



## The Influence of Organizational Behavior on Employee Performance In The Secretariat of The Regional People's Representative Council, Kaur District

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### ARTICLE INFORMATION

Received: November 28, 2024

Revised: December 10, 2024

Accepted: December 22, 2024

Available online: January 17, 2025

### KEYWORDS

**Employee Performance;  
Organizational Behavior**

### CORRESPONDENCE

**Master of Public Administration**

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### ABSTRACT

*This study aims to analyze the influence of organizational behaviour on employee performance at the Secretariat of the Regional House of Representatives of Kaur Regency. Quantitative research using a survey method involved 74 respondents selected by the census. Organizational behaviour variables are analyzed based on three dimensions: individual behaviour, group behaviour, and organizational systems. Data analysis techniques include validity tests, reliability, classical assumptions, multiple linear regression analysis, determination coefficients, and hypothesis tests. The results showed that organizational behaviour positively and significantly affected employee performance, with a regression coefficient of 0.967 and a significance of 0.000. The determination coefficient (R Square) of 0.862 shows that 86.2% of the variation in employee performance can be explained by organizational behaviour, while 13.8% can be explained by other factors not studied. The organizational system dimension had the highest average score (4.50), reflecting that clear communication, a fair reward system, and a good organizational strategy contribute significantly to employee performance. Respondents' responses to organizational behaviour and employee performance were excellent, averaging 4.48 and 4.47. This study supports the theory of organizational behaviour, which states that the positive behaviour of individuals, groups, and organizational systems contributes significantly to employee performance. These findings have practical implications for organizations to improve team coordination, reward systems, and employee competency development to achieve optimal performance. Further research is suggested to explore other variables, such as leadership or organizational culture, and consider longitudinal research methods to provide deeper insights.*

## INTRODUCTION

Employee performance in a government environment is critical to achieving organizational goals and serving the

community well. Employee performance directly impacts the success of implementing public programs and policies and the quality of services provided to the community (Fahrisoni



et al., 2022). Husen et al. (2024) said that employees who perform well can manage resources optimally, provide solutions to problems faced by the community, and support the achievement of the vision and mission of the government organization.

This performance reflects how employees can meet the established work standards in quantity, quality, timeliness, and innovation in completing work (Ridha et al., 2024). Good performance reflects employees' professionalism, integrity, and commitment to their responsibilities. Thus, employee performance is not only crucial for the success of the organization but also an indicator of public satisfaction with the public services received.

Optimal performance is determined by technical competence or individual abilities and is greatly influenced by organizational behaviour in the workplace (Kumari & Pradhan, 2014). Organizational behaviour covers various aspects, including how individuals and groups act, communicate, and work together. Oktavianto and Irawanto (2024) state that organizational behaviour includes how individuals and groups behave and how the organizational system and culture support achieving these goals.

Several research studies have observed organizational behaviour and its influencing factors (Sa'adah & Rijanti, 2022; Suleman et al., 2022). Hamkar and Watanyar (2024) researched organizational behaviour, including how individuals behave, how groups interact, and how organizational systems and cultures are formed. These factors have a direct influence on employee performance.

Kurniawan et al. (2023) stated that employees with a positive work attitude tend to perform better at the individual level. For

example, individuals who feel appreciated and supported by the organization will be more motivated to contribute optimally. Conversely, individuals who are less motivated or not in line with organizational values may be unable to achieve optimal performance levels. Likewise, at the group level, according to Agarwal et al. (2023), good synergy and collaboration are essential to ensure productivity in a team or workgroup. Groups with effective communication and work norms that support shared success will improve the performance of their members. Conversely, unmanaged conflict or group norms that do not support performance can be significant obstacles.

Organizational systems and culture also play an essential role. Organizational systems include the structures, procedures, and policies to support operations. An organization with clear, transparent, and efficient systems will enable employees to perform better because they know what is expected of them and how to achieve it (Sundararajan et al., 2020). Organizational culture, which includes the values, beliefs, and practices shared by members of an organization, dramatically influences how individuals and groups work. A culture that supports innovation, collaboration, and rewards for achievement tends to motivate employees to work harder and deliver better results (Kwia, 2023).

The issue of employee performance in the government environment, especially in the Secretariat of the Regional Representative Council of Kaur Regency, has become a crucial issue because of the strategic role of this institution in supporting legislative functions. As an institution responsible for the implementation of administrative and operational tasks, the performance of



employees of the Secretariat of the Regional Representative Council directly affects the smooth running of various legislative activities, such as budget preparation, policy formulation, and the provision of administrative services for council members and the public. However, organizational behaviour that is not managed correctly can be a significant obstacle to optimizing this performance. Factors such as weak internal communication, lack of collaboration, conflict between individuals or between departments, and a work culture that does not support innovation and accountability can lead to decreased productivity and work efficiency. This could disrupt the implementation of the Secretariat's main tasks, ultimately impacting the quality of service and the achievement of legislative performance.

