


The Influence Of Organizational Behavior And Job Satisfaction On Employee Performance At PT Bosowa Asuransi

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Article Info	ABSTRACT
<p>Keywords: Organizational Behavior, Job Satisfaction, Employee Performance</p>	<p>This study aims to analyze the influence of organizational behavior and job satisfaction on employee performance at PT Bosowa Asuransi. Using a quantitative approach, data were collected through questionnaires distributed to 70 respondents. The data analysis techniques employed included multiple linear regression, t-tests, F-tests, and the coefficient of determination. The results revealed that organizational behavior and job satisfaction positively and significantly influence employee performance both partially and simultaneously. The coefficient of determination of 90.6% indicates that organizational behavior and job satisfaction collectively explain the variability in employee performance, while the remaining 9.4% is influenced by other factors not examined in this study. This study recommends strengthening organizational culture, improving employee welfare, and conducting regular evaluations to enhance overall employee performance</p>
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INTRODUCTION

In the era of globalization, characterized by increasingly fierce competition, employee performance has become one of the key elements in supporting the success and sustainability of a company. In the context of service industries such as insurance, human resources play a highly strategic role. PT Bosowa Asuransi, as a prominent player in Indonesia's insurance industry, faces various challenges in improving employee performance to meet corporate targets while maintaining customer satisfaction. Two critical factors often associated with enhancing employee performance are organizational behavior and job satisfaction. Previous studies have shown that these factors significantly influence work quality and employee productivity.

Organizational behavior encompasses patterns of interaction, values, norms, and policies developed within an organization, influencing employees' actions and attitudes (Hendri, 2019; De Clercq et al., 2019). A study by Al-Romeedy (2019) indicates that organizational behavior plays a pivotal role in enhancing employee performance through mechanisms such as motivation, organizational commitment, job satisfaction, and work engagement. The study also found that a positive work environment can reduce burnout and

improve overall employee engagement and productivity. Therefore, it is essential for organizations to design policies that foster positive behaviors to achieve optimal performance.

Organizations capable of creating a positive culture—such as effective communication, a conducive work environment, and inspirational leadership—can encourage employees to perform more optimally (Lin & Huang, 2020). A study by Soomro & Shah (2019) highlights that a supportive organizational culture can significantly enhance job satisfaction and employee performance. These findings are further supported by research from Hendri (2019), which emphasizes the importance of organizational commitment and organizational learning in building superior employee performance. An effective organizational culture not only provides clear direction to employees but also fosters harmonious relationships among organizational members, ultimately increasing loyalty and work enthusiasm.

A study by Rahim et al. (2024) emphasizes that a strong organizational culture, including a risk culture, can enhance employee performance through the mediation of job satisfaction and employee engagement. In this context, risk culture is considered an integral part of organizational behavior that influences employee-related outcomes. Additionally, research by Jyoti & Choudhary (2024) shows that balanced human resource management, combining flexibility and stability, positively impacts individual performance, underscoring the importance of adaptive approaches in supporting productivity.

On the other hand, job satisfaction reflects the level of comfort and contentment employees feel regarding various aspects of their jobs, including compensation, relationships with colleagues, growth opportunities, and the work environment. Research by De Clercq et al. (2019) indicates that job satisfaction not only enhances employee productivity but also fosters positive behaviors such as dedication and commitment. Moreover, high job satisfaction has been proven to reduce employee turnover rates, as noted in the study by Lin & Huang (2020). Thus, job satisfaction impacts not only individuals but also the overall sustainability and stability of the organization. Job satisfaction also serves as a catalyst that can drive creativity and innovation in the workplace, leading to better solutions for business challenges.

Furthermore, job satisfaction represents individuals' positive feelings about various job aspects, including compensation, recognition, growth opportunities, and interpersonal relationships. According to a study by Belwalkar et al. (2018), job satisfaction acts as a mediator between workplace environmental factors, such as workplace spirituality, and organizational citizenship behavior (OCB). This indicates that when employees are satisfied with their jobs, they are more likely to exhibit extra-role behaviors that support organizational goals.

Another study conducted by Turek (2020) revealed that, in the context of complex organizations, job satisfaction can act as a buffer against the negative impacts of organizational politics, such as abusive supervision. Thus, job satisfaction not only affects individuals but also contributes to collective performance and overall organizational stability.

