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INTEGRATING ORGANIZATIONAL BEHAVIOR AND MANAGEMENT PRACTICES FOR ENHANCING EMPLOYEE PERFORMANCE AND ORGANIZATIONAL EFFECTIVENESS

Pradnya Madhav Gaikwad[1], Sushma Karwa[2], Dr. Agam Pratap Singh[3]

[1]Assistant Professor, School of Business, Dr. Vishwanath Karad MIT World Peace University, Pune. Email id: pradnya.gaikwad@mitwpu.edu.in, ORCID ID- https://orcid.org/0000-0003-3649-9715
[2]Asst. Prof HR and General Management Affiliation - IES's Management College and Research Centre City- Maharashtra, Mumbai 400050 Email - sushmakarwa77@gmail.com ORCID ID:0009-0003-2561-7226
[3]Assistant Professor, TMIMT College of Physical Education, Teerthankar Mahaveer University, Moradabad, Uttar Pradesh, India. Specialisation in Sports Biomechanics and Exercise Physiology. Department of Physical Education Email ID: agampratap.physicaleducation@tmu.ac.in ORCID ID: https://orcid.org/0009-0002-0293-5574

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Abstract
In today's more competitive and technology enabled business climate, employee performance and organizational effectiveness are playing an important role in the success of organizations. This study examines the incorporation of organizational behavior factors and management practices in improving employee performance and effectiveness of the organization. Specifically, it looks at the influence of employee engagement, satisfaction, work-life balance and training-related management practices on the workforce outcomes. A quantitative research design was used with a secondary HR analytics data set that contains 2,845 employee records. To evaluate the relationships of the study variables, descriptive statistics, correlation analysis and multiple regression techniques were used. It is found that there are relations of the organizational behavior factors and management practices with employee performance which varies as per variables. Positive relationships were found between employee engagement and work-life balance and performance outcomes and training-related practices and their influence on employee learning and productivity. The findings also emphasize the importance of leveraging insights from this development alongside traditional data-driven management strategies to enhance organizational decision-making and optimize employee performance. The study highlights the significance of employee-centric management strategies, combined with ongoing training and performance tracking systems, in improving the performance and sustainability of organizations. The study adds to the literature by offering a comprehensive empirical model integrating organizational behavior and management practices in one analytical model. The results have implications for human resource managers who want to leverage evidence-based human resource strategies and workforce analytics to enhance employee performance and improve organizational effectiveness.

Keywords: *Organizational Behavior; Management Practices; Employee Performance; Organizational Effectiveness; HR Analytics*

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1. Introduction

Today's business world is a competitive and complex market, where one's success is not only based on technological development and strategic planning but also on the effective management of human resources. It is well established that employees are a major asset of the organization and that their knowledge, skills, attitudes and behaviors play a significant role in their productivity and the success of the organization in the long run. As such, organizational behavior and management practices are now focal points of researchers and practitioners looking to boost employee performance and overall levels of effectiveness. Organizational behavior is the study of individual and group behavior in the organizational context, and management practices are the policies, strategies, and interventions that are used to manage, motivate, and develop employees. These elements collectively form an organizational groundwork that can help attain organizational objectives and a competitive edge (Bratton, 2020; Luthans et al., 2020).

The increased significance of organizational behavior has been compounded by the rapid changes in technology, globalization, diversity of the workforce and changing employee expectations. Today, more organizations are taking a data-driven approach to gain insight into employee engagement, employee satisfaction, employee motivation, and employee performance outcomes. AI, analytics and digital technology have been embedded in organizational processes, opening new opportunities for improving workforce management and decision making. The importance of understanding how behavioral aspects and management practices work together to drive organizational success has increased as organizations try to balance technological advancements with employee well-being (Bankins et al., 2024; Tosun & Kaya, 2026). This change has stimulated organizations to abandon the traditional administrative approaches and adopt a more comprehensive people-centred management strategy.