The problems of employee performance at the Secretariat of the Regional Representative Council of Kaur Regency that the author found from direct observation include the inability of employees to achieve the standards or work targets that have been set; employees appear slow in completing administrative tasks, such as document processing, meeting preparation, or preparing reports required by members of the Secretariat of the Regional Representative Council. When productivity decreases, work targets that should be achieved within a certain period may not be met, which impacts the delay of various work processes in the institution. Then, several employees of the Secretariat of the Regional Representative Council of Kaur Regency were found to have work quality results that did not meet the expected standards, such as inaccurate documents, errors in preparing reports, and failure to provide adequate administrative support. This poor quality not only reduces the credibility of the Secretariat but can also hinder

the implementation of the legislative function of the Secretariat of the Regional Representative Council as a whole.

Low employee performance at the Secretariat of the Regional Representative Council of Kaur Regency is believed to be due to the organizational behaviour of their workplace. This study examines how organizational behaviour at the individual, group, and managerial system levels affects employee performance at the Secretariat of the Regional Representative Council of Kaur Regency. By understanding the relationship between organizational behaviour and employee performance, the results of this study are expected to provide valuable recommendations for improving organizational management, improving performance, and developing human resource policies at the Secretariat of the Regional Representative Council of Kaur Regency.

## MATERIALS AND METHODS

This study can be categorized as a causal associative quantitative study. This group research aims to find and analyze the causal relationship between the variables studied. This study involved all Kaur Regency Regional Representative Council Secretariat employees, totalling 74 people; because the population is limited, it is impossible to take a large enough sample. As a result, the researcher used a census to take all Kaur Regency Regional Representative Council Secretariat employees, totalling 74 people.

This study used a questionnaire, a data collection tool consisting of a series of questions intended to collect information from respondents. Questionnaires can be sent in paper or digital form to collect structured data from several respondents. This study used a



Likert scale to measure respondents' attitudes, opinions, or perceptions of a particular statement. This scale allows respondents to determine how much they agree or disagree with the statement by enabling them to choose from several options.

Testing the validity and reliability of the instrument to determine the extent to which the measuring instrument (instrument) used measures what should be measured and to determine the extent to which the instrument can provide consistent results when used repeatedly under the same conditions. Before conducting hypothesis testing with multiple regression analysis, classical assumption testing includes multicollinearity, heteroscedasticity, and normality testing.

The validity test results revealed that the organizational behaviour variable consisted of 12 statement items, and the employee performance variable consisted of 15 statement items, the validity of which was tested using the r-calculation value and compared with the r-table value of 0.226. The test results showed that the r-count value on the organizational behaviour variable ranged from 0.652 to 0.896, and the employee performance variable ranged from 0.750 to 0.919. The high validity of this variable shows that all statement items can measure employee performance consistently and relevantly. Furthermore, Cronbach's Alpha test of organizational behaviour was 0.952, and performance was 0.977. This value is also very high and exceeds the minimum limit of 0.700, indicating an extreme level of consistency on the instrument, so the resulting data is of good quality for further analysis.

**Table 1.**

**Research Instruments**

Variables	Dimensi ons	Indicator	Source
Organizational Behavior	Individual Behavior	1. Job satisfaction	(Robbins & Timothy, 2018)
		2. Job Involvement	
		3. Work motivation	
		4. Perception of the work environment	
	Group behaviour	5. Team coordination	
		6. Interpersonal conflict and how to resolve it	
		7. Role of members in a team	
		8. Group leadership	
	Organizational system	9. Organizational culture	
		10. Formal and informal communication structures	
		11. Change management strategies	
		12. Reward and punishment systems	
Employee performance	Quantity of work	1. Number of tasks completed.	(Barlian et al., 2022)
		2. The volume of output produced according to the target.	
		3. Ability to handle additional workload	





Variables	Dimensi	Indicator	Source
	Quality of work	4. Level of accuracy in work.	
		5. Compliance with work standards.	
		6. Consistent work results	
Punctuality		7. Completion of tasks according to deadlines	
		8. Conformity between planned time and actual time of completion of work.	
		9. Ability to respond quickly to changes or sudden requests.	
Presence		10. Overall attendance	
		11. Punctuality in coming to work.	
		12. Consistency of attendance during full working hours	
Ability to work together		13. Ability to communicate with coworkers.	
		14. Level of contribution in achieving team goals.	
		15. The attitude of supporting and accepting differences	

