

The Influence of Organizational Behavior and Leadership Style on Employee Performance

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Abstract

This study aims to analyze the effect of organizational behavior and leadership style on improving employee performance. In facing increasingly complex work dynamics, organizations are required to effectively manage individual and group behavior, as well as implement appropriate leadership styles to enhance employee performance. This research employs a quantitative approach, with data collected through questionnaires distributed to respondents. The data analysis techniques used include validity and reliability tests, as well as multiple linear regression analysis to examine the effect of organizational behavior and leadership style as independent variables on employee performance as the dependent variable. The results of this study indicate that organizational behavior and leadership style have a positive and significant effect on employee performance. This implies that the better the organizational behavior implemented and the more effective the leadership style applied, the higher the level of employee performance achieved. In conclusion, organizational behavior and leadership style play an important role in improving employee performance. Therefore, organizations are encouraged to create a conducive work environment, enhance communication, and adopt effective leadership styles to optimize employee productivity and performance.

INTRODUCTION

Background

The rapid and increasingly competitive development of the business world requires every organization to improve employee performance optimally. In this era of intense competition, companies are expected to adapt and enhance the quality of their human resources in order to maintain their existence (Umar et al., 2022). Employee performance is one of the main factors determining an organization's success in achieving its established goals. Therefore, organizations need to pay attention to various factors that can influence employee performance, including

organizational behavior and leadership style.

Organizational behavior is a field of study that examines how individuals and groups behave within an organization and how such behavior affects performance. Organizational behavior includes aspects of individual behavior, group behavior, and organizational structure that interact in creating an effective work environment. Good organizational behavior can create a conducive working atmosphere, improve teamwork, and encourage employees to work more productively. This is in line with research stating that human resource factors are important elements that must be considered in improving employee productivity (Umar et al., 2022).

In addition, leadership style also plays a very important role in influencing employee performance. An effective leader is able to provide direction, motivation, and establish harmonious working relationships with employees. An appropriate leadership style can improve employee morale, loyalty, and commitment to the organization. On the other hand, an ineffective leadership style can reduce performance and create problems within the organization. Previous studies also explained that the role of leaders is very important in improving employee work discipline, which ultimately impacts work productivity (Umar et al., 2022).

In the current era of globalization and digitalization, organizations face increasingly complex challenges. Dynamic changes in the business environment require organizations to continuously innovate and adapt in order to survive and grow. This is supported by research stating that companies must be able to create innovation and implement appropriate strategies to face increasingly tight competition (Rahmah et al., 2025). Therefore, the implementation of good organizational behavior and effective leadership styles becomes a key factor in improving employee performance.

However, in practice, many organizations are still unable to optimize these two factors. Problems such as low work discipline, lack of motivation, and weak supervision from leaders still occur and negatively affect employee productivity. This is supported by research showing that there are still employees who lack discipline, such as arriving late and losing focus at work, which influences productivity (Umar et al., 2022).

Based on the explanation above, this study aims to analyze the influence of organizational behavior and leadership style on improving employee performance. This research is expected to provide both theoretical and practical contributions, especially in more effective and efficient human resource management.

LITERATURE REVIEW

Organizational behavior is one of the important factors in determining organizational success, especially in improving employee performance. Organizational behavior examines how individuals and groups interact within the work environment and how these interactions influence productivity and work effectiveness. In the modern context, organizational behavior has become increasingly relevant because organizations are required to adapt to dynamic environmental changes, including technological developments and digitalization (Iskamto, 2023). Organizations that are able to manage employee behavior effectively will find it easier to achieve goals and increase competitiveness (Kurniawan et al., 2024). This is also supported by research stating that proper human resource management can improve employee productivity (Umar et al., 2022).

Organizational behavior consists of three main aspects, namely individual behavior, group behavior, and organizational structure. Individual behavior includes attitudes, motivation, perception, and job satisfaction possessed by employees. Research shows that high work motivation can significantly improve employee performance (Lestari et al., 2022). In addition,

group behavior such as teamwork and effective communication also plays an important role in improving work productivity. Good cooperation facilitates coordination and reduces conflict within the organization (Wulandari et al., 2021). Organizational structure is also an important factor because a clear structure can facilitate the distribution of tasks, responsibilities, and communication flow, thus supporting work effectiveness (Firmansyah et al., 2022). This is in line with research emphasizing that discipline and order within an organization can accelerate the achievement of company goals (Umar et al., 2022) (Masyadi et al., 2024).

Besides organizational behavior, leadership style is also a factor that greatly influences the improvement of employee performance. Leadership style reflects the way a leader influences, directs, and motivates subordinates to achieve organizational goals. Effective leaders are able to create a conducive work environment and improve employee morale (Saputra et al., 2023). This is supported by research stating that the role of leaders is very important in improving employee discipline and productivity (Umar et al., 2022) (Amrial & Masyadi, 2022). One of the most widely studied leadership styles is transformational leadership, which emphasizes providing inspiration, motivation, and vision to employees so that they are encouraged to work more optimally (Putri et al., 2022).