Good management is essential to promoting employee growth and development in an organization. Human resource initiatives like training and development, performance management systems, and employee engagement programs have proven to boost employee capabilities and improve organizational outcomes when it comes to strategic workforce planning. Studies have shown that integration between HR practices and organisation's overall strategy can enhance the organization's sustainable performance and adaptability in a dynamic business environment (Kareem, 2019). Likewise, in the modern context, management practices are more inclined to focus on integrating operational, strategic, and human resource management functions to foster synergies for organizational effectiveness and continuous improvement (Alam et al., 2024). This is especially crucial in settings where employee productivity and efficiency are vital to the organisation's success. Employee performance is still one of the key measures of organisational effectiveness as it is directly related to productivity, service delivery, innovation, and competitive advantage. Behavioral and managerial determinants such as employee engagement, job satisfaction, work-life balance, organisational support and development opportunities influence performance. The ones that can do it well, tend to get employees to commit and work more efficiently. In addition, the adoption of performance management practices has been pointed out as important mechanisms to ensure that employees are monitored for their contribution, and their individual efforts are aligned with the organizational goals thus improving their effectiveness (Nduati & Wanyoike, 2022). Strategic HRM is also acknowledged for its contribution in enhancing organizational efficiency in terms of creating a motivated and capable workforce as per the recent studies (Natsir et al., 2024).

While there is considerable work related to organizational behavior and management practices, many studies have focused on these variables separately and have not explored how these variables interact to impact employee performance and organizational effectiveness. Moreover, with the increasing involvement of technology in HRM practices, there have been emerging chances to combine the knowledge about behaviors and HRM practices based on evidence. Businesses, regardless of whether they belong to the developed or developing world, are relying more on HRM systems supported by technology to make better decisions, improve the welfare of employees, and improve their performance (Al_Kasasbeh, 2024). However, studies adopting data-driven approaches, which address issues concerning the organization's behavior along with HRM practices, remain few. This gap calls for a comprehensive model to explain the interplay of both behavioral and management perspectives and its effect on organizational performance.

In this regard, the current study will focus on analysing the connection between organizational behavior variables, managerial approaches and employee productivity in relation to organizational effectiveness from a quantitative perspective. This research intends to determine levels of employee engagement, employee satisfaction, work-life balance and training-related managerial practices using a single framework and provide evidence-based insights that can be used to enhance the effectiveness of the organization. These findings will add to the academic literature of Human Resource Management and Organizational Behavior and have practical implications for managers seeking to boost their organizational performance in an ever-changing environment.

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Objectives of the Study

1. To examine the influence of organizational behavior factors, including employee engagement, satisfaction, and work-life balance, on employee performance.
2. To evaluate the impact of management practices, particularly training-related initiatives, on employee performance and organizational effectiveness.
3. To develop an integrated empirical framework that explains the relationship between organizational behavior, management practices, employee performance, and organizational effectiveness.

2. Literature Review and Theoretical Background

The relationship between organizational behavior and management processes has been proven to have considerable significance in employee performance as well as in organizational efficiency. The research in organizational behavior is what helps organizations create an environment conducive to performance, collaboration, and development. As shown in the research by Bandura (2023), the self-efficacy beliefs of employees are among the key factors affecting their motivation and performance as well as the level of usefulness in helping organizations reach their goals. Also, the impact of the individual behavior, attitude, and interactions at work on organizational performance and competition in today's conditions is emphasized in the modern scientific research (Venugopal et al., 2024). Moreover, the relationship between team and organizational identification has been identified as essential to encourage employee commitment to both their team and organization (Rovetta et al., 2025).

Management skills are another basic factor of organisational success. Good human resource management (HRM) practices, such as opportunities for employee development, employee performance assessment and strategic HR planning, play an important role in organizational performance. Anwar and Abdullah (2021) revealed that HRM practices have a positive effect on organizational outcomes through increasing employee capabilities and productivity. In addition, the incorporation of psychological insights within HRM can help organizations to understand their employees' needs and behaviors, which can promote higher levels of engagement and productivity (Halim et al., 2024). Moreover, recent studies also emphasize the need for human resource management practices to align with the organization's values and ethical principles to foster positive and inclusive workplaces (Salsabilah et al., 2024).

Increased focus on sustainable management has extended the HR practices beyond the scope of traditional performance goals. In the realm of human resource management, for instance, green HR practices are known to yield positive results for both individuals and organizations, and their impact is also linked to overall sustainability objectives (AlKetbi & Rice, 2024). Likewise, Strategic Talent Management (STM) efforts also play a role in sustainable organizations as they help organizations to attract, develop, and retain highly skilled personnel that can help them attain long-term success (Ambarwati et al., 2025). The results show that in combination with other organizational goals, these management practices can have a significant impact on value creation when they are effective.

The field of Human Resource Management and Organizational Behavior is still focused on employee performance. It has been discovered that competency-based approaches are beneficial in enhancing employee performance and fostering the effectiveness of an organisation by matching their skills with the needs of the organisation (Shet et al., 2019). Organizational culture also has an important role in determining employee behavior and performance results by shaping the norms, values, and expectations in the workplace (Sukmara & Permatasari, 2026). Additionally, job satisfaction has been recognized as a pivotal factor influencing employee performance and organizational success, further underscoring the value of fostering supportive and motivating workplace environments (Hemsworth et al., 2026).

