only 64 employees as respondents, are still insufficient to describe the actual situation.
2. This study only examines the influence of several factors, namely job insecurity, workplace bullying, and mental health, on employee performance. Therefore, further research is needed to examine the influence of other factors in behavioral science that have not been studied on employee performance.

The Impact of Job Insecurity and Workplace Bullying on Employee Performance as Measured by Mental Health as an Intervening Variable on Islamic Junior High School Employees in Wajak District, Malang Regency

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