Variables	Dimensi	Indicator	Source
		of opinion in the team	

## RESULTS AND DISCUSSION

This research was conducted from December 2024 to January 2025. To collect data, the researcher distributed questionnaires to 74 employees working at the Secretariat of the Kaur Regency Regional Representative Council. The questionnaires were distributed online via the provided Google Form link, namely

<https://forms.gle/jL8zLScgoZerkWq29>. This method was chosen to facilitate respondents' access to and ability to fill out the questionnaire, considering the flexibility and efficiency offered by the platform. The data obtained by filling out this questionnaire will be used as analysis material to support achieving research objectives. The demographic characteristics of the 74 respondents who participated in this study are explained below:

**Table 2.**

**Respondent Demographic Characteristics**

Characteristics	Frequency	Percentage (%)
<b>Gender</b>		
Man	41	55,4
Woman	33	44,6
<b>Age</b>		
18-24 years	8	10,8
25-34 years	24	32,4
35-45 years	33	44,6
Over 45 years	9	12,2
<b>Education</b>		
High school or below	22	29,7
Diploma (I/II/III/IV)	5	6,8
Bachelor (S1)	38	51,4
Postgraduate (S2)	22	29,7



Characteristics	Frequency	Percentage (%)
<b>Working Period</b>		
1-5 years	20	27,0
6-10 years	18	24,3
More than 10 years	36	48,6
Total	74	100

Source: Research Results (2024)

It is known that most of the respondents in this study are male, as many as 41 people or 55.4% of the total respondents. This number shows a slight dominance of male respondents compared to women. Meanwhile, the number of female respondents reached 33 people or 44.6%. This illustrates that in the work environment at the Kaur Regency of the Regional House of Representatives Secretariat, the role of men is a little more prominent in the organizational structure. Most respondents were in the productive age range, with the age group of 35-45 years being the largest, namely 33 people or 44.6%. Most respondents have a Bachelor's education level (S1), namely 38 people or 51.4%. This shows that most of the Kaur Regency Regional House of Representatives Secretariat employees have a good educational background and are adequate to understand their job duties and responsibilities. Respondents with more than 10 years of employment dominated this study, with 36 people or 48.6%. This shows that most employees have long work experience, which can provide advantages through a deep understanding of organizational structure, work culture, and operational dynamics. This experience allows them to contribute significantly to the organization's performance.

Before the regression test, classical assumption testing was carried out through normality, multicollinearity and heteroscedasticity tests, where the results of testing the data of this study have met the

classical assumptions, namely customarily distributed data, there is no heteroscedasticity or multicollinearity. The summary of the results of the classic assumption test is as follows:

**Table 3**  
**Results of the Classic Assumption Test**

Assumption Classic	Variable	Significant	Conclusion
Normality Test	Organizational Behavior	0,121	Normal
	Employee performance	0,101	Normal
Heteroscedasticity Test	Organizational Behavior	0,722	Non heteroskedastisitas
	Organizational Behavior	0,751 (Tolerance)	Non Multikolinearitas
Multicollinearity Test	Organizational Behavior	5,721 (VIF)	

Source: Research Results (2024)

Linear regression analysis measures how independent variables affect dependent variables. Data processing is carried out using SPSS version 25. The summary of the results of the multiple linear regression calculation is as follows:

**Table 3**  
**Results of linear regression testing**

Information	Coefficient	Significance	Conclusion
Constant	1,872	0,121	
Regression coefficients	0,967		
Determination Coefficient	0,862		Hypothesis accepted
Hypothesis testing		0,000	

The value of the regression coefficient of 0.967 is positive, indicating the direction of influence between organizational behaviour and employee performance. Then, the R square



(R2) determination coefficient is 0.862 (86.2%). This explains that with a contribution of 86.2%, organizational behaviour is essential to improve employee performance. The remaining 13.8% was explained by other factors not included in this research model. Furthermore, the hypothesis test with a significance value of 0.000, which is smaller than the significance limit ( $\alpha$ ) of 0.05, shows that the influence is significant. Thus, the hypothesis that organizational Behavior positively and significantly affects employee performance is accepted. These results reinforce the previous finding that organizational behaviour is a key factor affecting employee performance. With this strong and significant influence, organizations can use organizational behaviour to increase employee productivity and performance effectiveness.

The results of hypothesis testing show that organizational behaviour has a positive and significant influence on employee performance at the Secretariat of the Regional Representative Council of Kaur Regency. A significance value of 0.000 confirms that this relationship did not occur by chance. The regression coefficient of 0.967 indicates that any improvement in organizational behaviour will positively and significantly impact employee performance, so organizational behaviour can be considered one of the main factors affecting employee performance.