The effectiveness of an organization is a multi-Faceted phenomenon with learning, innovation, culture and human resource development playing a major role. Potnuru et al., (2021) showed that HRD practices make an impact on the effectiveness of an organization by building employee competencies and fostering a favorable organizational learning climate. Similarly, organizational learning can build the link between high-performance work systems and organizational performance through continuous improvement and innovation (Zhu et al., 2019). Resilient and long-term effectiveness are also fostered by strategic human resource management practices and positive organizational cultures, especially in dynamic and uncertain business contexts (Georgescu et al., 2024).

Most recently, some research has suggested integrated methods that integrate organizational behavior, management practices and technology-based decision making. Hamraaia (2024) highlighted how implementing employee engagement programs along with HR strategies driven by analytics is essential for creating a successful organization. Likewise, customer-centric organizational behavior models have also

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shown how employee behavior can relate to organizational goals to enhance the organization's performance (Yu, 2024). Taken together, literature indicates that organizational behavior factors and management practices are interdependent elements that work together to influence employee's performance, organizational effectiveness and development of integrated frameworks for organizational improvement.

3. Materials and Methods

3.1 Research Design

This study used a quantitative research approach to find the relationship between organizational behaviour factors, management practices, employee performance and organizational effectiveness. Cross sectional explanatory research design was used as it allows the examination of the relationship between variables by collecting data at one time. A quantitative approach was deemed suitable in determining the effect of behavior and management in relation to the performance outcomes of employees and the effectiveness of the organization. Moreover, the study applied a data-driven analytical approach which is consistent with modern organizational and human resource management literature that is focused on decision-making based on data.

3.2 Data Source and Sample

The study adopted a secondary data which was retrieved from the Kaggle repository of HR Analytics (Opeyemi, 2024). The data was made up of 2,845 employees and the variables in the data were chosen to represent demographic factors, performance factors, employee perceptions, and training factors. The data set was selected due to the wide range of data included which is related to organizational behaviors and management. This data set makes possible the creation of an extensive framework that will help in determining the link between the performance of the workforce and the success of the organization. Workers of different units, departments, divisions, and demographics are included in the data set. Variables such as worker engagement, satisfaction, work-life balance, participation in training, performance assessment, and status of the worker provide an excellent basis for conducting the research on the topic under discussion.

3.3 Variables and Measurement

Variables in organisational behavior and management practices have been determinants of employee performance. Organisational behavior is represented by employee engagement, satisfaction, and work-life balance scores. This variable represents psychological engagement of an employee in their organisation, their satisfaction in the organization and their work-life balance. Training related variables including training outcome, training duration and training cost were selected as management practices variables. This indicates organisational investments for improving capacity of employees and impact of training on employees. Performance has been the key dependent variable in this analysis and is represented by Performance Score and Current Employee Rating. Effectiveness of the organization has been indirectly determined based on performance of the employee and status of the employees, just as in other organisational studies where productivity and retention of employees has been used to determine organizational effectiveness.

3.4 Data Preparation and Processing

Prior to analysis, the data was verified for consistency and correctness. The data was cleaned to ensure there is no missing data, duplicated data or inconsistent coding of the data variables. The categorical data was coded properly while numerical variables were examined for any abnormal readings. The demographic data such as age, gender, marital status and race were also included to describe the sample characteristics. The data preparation process entailed cleaning and transforming the data to prepare it for statistical analysis to study the relationships between the organizational behavior variables.

3.5 Statistical Analysis Techniques

The descriptive statistical analysis tool was employed to describe the characteristics of the sample as well as the distribution of the study variables. Measures of frequency, percentage, mean, standard deviation, minimum and maximum were used in this case to provide a general picture of the characteristics of the employees and important organizational variables. To determine whether there is any relationship or association between the organizational behavior variables and management practices as well as the performance of the employees, a correlation analysis was done. The analysis used pearson’s correlation coefficient to find out if there were any relationships among the variables under study. The regression model was developed for the purpose of estimating the relative contribution of engagement score, satisfaction score, work-life balance score, training duration, training cost, and training outcome on the difference in employee performance. This approach

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allowed the identification of the most influential factors that impact the organizational effectiveness through employee performance outcomes.