However, in practice, PT Bosowa Asuransi faces various challenges in creating an optimal organizational culture and improving employee job satisfaction levels. One identified obstacle is the lack of equitable collaboration and innovation across all divisions, which could

potentially reduce work efficiency. Moreover, employee job satisfaction in this company shows significant variation based on their level of responsibility and the division in which they work. This condition poses a risk of performance disparities that may impact the company's overall target achievements. Additionally, management often struggles to integrate organizational values into employees' daily practices, which can undermine work enthusiasm and commitment to the company.

There has been little research that simultaneously examines the influence of organizational behavior and job satisfaction on employee performance in the insurance sector, particularly at PT Bosowa Asuransi. Most existing studies tend to address one variable independently or adopt a more general approach. This study aims to bridge this gap by providing an in-depth analysis of the relationship between organizational behavior, job satisfaction, and employee performance. Furthermore, this research is expected to offer practical insights for PT Bosowa Asuransi's management in formulating more effective human resource management strategies. With a focused approach, this study is anticipated to deliver relevant strategic recommendations to enhance the company's competitiveness.

This study refers to relevant theories, including organizational behavior theory, job satisfaction theory, and employee performance theory. Organizational behavior is influenced by elements such as organizational culture, organizational structure, and leadership style. According to Soomro & Shah (2019), a positive organizational culture can create a supportive work environment, enhance motivation, and ultimately improve employee performance. Additionally, Lin & Huang (2020) demonstrated that job satisfaction can act as a mediator between organizational culture and employee performance. A conducive work environment, characterized by open communication and strong managerial support, plays a crucial role in strengthening the relationships between these variables.

Job satisfaction is often associated with factors such as financial rewards, recognition for achievements, and work-life balance. De Clercq et al. (2019) explained that high job satisfaction can motivate employees to contribute more, both in core tasks and additional activities like assisting colleagues. Thus, job satisfaction serves as a catalyst for improving overall employee performance. Moreover, other research indicates that employees who feel valued and maintain positive work relationships tend to exhibit higher levels of creativity and innovation.

Employee performance is defined as the output achieved by individuals in performing their tasks in accordance with the standards set by the organization. According to Hendri (2019), employee performance is influenced by a combination of individual abilities, motivation, and environmental support. In this context, organizational behavior and job satisfaction can be considered external factors affecting employee motivation and performance outcomes. This study seeks to delve deeper into how the combination of these factors can significantly enhance employee performance.

This study is expected to provide both theoretical and practical contributions. Theoretically, the findings aim to enrich the literature on human resource management, particularly regarding the influence of organizational behavior and job satisfaction on employee performance. Practically, this research can serve as a reference for PT Bosowa

Asuransi in formulating more effective employee management policies and strategies. By understanding the factors influencing performance, the company can take appropriate steps to enhance productivity and competitiveness. Additionally, the results of this study can assist the company in designing suitable training and development programs to improve employee skills and commitment.

Organizational behavior and job satisfaction are two critical factors that can influence employee performance at PT Bosowa Asuransi. This research aims to analyze the impact of these two variables individually and simultaneously, with the expectation of providing relevant strategic recommendations for the company. By understanding the relationships between these variables, PT Bosowa Asuransi is expected to create a more conducive work environment, improve employee job satisfaction, and ultimately achieve better performance outcomes.

METHODS

This study adopts a quantitative approach using a survey method to gather primary data from employees of PT Bosowa Asuransi. The research focuses on analyzing the influence of organizational behavior and job satisfaction on employee performance. The respondents, who are permanent employees of PT Bosowa Asuransi, are selected through purposive sampling based on specific criteria, including a minimum tenure of one year and active involvement in the company's operational activities. The sample size consists of 70 respondents.

The research instrument is a questionnaire divided into three sections. The first section collects demographic data such as age, gender, education level, and tenure. The second section comprises statements designed to measure organizational behavior and job satisfaction using a 5-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree." Organizational behavior variables include motivation, leadership behavior and power, interpersonal communication, group structure and processes, attitude development and perception, change processes, conflict and negotiation, and job design, as outlined by Robbins and Judge (2023). Meanwhile, job satisfaction variables encompass wages, promotion, the nature of the work itself, relationships with coworkers, and working conditions, also based on Robbins and Judge (2023). The third section evaluates employee performance through indicators such as work quality, quantity, timeliness, effectiveness, and independence, following the framework of Latifah et al. (2024).