These findings align with the opinions of Robbins and Timothy (2018), which state that organizational behaviour includes the actions of individuals, groups, and systems that contribute directly to performance effectiveness. In this context, positive organizational behaviour can increase job satisfaction, motivation, and collaboration,

ultimately improving employee performance. The determination coefficient of 0.862 showed that 86.2% of the variation in employee performance was explained by organizational behaviour, while other factors explained the remaining 13.8%. This indicates that organizational behaviour is the dominant factor that affects employee performance. With an adjusted R Square of 0.860, the regression model used is very good at explaining the relationship between organizational behaviour variables and employee performance. These results support previous research findings, such as a study by Wirawan (2024), which stated that effective organizational behaviour, such as good coordination, clear communication, and supportive leadership, can encourage optimal individual and organizational performance.

The respondents' responses to the organizational behaviour variables showed an average score of 4.48, which included them in the outstanding category. Respondents rated highly on individual, group, and organizational systems dimensions. In particular, the responses regarding motivation to achieve organizational goals (average 4.51) and effective conflict resolution (4.54) reflect that organizational behaviour in the Secretariat of the Kaur Regency Regional Representative Council supports the achievement of optimal performance. This response is relevant to regression and hypothesis testing results that affirm organizational behaviour's importance. Almasradi et al. (2024) state that positive individual and group behaviour in organizations is the foundation for building a productive and efficient work environment.

The demographic characteristics of the respondents showed that most of the employees were in the productive age group



(35-45 years old) with a higher education level (51.4% had a bachelor's degree). This productive age illustrates that most employees have the experience and ability to work effectively. A good level of education also supports an understanding of organizational values, communication, and teamwork, which are essential components of organizational behaviour. This characteristic is relevant to the results of the study. For example, an undergraduate education provides a better understanding of the dynamics of organizational behaviour and how it contributes to achieving organizational goals. According to Robbins and Timothy (2018), high levels of education improve individuals' ability to understand and adapt to organizational demands, ultimately impacting performance.

The organizational system dimension in the organizational behaviour variable had the highest average value (4.50). This shows respondents perceive organizational values, clear communication, and strategies for dealing with change well. Clarity of information and a promising approach to dealing with change, as reflected in respondents' responses (average score of 4.54), are key elements in improving performance. These results align with the theory of Havlovskas et al. (2023), which states that organizations with well-organized systems can manage change more effectively, ultimately increasing employee efficiency and productivity.

The average response to the employee performance variable of 4.47 shows that employees at the Secretariat of the Kaur Regency Regional Representative Council have excellent performance. The punctuality dimension received the highest score (4.53), which reflects that employees can complete tasks on time and adapt to changes in the

workplace. This is relevant to regression results that show that organizational behaviour directly contributes to performance. According to Mangkunegara (Mangkunegara, 2013), punctuality and adaptability are the leading indicators of productive employee performance. Employees with good organizational behaviour tend to perform well in meeting deadlines and facing change.

A sound organizational system, such as clarity of communication and a fair reward system, is one of the critical factors in supporting positive organizational behaviour. The fair reward system has a high average score (4.46) based on respondents' responses. This system motivates employees to work better, which ultimately improves their performance. This finding is reinforced by Herzberg's theory in 1959, which stated that the reward system and fairness in organizations are the main motivating factors that drive employee performance.

The results of this study also support McClelland's 1987 theory of work motivation, which emphasizes the importance of the need for achievement in encouraging individual performance. Employees at the Secretariat of the Kaur Regency Regional Representative Council who showed high motivation (average response of 4.51 on the particular behaviour dimension) reflected that the need for this achievement had been met through supportive organizational behaviour. Group behavioural dimensions, such as conflict resolution and clarity of roles in the team, also had high scores (4.47 on average). This shows that good collaboration in the work team supports the achievement of organizational performance. As Luthans (2009) explained, effective group behaviour creates synergies that positively





impact productivity and achieve organizational goals.

The findings of this study have important practical implications for the Secretariat of the Kaur Regency Regional Representative Council. By prioritizing organizational behaviour, such as improving coordination, communication, and a fair reward system, organizations can continue to push employee performance to a higher level. It can also be the basis for designing training or organizational development programs that focus more on the behavioural dimensions of individuals, groups, and organizational systems.

## CONCLUSION

Based on the research results, it can be concluded that organizational behaviour significantly and positively influences employee performance at the Kaur Regency DPRD Secretariat. With a regression coefficient of 0.967 and a significance value of 0.000, this relationship is strong and significant. These results show that improving organizational behaviour will have a direct impact on improving employee performance.

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