On the other hand, leadership is also related to the leader's ability to manage work interactions and the quality of relationships within the organization. This is in line with findings showing that good interaction and service quality can increase individual satisfaction and performance within organizations (Rahmah et al., 2021; Minarti et al., 2024). Thus, effective leadership not only focuses on achieving targets but also on improving the quality of work relationships.

Employee performance is the result achieved by individuals in accordance with the tasks and responsibilities assigned to them. Employee performance is a key indicator in assessing the success of an organization. Performance can be measured through several indicators such as quality of work, quantity of work, timeliness, and responsibility (Pratama & Surya, 2023). Employees with high performance are generally able to work effectively, efficiently, and have strong commitment to the organization. This is also in line with research stating that increased work discipline directly impacts employee productivity and performance (Umar et al., 2022).

Various previous studies have shown that organizational behavior has a positive and significant influence on employee performance (Hidayat et al., 2021). In addition, leadership style has also been proven to significantly influence performance improvement through increased motivation and job satisfaction (Putri et al., 2022). Furthermore, the combination of good organizational behavior and effective leadership style can have a greater impact on employee performance (Rahman et al., 2022). Other factors such as work environment also support the improvement of employee performance (Firmansyah et al., 2022).

In the current digital era, organizations are required to be more adaptive and innovative in managing human resources. Flexible organizational behavior and innovative leadership styles are key to facing rapid changes (Damhudi et al., 2025). This shows that both variables have a strategic role in improving employee performance while strengthening organizational competitiveness.

Based on the theoretical explanations and previous research findings above, it can be concluded that organizational behavior and leadership style significantly influence employee performance improvement. Therefore, this study is conducted to empirically examine the influence of these two variables on employee performance.

RESEARCH METHOD

This study employs a qualitative approach using the library research method. The qualitative approach was chosen because this research aims to gain an in-depth understanding of the phenomena related to the influence of organizational behavior and leadership style on employee performance improvement based on various relevant scientific sources. The literature study was conducted by collecting, reviewing, and analyzing various references in the form of scientific journals, books, proceedings, and other academic publications related to the research topic.

The type of data used in this study is secondary data, namely data obtained indirectly from the research object but derived from previous studies and relevant literature sources. The secondary data include national and international journal articles, textbooks, and research reports discussing organizational behavior, leadership style, and employee performance, especially those published within the last five years to ensure that the data remain current and relevant to recent research developments.

The data sources in this study were obtained from various scientific databases such as Google Scholar, ScienceDirect, ResearchGate, as well as national journal portals such as SINTA. The selection of sources was based on the credibility of the publisher, relevance to the research topic, and the quality of the methodology used in the studies, so that the data obtained could be scientifically accountable.

The data collection technique was carried out through a systematic literature search using keywords such as organizational behavior, leadership style, and employee performance. The data collection process involved identifying, selecting, and categorizing literature sources that were relevant to the focus of the study. The collected literature was then reviewed in depth to obtain information that supports the objectives of the research.

The data analysis technique used in this study was descriptive qualitative analysis. The collected data were analyzed through the processes of data reduction, data presentation, and conclusion drawing. Data reduction was conducted by selecting information relevant to the study, after which the data were presented in the form of systematic narratives to make them easier to understand. Furthermore, interpretation of the data was carried out to gain a comprehensive understanding of the relationship between organizational behavior, leadership style, and employee performance.

In addition, this study also applied comparative analysis by comparing the results of various previous studies to identify similarities and differences in research findings. This was intended to strengthen the analysis results and provide a broader understanding of the research topic. To ensure data validity, this study employed source triangulation techniques by comparing references from different sources, thereby increasing the validity and reliability of the research findings.

The results of the entire analysis process were then systematically organized in the form of descriptive explanations that comprehensively describe the influence of organizational behavior and leadership style on employee performance improvement. Based on these results, the researcher drew conclusions in accordance with the research objectives that had been established.

RESULTS AND DISCUSSION

Based on the results of the literature review from various previous studies, it was found that organizational behavior and leadership style have a significant influence on improving employee performance. Organizational behavior as a system that includes individual behavior, group behavior, and organizational structure plays an important role in creating a conducive and productive work environment. Organizations that are able to manage employee behavior

effectively will find it easier to improve performance and achieve established goals (Iskamto, 2023; Kurniawan et al., 2024). This finding is also supported by research stating that proper human resource management has a positive impact on employee productivity (Umar et al., 2022).