Data analysis is conducted using multiple linear regression analysis with the assistance of SPSS software. This method is employed to determine the effect of organizational behavior and job satisfaction, as independent variables, on the dependent variable of employee performance. Additionally, the study includes validity and reliability tests to ensure the precision and consistency of the research instruments. Through this approach, the study aims to yield valid and reliable insights into the relationship between organizational behavior, job satisfaction, and employee performance within PT Bosowa Asuransi.

RESULTS AND DISCUSSION

Instrument Testing

The research instrument was tested using validity and reliability tests. The results of the validity test showed that all questionnaire items had Pearson Correlation values above 0.2352, thus all questionnaire items in this study were declared valid. Additionally, the reliability test results indicated that the three variables (organizational behavior, job satisfaction, and employee performance) had alpha values greater than 0.6, meaning all variables were declared reliable.

Classical Assumption Test

In multiple linear regression analysis, classical assumption tests are conducted to ensure that the regression model produces valid and unbiased estimates. The tests performed include normality, multicollinearity, and heteroscedasticity tests.

Normality Test

The normality test is conducted to determine whether the residuals in the regression model are normally distributed. This assumption is crucial because the Ordinary Least Squares (OLS) estimation method assumes that residuals are normally distributed (Ghozali, 2021). In this study, the normality test was performed using the P-Plot graphical analysis, which will be illustrated below.

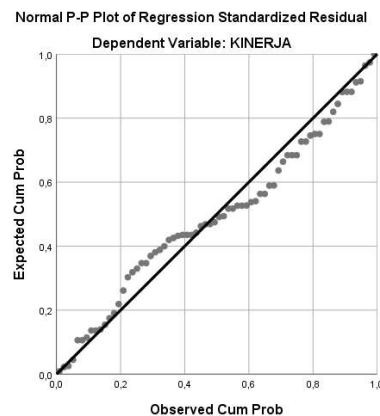


Figure 1. P-Plot Graph (Normality Test)

The data in this study is declared normal because the residual graph forms a straight diagonal line, indicating that the residuals can be considered normally distributed.

Multicollinearity Test

The purpose of the multicollinearity test is to ensure that there is no perfect or near-perfect linear relationship among the independent variables in the regression model. Multicollinearity can cause errors in interpreting the regression model (Ghozali, 2021).

Table 1. Multicollinearity Test Results

Collinearity Statistics	
Tolerance	VIF
,208	4,800
,208	4,800

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is an unequal variance of residuals at all levels of the independent variables in the regression model. If the variance of the residuals is not constant, heteroscedasticity occurs, which can affect the accuracy of the model's predictions (Sugiyono, 2022). In this study, the heteroscedasticity test was conducted using the Scatterplot analysis method, which will be illustrated below.

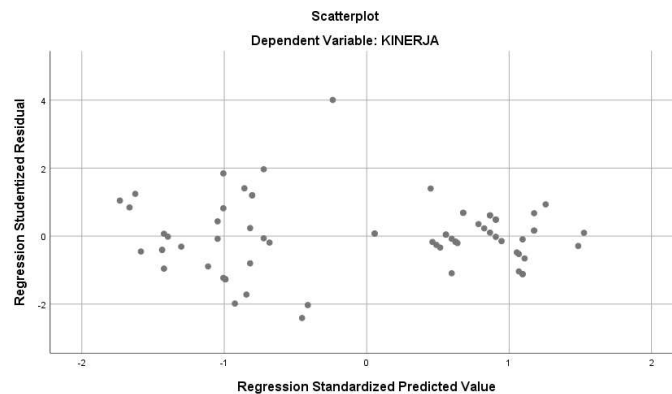


Figure 2. Scatterplot Graph

Based on the Scatterplot graph above, it can be concluded that the data is free from heteroscedasticity because the pattern on the scatterplot does not form any specific pattern (random).

Multiple Linear Regression

Multiple linear regression is used to understand the relationship between one dependent variable and two or more independent variables. In this study, the multiple linear regression equation used to analyze the relationship between independent and dependent variables is formulated as follows: $Y = 1.364 + 0.246X_1 + 0.573X_2$. This equation explains that the dependent variable, employee performance (Y), is influenced by two independent variables: organizational behavior (X₁) and job satisfaction (X₂). The constant of 1.364 indicates that in the absence of influence from organizational behavior and job satisfaction, the level of employee performance remains at this value. The regression coefficient for organizational behavior, 0.246, indicates that each one-unit increase in organizational behavior will improve employee performance by 0.246. Similarly, the regression coefficient

for job satisfaction, 0.573, shows that each one-unit increase in job satisfaction will improve employee performance by 0.573.