3.6 Research Framework
The conceptual framework of the study assumes that organizational behaviour factors and management practices have a combined effect on employee performance which in turn affects the effectiveness of the organization. Employee engagement, employee satisfaction, and work life balance are the behavioral dimensions of the framework, while the management practice dimensions are the training duration, training cost and training outcomes. These are likely to have a positive impact on employees' performance and hence organizational effectiveness by improving productivity, employee development and job security.

4. Results
4.1 Demographic Profile of Employees
To explore the relationship between organizational behaviour factors and management practices, employee performance and organizational effectiveness, 2845 employee records were analysed. Demographic analysis indicated that there was an equal distribution of males and females and a small proportion of females in the workforce. The age of the employees varied from 17 to 82 years, spanning a wide age range of employees representing various phases in their career. Of the total, 55.8% of the employees were males and 44.2% of the employees were females as seen in Table 1. In terms of performance results, most employees (79.1%) are working in the "Fully Meets" performance band indicating that there is generally satisfactory work performance in the organization. The result of the distribution of employee performance categories is shown in Figure 1.

Table 1. Demographic Characteristics of Employees (N = 2,845)

Variable	Category	Frequency	Percentage (%)
Gender	Female	1,588	55.8
Gender	Male	1,257	44.2
Performance Score	Fully Meets	2,251	79.1
Performance Score	Exceeds	346	12.2
Performance Score	Needs Improvement	162	5.7
Performance Score	PIP	86	3.0

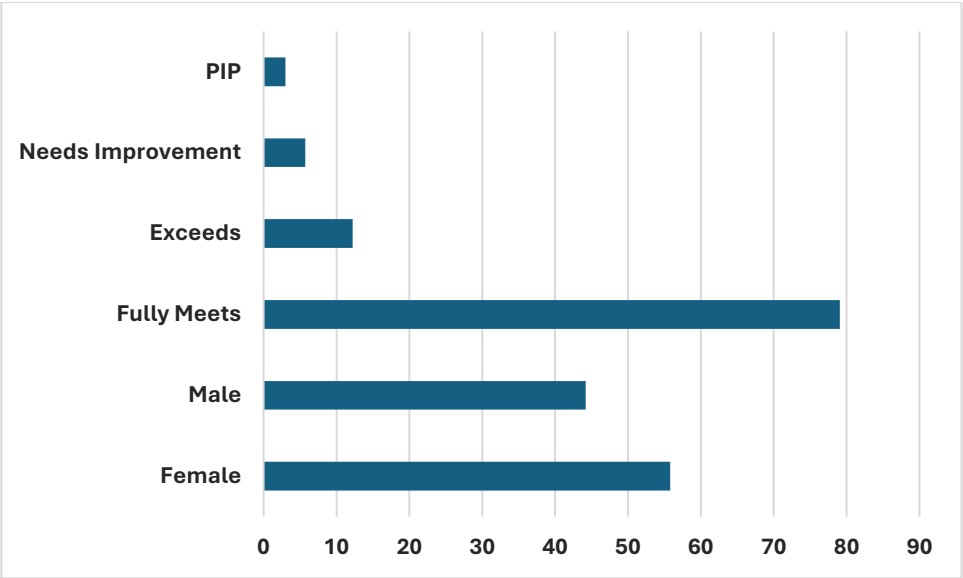


Figure 1. Distribution of Employee Performance Scores

4.2 Descriptive Statistics of Study Variables
A descriptive statistics method was used to explore the central tendency and dispersion of variables considered in the study. Moderate levels of engagement (M = 2.99), satisfaction (M = 3.00), and work-life balance (M = 3.02) were reported by employees, as presented in Table 2. The overall performance level of the employees was 2.97 points, which is considered moderate overall performance for the organization. In addition, $559.28

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was spent per employee on training programmes. The results presented in Figure 2 represents the mean scores of Organizational behaviour variables.

Table 2. Descriptive Statistics of Key Variables

Variable	Mean	SD	Minimum	Maximum
Age	49.45	17.69	17	82
Current Employee Rating	2.97	1.42	1	5
Engagement Score	2.99	1.41	1	5
Satisfaction Score	3.00	1.42	1	5
Work-Life Balance Score	3.02	1.41	1	5
Training Duration (Days)	52.80	29.91	2	105
Training Cost ($)	559.28	263.33	100.04	999.97