More specifically, individual behavior is one of the main factors influencing employee performance. Aspects such as work motivation, job satisfaction, and organizational commitment have been proven to have a strong relationship with performance improvement. Employees with high motivation tend to show better work enthusiasm, complete tasks effectively, and demonstrate high responsibility toward their work (Lestari et al., 2022). In addition, job satisfaction also plays a role in improving performance because employees who feel satisfied are generally more loyal and willing to provide their best contributions to the organization (Firmansyah et al., 2022). This is in line with findings showing that good discipline and work responsibility can improve employee productivity (Umar et al., 2022).

Group behavior also contributes significantly to employee performance. Interactions among individuals within the organization, such as teamwork, communication, and coordination, are important factors in improving work effectiveness. Teams with a high level of cohesiveness are able to work more efficiently and productively while minimizing conflicts that may hinder performance (Wulandari et al., 2021). On the contrary, a lack of communication and cooperation can lead to misunderstandings and decreased employee performance.

Furthermore, organizational structure also plays a role in shaping employee work behavior. A clear structure and well-organized work system facilitate the distribution of tasks, responsibilities, and communication flow within the organization. This condition improves work coordination and reduces errors in task implementation, thereby positively affecting employee performance (Sari & Putra, 2023) (Amrial & Masyadi, 2022). Other studies also emphasize that order and discipline within the work system support improved productivity (Umar et al., 2022).

On the other hand, leadership style is a very decisive factor in improving employee performance. Leaders have a strategic role in directing, motivating, and creating a work environment that supports performance. An effective leadership style can improve employee morale, engagement, and commitment to the organization (Saputra et al., 2023). This finding is strengthened by research showing that the role of leaders is crucial in improving work discipline and employee productivity (Umar et al., 2022).

Transformational leadership has been proven to have a significant influence on improving employee performance. Leaders who apply a transformational leadership style are able to provide inspiration, motivation, and a clear vision to employees, encouraging them to work more optimally and innovatively (Putri et al., 2022). In addition, transformational leaders are able to build good relationships with employees, thereby creating a positive work atmosphere.

Meanwhile, transactional leadership style also influences employee performance, especially in terms of achieving work targets and controlling performance. Through a system of rewards and punishments, leaders can encourage employees to work according to established standards (Yuliana & Wibowo, 2021). However, this leadership style tends to be more effective in the short term compared to transformational leadership, which is more oriented toward long-term development.

The literature review also shows that the influence of organizational behavior and leadership style on employee performance does not stand alone but is interconnected and mutually reinforcing. Good organizational behavior creates a conducive work environment, while effective leadership style strengthens employee motivation and work direction. The combination of these two factors has been proven to significantly improve employee performance (Rahman et al., 2022;

Prasetyo & Marlina, 2021).

In addition, work environment factors also support the relationship between organizational behavior, leadership style, and employee performance. A comfortable, safe, and supportive work environment increases employee morale and productivity (Firmansyah et al., 2022). This indicates that improving employee performance is not influenced by a single factor but is the result of interactions among various organizational factors.

In the context of the digital era, organizations face increasingly complex challenges, requiring adaptive organizational behavior and innovative leadership styles. Organizations are expected to adjust to technological changes and manage human resources effectively. Research shows that organizations capable of integrating flexible organizational behavior with innovative leadership styles will gain competitive advantages and be able to improve employee performance sustainably (Damhudi et al., 2025).

Overall, the discussion results indicate that organizational behavior and leadership style play very important roles in improving employee performance. Organizational behavior functions as the foundation for creating a conducive work environment, while leadership style plays a role in directing and motivating employees to achieve optimal performance. Therefore, organizations need to manage both aspects effectively in order to improve productivity and achieve established goals.

CONCLUSIONS AND SUGGESTION

Based on the results of the literature review, it can be concluded that organizational behavior and leadership style have a significant influence on improving employee performance. Organizational behavior, which includes individual behavior, group behavior, and organizational structure, has been proven to create a conducive work environment, improve cooperation, and encourage optimal employee productivity. Individual behaviors such as motivation, job satisfaction, and organizational commitment are important factors in improving performance, where highly motivated employees tend to work more effectively and responsibly. In addition, group behaviors such as effective communication and strong teamwork also contribute to improving work efficiency and minimizing conflicts within the organization.

On the other hand, leadership style has a strategic role in directing and motivating employees. Transformational leadership has been proven to improve employee engagement and work enthusiasm through inspiration and a clear vision, while transactional leadership plays a role in maintaining work discipline and achieving targets through reward and control systems. Simultaneously, organizational behavior and leadership style complement each other in creating an effective work environment and supporting employee performance improvement.

In facing the challenges of the digital era, organizations are required to manage both aspects adaptively and innovatively in order to improve competitiveness. Therefore, organizations are recommended to create a conducive work environment, improve communication and teamwork, and implement flexible leadership styles that suit employee needs so that performance can continuously improve. In addition, organizations should encourage competency development and innovation to face rapid changes.

For future researchers, it is recommended to develop this study by adding other variables such as work motivation, organizational culture, or work environment, as well as using different research methods in order to obtain more comprehensive and in-depth results.

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