The results of the partial t-test demonstrate that organizational behavior significantly affects employee performance, with a significance value of 0.000, which is smaller than $\alpha = 0.05$. The t-value of 5.289, greater than the t-table value of 1.995, further supports this conclusion. A similar finding applies to job satisfaction, with a significance value of 0.000 and a t-value of 6.609, also greater than the t-table value. Thus, it can be concluded that both independent variables significantly affect employee performance individually.

The F-test was conducted to evaluate the combined influence of organizational behavior and job satisfaction on employee performance. The results indicate a significance value of 0.000, smaller than $\alpha = 0.05$, and an F-value of 321.317, which is significantly larger than the F-table value of 3.13. This finding demonstrates that organizational behavior and job satisfaction jointly contribute significantly to improving employee performance.

The coefficient of determination (R^2) is 0.906, indicating that 90.6% of the variability in employee performance can be explained by the two independent variables, while the remaining 9.4% is influenced by other factors not included in this study. This high coefficient of determination reflects that the regression model used has a very good predictive capability in explaining the relationship between the independent and dependent variables. Overall, the results of this study indicate that organizational behavior and job satisfaction, both individually and jointly, significantly influence employee performance. The combination of these two variables is proven to explain the majority of the variability in employee performance, showing that the regression model effectively captures the relationships being examined.

Discussion

Based on the partial t-test conducted in the previous section, the results indicate that the organizational behavior variable (X_1) has a significance value of 0.000, which is less than 0.05 ($\alpha = 0.05$), and a t-value of 5.289, which is greater than the t-table value of 1.995. Therefore, it can be concluded that the organizational behavior variable (X_1) has a positive and significant effect on employee performance (Y). This finding aligns with previous research by HF Dasuki et al. (2019), which stated that organizational behavior positively and significantly influences employee performance. Similarly, the job satisfaction variable (X_2) has a significance value of 0.000, which is also less than 0.05, and a t-value of 6.609, which is greater than the t-table value of 1.995. This result indicates that the job satisfaction variable (X_2) also has a positive and significant effect on employee performance (Y). This finding is consistent with previous research conducted by Traviita Oktaria et al. (2024), which concluded that job satisfaction positively and significantly affects employee performance.

The results of the F-test indicate that simultaneously (collectively), the independent variables (organizational behavior and job satisfaction) have a positive and significant effect on the dependent variable (employee performance). This is evidenced by a significance value of 0.000, which is less than 0.05, and an F-value of 321.317, which is greater than the F-table value of 3.13. The coefficient of determination results show an R Square (R^2) value of 0.906, meaning that 90.6% of the variability in employee performance is explained or

influenced by the variables of organizational behavior and job satisfaction. The remaining 9.4% is explained or influenced by other variables not included in this study.

CONCLUSION

This study concludes that organizational behavior has a positive and significant influence on employee performance. This indicates that a strong organizational culture, effective communication, and supportive leadership can enhance employee productivity at PT Bosowa Asuransi. Furthermore, job satisfaction also positively and significantly impacts employee performance. Factors such as recognition, harmonious working relationships, and a comfortable work environment are essential in driving individual performance improvement. Overall, organizational behavior and job satisfaction jointly account for 90.6% of the variability in employee performance, emphasizing the significant role of these two factors in influencing performance as a whole. Based on these findings, several recommendations can be proposed to support the improvement of employee performance at PT Bosowa Asuransi. Firstly, the company is advised to strengthen its organizational culture by promoting values that encourage collaboration, innovation, and effective communication. Leadership training for managers can also help create a more conducive work environment. Secondly, it is crucial for the company to enhance employee job satisfaction by providing competitive compensation, career development opportunities, and a harmonious work atmosphere. Work-life balance programs may also contribute positively to job satisfaction. Additionally, regular evaluations of employee performance should be conducted to identify challenges and gather constructive feedback. Employee satisfaction surveys and discussion forums can be effective methods in this process. For future research, it is recommended to explore other factors that may influence employee performance, such as work motivation, leadership styles, and training programs. By implementing these measures, PT Bosowa Asuransi is expected to continuously improve employee performance while supporting the company's long-term sustainability.

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