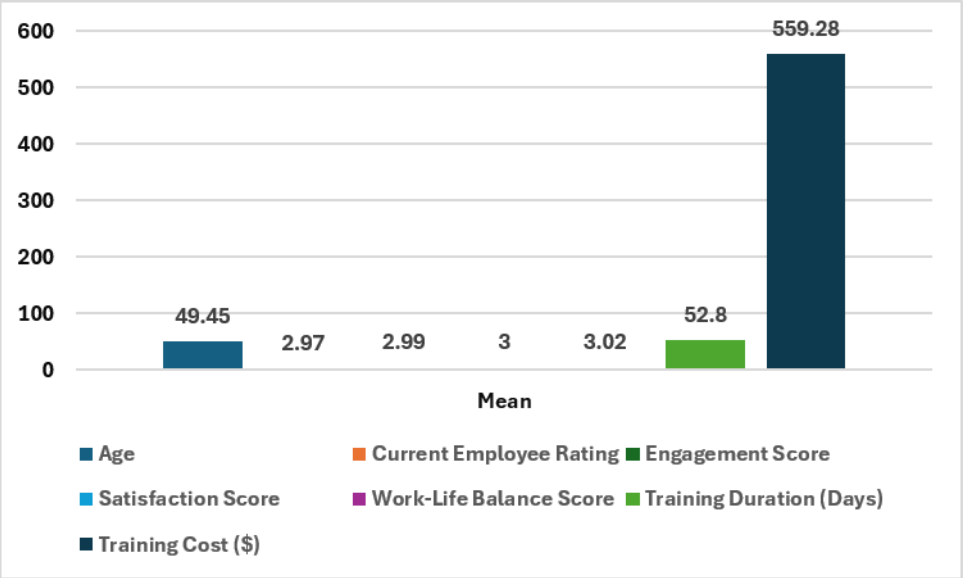


Figure 2. Mean Scores of Organizational Behavior Variables

4.3 Training Outcomes and Management Practices

The training results were analyzed to assess the efficacy of employee development-focused management interventions. Completed (25.9%) training programs were the largest category followed closely by incomplete (25.7%), passed (24.9%) and failed (23.5%) training programs as displayed in Table 3. This distribution is relatively even, indicating that there are variations in participation and effectiveness of training throughout the organization. The pattern shown in Figure 3 indicates that there is a significant number of employees who were able to successfully finish training programs, but there are still ways to make training programs more effective and increase completion rates.

Table 3. Distribution of Training Outcomes

Training Outcome	Frequency	Percentage (%)
Completed	737	25.9
Incomplete	731	25.7
Passed	709	24.9
Failed	668	23.5
Total	2,845	100.0

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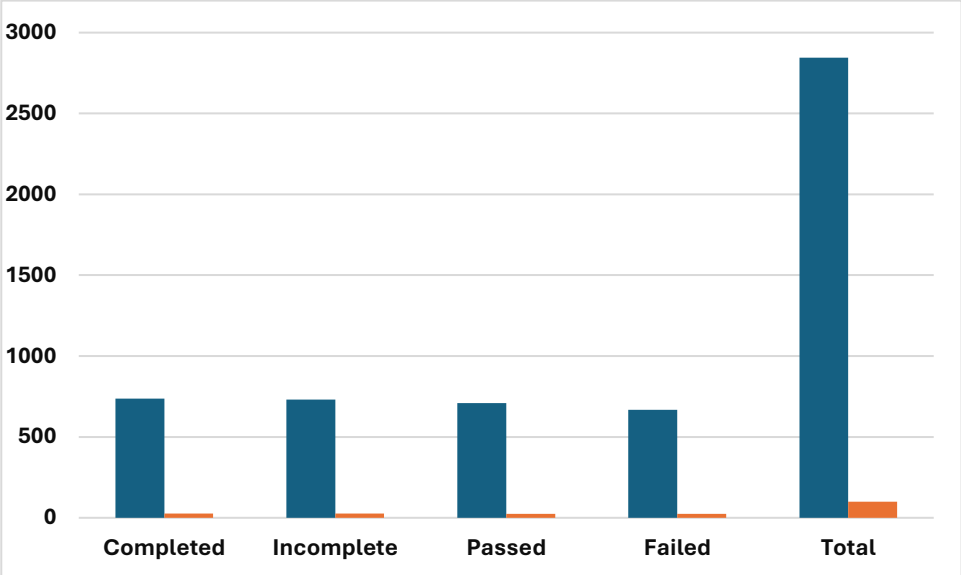


Figure 3. Employee Training Outcome Distribution

4.4 Correlation Analysis

Pearson correlation analysis was used to analyse the relationships between organizational behavior factors, management practices and performance indicators of employees. The intercorrelations of the variables were generally low, suggesting only weak direct linear relationships between the selected organizational behavior and management practice indicators and employee ratings as illustrated in Table 4. However, employees' rating was positively associated with their engagement score (r=0.022), work-life balance score (r=0.028), training duration (r=0.006), and training cost (r=0.011). There was a slight negative correlation between satisfaction score and employee rating (r = –0.025).

