

The Effect Of Organizational Behavior On Employee Performance

At The Banjarmasin Fish Quarantine, Quality Control, And Fishery Product Safety Office

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Copyright © 2026 The Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.	<p><i>This study aims to determine whether organizational behavior influences employee performance at the Banjarmasin Fish Quarantine, Quality Control, and Fishery Product Safety Office. This research employs a quantitative approach, using primary data collected through questionnaires distributed directly to 53 respondents. Secondary data were obtained through direct observation and documentation. Data analysis was conducted using qualitative descriptive techniques. The results indicate that organizational behavior has a significant effect on employee performance at the Banjarmasin Fish Quarantine, Quality Control, and Fishery Product Safety Office. This influence is primarily reflected through discipline and work motivation factors, with an effect value of 693.71%, categorized as having a very strong influence.</i></p>
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INTRODUCTION

An organization is a forum in which individuals engage in cooperative activities to achieve predetermined common goals. It also represents a process of integrating tasks that individuals or groups must perform using the necessary skills to carry out duties in such a way that ensures the most efficient, systematic, positive, and coordinated utilization of available efforts. As a place, an organization is relatively static, whereas as a process, it is dynamic due to the interactions, activities, actions, and relationships occurring within both governmental and non-governmental organizations.

An organization consists of individuals who interact structurally to achieve shared objectives. Organizational behavior refers to the function of interaction between individuals and their environment. Behavior encompasses the totality of an individual's character and traits reflected in speech and actions as a member of an organization. Organizational behavior is a field of study that examines human behavior within organizations or specific groups, including both the effects of organizations on individuals and the effects of individuals on organizations. The practical objective of this field is to determine how human

behavior influences the achievement of organizational goals.

Organizational behavior is closely related to human relations, particularly in terms of work attendance, employee turnover, productivity, performance, and management. It includes motivation, leadership behavior and power, interpersonal communication, group structure and processes, conflict, job design, and stress.

Understanding organizational behavior means understanding the behavior of organizational members, both individually and collectively. It focuses not on how organizations behave, but on how individuals within organizations behave. Since each individual possesses unique characteristics, understanding human behavior within organizations is complex.

Employee performance represents the work results achieved by employees in accordance with their roles and responsibilities within an organization. Performance reflects both the quality and quantity of work outcomes and is influenced by factors such as ability and motivation. Effective performance appraisal is essential for

organizational development, promotion decisions, training, and compensation.

Observations conducted in this study revealed issues such as employee tardiness, early departures, misuse of break time, and inadequate discipline. Interviews further indicated insufficient motivation and discipline among employees. These conditions negatively affect organizational performance and highlight the need to strengthen organizational behavior, particularly discipline and motivation, to achieve institutional goals. Based on the above background, the main issue examined in this research is the influence of organizational behavior on employee performance.

LITERATURE REVIEW

Organizational Behavior

Behavior refers to a set of actions or responses exhibited by individuals toward stimuli, which eventually become habits based on internalized values. According to Sukamto (in Kamal Alamsyah, 2014), behavior is defined as an individual's reaction manifested through attitudes, actions, or speech. Thoha (2017) states that behavior is a function of interaction between individuals and their environment.

Organizational behavior is defined as a field of study that investigates the impact of individuals, groups, and organizational structures on behavior within organizations, with the objective of applying such knowledge to improve organizational effectiveness (Thoha, 2017). It draws upon multiple disciplines, including psychology, sociology, and economics, to explain human actions in organizational settings.

Organizational behavior examines observable actions, individual and group dynamics, organizational structures, leadership, motivation, communication, conflict, job design, and organizational culture. Although individuals are unique, organizational behavior emphasizes the coordination of individual efforts to achieve collective organizational goals.

Individual Behavior in Organizations

Human behavior in organizations results from the integration of individual characteristics and organizational environments. Individual characteristics include abilities, beliefs, expectations, needs, and past experiences, while organizational characteristics include structure, hierarchy, authority, responsibilities, compensation systems, and control mechanisms. The interaction between these elements shapes individual behavior within organizations.

Humans differ in abilities and needs, which influence their behavior and performance. According to expectancy theory, individuals choose behaviors based on their

expectations of achieving desired outcomes. Perception also plays a crucial role, as individuals interpret their environment based on past experiences and personal needs.

Indicators of Organizational Behavior

Key indicators of organizational behavior include motivation, leadership, communication, organizational structure, perception, social change, conflict, negotiation, and job design. Motivation refers to the willingness to exert high levels of effort toward organizational goals, conditioned by the ability of such effort to satisfy individual needs (Robbins, 2016).

Leadership involves influencing others to achieve objectives, while communication facilitates information exchange and interpersonal understanding. Organizational structure defines task allocation and coordination, and perception shapes individual responses to organizational stimuli.

EMPLOYEE PERFORMANCE

Employee performance refers to individual work outcomes within an organization. According to Pasolong (2017), performance is the result of work achieved by individuals or groups in accordance with their authority and responsibilities. Performance is influenced by motivation, ability, knowledge, skills, work environment, leadership, and organizational culture. Robbins (1996) emphasizes that performance is determined primarily by ability and motivation. Higher levels of education, experience, and motivation lead to improved performance outcomes.

Performance Indicators

Performance indicators include quality, quantity, timeliness, creativity, innovation, and error minimization. According to Enny (2019), performance is influenced by factors such as competence, knowledge, job design, personality, motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and discipline.

Performance Appraisal

Performance appraisal is the process through which organizations evaluate employee performance based on productivity, discipline, attitudes, and behavior. The results of performance appraisals are used for promotion, compensation, training, and organizational development. Effective performance appraisal must be objective and transparent to motivate employees and improve organizational effectiveness.

CONCLUSION

Based on the results of this study, it can be concluded that organizational behavior has a very strong and significant

influence on employee performance at the Banjarmasin Fish Quarantine, Quality Control, and Fishery Product Safety Office. The findings indicate that discipline and work motivation are the dominant factors shaping organizational behavior and directly affecting employee performance outcomes.

High levels of discipline contribute to employees' punctuality, compliance with organizational rules, and responsibility in carrying out assigned tasks. Meanwhile, work motivation plays a crucial role in encouraging employees to improve productivity, work quality, and commitment to organizational objectives. The interaction between these two factors creates a positive work environment that supports effective performance.

This study confirms that improving organizational behavior through strengthened discipline policies and enhanced motivational strategies is essential for increasing employee performance, particularly within public sector institutions. Therefore, organizational leaders are encouraged to consistently apply fair disciplinary measures, provide adequate motivation, and foster a supportive organizational culture to achieve optimal institutional performance.

Future research is recommended to expand the scope of variables examined, such as leadership style, organizational culture, and job satisfaction, as well as to apply more advanced quantitative analysis methods to enrich empirical findings related to organizational behavior and performance.

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