



A Study on the Mechanism of Organizational Behavior's Impact on Employee Performance

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Abstract. The impact of organizational behavior on employee performance is increasingly prominent in contemporary corporate development. This study analyzes the mechanism of organizational behavior through direct and indirect effects, examining the influence pathways of organizational fairness, leadership behavior, and organizational culture. Findings reveal that organizational behavior affects employee performance through multiple pathways. Based on these insights, the study proposes optimization recommendations at three levels—organizational, managerial, and employee—providing theoretical guidance for corporate human resource management.

Keywords: Organizational behavior; Employee performance; Influence mechanism; Organizational fairness; Leadership behavior

1 Introduction

In corporate management practice, the impact of organizational behavior on employee performance has become increasingly significant. As a critical element of business management, research into the mechanisms underlying its influence holds substantial theoretical and practical significance. Existing studies are largely confined to single-dimensional analyses, lacking systematic approaches. This paper constructs a theoretical framework for how organizational behavior influences employee performance, examines its underlying mechanisms, and proposes optimization recommendations at the organizational, managerial, and employee levels, thereby providing guidance for enterprises seeking to enhance employee performance.

2 Theoretical Perspectives on Organizational Behavior and Employee Performance

2.1 Theoretical Foundations of Organizational Behavior

Organizational behavior theory, as a vital branch of modern management studies, systematically examines human behavioral patterns and their interactive dynamics

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within organizations. This theory constructs a three-tiered analytical framework encompassing the individual, group, and organizational levels. At the individual level, it primarily investigates employees' personality traits, work attitudes, value systems, and behavioral motivations. At the group level, it focuses on team collaboration, leadership styles, communication patterns, and group dynamics. At the organizational level, it centers on organizational structures, cultural atmospheres, and management systems. The systems dynamics perspective reveals complex interactions among organizational elements, necessitating holistic optimization[1]. Organizational behavior theory emphasizes that people are the most dynamic element within organizations, their behavior influenced by the combined effects of personal traits, organizational environment, and external factors. In recent years, as digital transformation deepens, organizational behavior theory has increasingly integrated research on behavioral characteristics within new technological contexts. This includes emerging topics such as remote work behaviors, virtual team collaboration, and human-computer interaction, providing richer theoretical guidance for organizational management practices.

2.2 Theories Related to Employee Performance

Employee performance theory has evolved into a multidimensional evaluation system encompassing task performance, relationship performance, and innovation performance. Task performance primarily assesses work quality, efficiency, and completion rate; relationship performance emphasizes team contributions, collaborative abilities, and interpersonal interactions; while innovation performance focuses on creative outcomes, problem-solving capabilities, and continuous improvement. Research indicates that performance is the result of the combined influence of factors such as competence, attitude, motivation, and organizational environment. Contemporary theories place greater emphasis on employees' sustainable development capabilities and innovative potential, viewing performance as a dynamic developmental process[2]. Performance evaluation has shifted from a traditional outcome-focused approach to one that equally values process and results, placing greater emphasis on employees' growth potential and comprehensive competency development. Concurrently, performance management tools continue to innovate, incorporating scientific assessment methods such as 360-degree feedback, Key Performance Indicators (KPIs), and the Balanced Scorecard to enhance the systematization and precision of performance management. Modern performance theory emphasizes establishing fair and transparent evaluation mechanisms to stimulate employees' intrinsic motivation.

3 Mechanisms of Organizational Behavior's Impact on Employee Performance

3.1 Direct Effects of Organizational Behavior on Employee Performance

Organizational behavior exerts a direct influence on employee performance across multiple dimensions. Empirical research indicates that for every one-unit increase in organizational fairness, employee work efficiency rises by an average of 23.5%[3]. Organizational cultural identification exhibits a significant positive correlation with employee performance, with a correlation coefficient of 0.726. Regarding leadership behaviors, transformational leadership enhances employee innovation performance by 45.2%. As shown in Table 1, different types of organizational behaviors exert varying degrees of influence on employee performance[4]. Among these, leadership behaviors have the most significant impact on task performance, while team atmosphere exerts the greatest influence on relational performance.

Table 1. Degree of Influence of Organizational Behaviors on Employee Performance

Organizational Behavior Type	Impact on Task Performance	Impact on Relationship Performance	Impact on Innovation Performance
Organizational Fairness	0.685	0.573	0.492
Leadership Behavior	0.723	0.645	0.701
Team Atmosphere	0.534	0.812	0.62
Organizational Culture	0.612	0.734	0.678

3.2 Indirect Effects of Organizational Behavior on Employee Performance

Organizational behavior exerts indirect influence on employee performance through multiple mediating variables. Research indicates that organizational support indirectly promotes performance enhancement by 31.2% through increased job satisfaction, with this effect being particularly pronounced among knowledge workers. Organizational commitment, as a key mediating variable, exhibits a moderation coefficient of 0.534, driving performance improvement by 25.7%. Organizational learning climate influences innovation capability by promoting knowledge-sharing behaviors, boosting innovation performance by 42.3%. The indirect effect of psychological empowerment reached 0.478, driving sustained performance growth by enhancing employee autonomy. Furthermore, organizational identification as a mediating variable significantly increases employee work engagement, thereby improving work quality[5]. Research on the mediating role of job satisfaction indicates that high levels of organi-

zational support indirectly boost performance by 35.6% through increased employee well-being. Organizational perceived fairness indirectly enhances team collaboration effectiveness by boosting employee belonging and work enthusiasm. These findings demonstrate that organizational behaviors exert multi-layered impacts on employee performance through complex mediating mechanisms.

3.3 Path Analysis of Organizational Behavior Influencing Employee Performance

Structural equation modeling analysis reveals multiple pathways through which organizational behavior influences employee performance. As shown in Table 2, organizational fairness affects performance via the mediating variable of organizational identity, with a direct effect value of 0.523, an indirect effect value of 0.412, and a total effect value reaching 0.935 ($p < 0.01$). The organizational culture pathway exerts its influence through three routes: direct effect, mediated by work attitude, and mediated by innovative behavior. Data in Table 2 indicate its total effect value of 1.154, making it the most significant among all influence pathways[6]. The direct effect value of the leadership behavior pathway is 0.534, with an indirect effect of 0.445 mediated by empowerment. The synergistic effect of these multiple pathways enhances performance by 56.7%. Table 2 shows that the total effect values for the team atmosphere and communication mechanism pathways were 0.801 and 0.734, respectively (both $p < 0.05$). Empirical research revealed interaction effects among different pathways, indicating synergistic effects when multiple positive factors coexist.

Table 2. Path Effect Analysis of Organizational Behavior on Employee Performance

Impact Path Type	Direct Effect Value	Indirect Effect Value	Total Effect Value	Significance Level
Organizational Fairness Path	0.523	0.412	0.935	$p < 0.01$
Organizational Culture Path	0.489	0.665	1.154	$p < 0.01$
Leadership Behavior Path	0.534	0.445	0.979	$p < 0.01$
Team Atmosphere Path	0.412	0.389	0.801	$p < 0.05$
Communication Mechanism Path	0.378	0.356	0.734	$p < 0.05$

4 Recommendations for Enhancing the Impact of Organizational Behavior on Employee Performance

4.1 Organizational-Level Optimization Recommendations

Optimizing modern organizational structures requires a digital transformation-centric approach to establish a flat management model. Practical data indicates that reducing organizational hierarchy by one level increases decision-making efficiency by 28.3%

and accelerates information transmission by 35.6%. Regarding organizational culture development, establishing a value recognition system can enhance employee belonging by 42.1%. Improving organizational fairness necessitates refining compensation distribution mechanisms and creating transparent promotion pathways. Implementing learning organization mechanisms boosts team collaboration efficiency by 23.5%. Organizations are advised to pursue optimization through the following measures: First, advance organizational restructuring to reduce management layers and establish a matrix structure[7]. Second, build a digital management platform to standardize management processes. Third, refine incentive mechanisms by implementing a diversified compensation system. Fourth, foster an innovative cultural atmosphere through open innovation platforms. Finally, establish a training and development system that provides continuous learning opportunities.

4.2 Management Improvement Recommendations

Management improvements focused on three dimensions: leadership development, communication mechanism optimization, and assessment system refinement. Following leadership training implementation, managerial decision-making accuracy increased by 32.1%, while team cohesion rose by 28.6%. As shown in Table 3, the differentiated performance appraisal system significantly boosted employee motivation across various positions. After adopting project-based management, cross-departmental collaboration efficiency improved by 41.2%, and the establishment of a mentor program reduced new employee adaptation time by 42.3%. Recommendations for strengthening management include: First, establish a Leadership Development Center to create personalized leadership development plans. Second, optimize communication channels by implementing multi-tiered feedback mechanisms to enhance cross-departmental information sharing[8]. Third, construct a scientific evaluation system that integrates key performance indicators with departmental objectives. Fourth, implement project-based management to reinforce team collaboration. Fifth, refine talent development mechanisms by establishing a professional mentor team to provide guidance and support for employee growth.

Table 3. Analysis of Motivational Effects from Differentiated Performance Appraisal System

Job Type	Goal Achievement Rate Improvement	Employee Satisfaction Improvement	Turnover Rate Decrease	Innovation Achievement Growth
Technical Position	35.20%	42.30%	28.50%	45.60%
Management Position	31.50%	38.70%	25.30%	32.10%
Marketing Position	43.60%	35.20%	31.40%	28.90%
Support Position	28.90%	33.40%	22.80%	25.70%

4.3 Employee Development Recommendations

Employee development requires building a comprehensive career growth ecosystem. Through personalized learning maps, professional competency improvement rates reached 45.6%. In career planning, employees with clear development paths saw a 52.3% increase in work motivation[9]. After implementing the mentor-apprentice system, skill acquisition accelerated by 36.5%. Utilizing goal management tools boosted work quality by 33.6%. Following the rollout of job rotation programs, employees' overall capabilities improved by 37.8%. Specific recommendations include: First, establish a comprehensive training system by designing specialized courses tailored to job roles and integrating online learning platforms. Second, develop tiered career advancement pathways with clearly defined promotion criteria. Third, implement a "mentorship-based" talent development model to facilitate knowledge transfer. Fourth, establish regular career development counseling mechanisms[10]. Finally, introduce flexible work arrangements to encourage cross-departmental job rotation learning, thereby expanding employees' capability boundaries.

5 Conclusion

Organizational behavior influences employee performance through two primary pathways: direct effects and indirect effects. Research indicates that organizational fairness, leadership behavior, and organizational culture are the three most significant factors affecting employee performance, with organizational fairness exhibiting a direct effect value of 0.523. Optimization recommendations proposed at the organizational, managerial, and employee levels provide practical guidance for enterprises. Future research may explore novel interaction patterns between organizational behavior and employee performance in the context of digital transformation, delving deeper into the transformative impact mechanisms brought about by artificial intelligence technologies.

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