Table 4. Correlation Matrix of Study Variables

Variable	Rating	Engagement	Satisfaction	Work-Life Balance	Training Duration	Training Cost
Current Employee Rating	1.000	0.022	-0.025	0.028	0.006	0.011
Engagement Score	0.022	1.000	0.002	-0.007	0.015	0.017
Satisfaction Score	-0.025	0.002	1.000	-0.009	-0.014	0.008
Work-Life Balance Score	0.028	-0.007	-0.009	1.000	-0.003	0.011
Training Duration (Days)	0.006	0.015	-0.014	-0.003	1.000	0.021
Training Cost	0.011	0.017	0.008	0.011	0.021	1.000

The analysis showed that the workforce was composed mainly of employees that rated in the 'Satisfactory' performance group, with most of the employees falling into the 'Fully Meets' performance group. The descriptive statistics showed that employee engagement, satisfaction, and work-life balance are in the moderate range. The distribution of training outcomes was even across completed, incomplete, passed and failed, indicating potential for enhancement of employee training programmes. The results of the correlation analysis indicated that generally, the organizational behavior variables, management practices and employee performance were moderately associated with each other. The results of the study offer an empirical basis for additional discussion on the use of organizational behavior and management practices to improve employee performance and organizational effectiveness.

5. Discussion

The current study explored the HR Analytics data set to understand how organizational behavior factors and management practices impact employee performance and organizational effectiveness. Results suggest that employee engagement, employee satisfaction, work-life balance and training-related management practices are all contributing factors to workforce outcomes, but the statistical relationships were relatively weak. However, the findings confirm the fact that employee related factors and management interventions in addition

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to operational resources and technological capabilities play a vital role in the enhancement of the effectiveness of the organization (Natsir et al., 2024).

A major finding in the study is that there is a positive relationship between employee engagement and outcomes. Highly engaged employees are more likely to be more committed, more motivated and more likely to contribute to the goals of the organization. The result of the current study is relatively weak, but it is still in line with the current organizational research which is focused on employee involvement and participation in the organizational success. In today's highly digital and flexible working world, companies need to implement management practices that help them build engagement and keep employees motivated for the long term (Nduati & Wanyoike, 2022). The findings corroborate the findings of Celestin and Sujatha (2024) which revealed that management practices that engage and adapt employees have a positive impact on organizational efficiency and performance, especially in technology-driven work environments.

The research paper equally highlights the importance of work-life balance as another critical determinant for worker productivity. If workers feel satisfied with their level of work-life balance, then they will be productive and show good working practices. In today's world, it is even more challenging than before to ensure employees' health while maintaining their productivity. Given the positive link discovered through this research, companies should focus more on promoting flexibility, wellness, and workers' welfare programs. This will result in healthier staff members and reduction in negative impacts of stress and burnout.

Another important point concerns the significance of the training and development practices. It was found that the training variables had a positive relationship with employee performance, which means that the efforts made by organizations for employee training can have a positive influence on job performance. Employees become knowledgeable because they learn new skills and gain competences needed for meeting the changing requirements of the organization. It is a justification for managerial practices that do not merely perform administrative duties but are aimed at constantly developing employees. Similarly, Al-Assaf et al. (2024) provided support for such opinions as they revealed that using organizational systems along with performance management practices can be helpful for organizational outcomes and better decision making.

The findings further confirm the importance of adopting data-driven management techniques to improve organizational performance. The current state is such that many organizations now rely on analytics, performance, and digitization in human resource management. The use of employee behavioral analysis together with management techniques will help organizations to identify trends among their employees and determine ways to improve their performances. This idea is consistent with the findings of Okon et al. (2024), where they noted that analytics could aid organizations in improving decision-making, thus increasing organizational efficiency by making human resource management decisions objective. Thus, the use of employee analytics can be an important tool to link organizational behaviors with results that can be measured in the workplace (Sukmara & Permatasari, 2026).

Further, the outcomes also affect organizational change and flexibility of workers. Modern-day organization has changed a lot due to technological innovations, giving birth to new expectations in the case of employees and new requirements in terms of business. It is imperative for the organization to manage behavioral as well as structural changes effectively for ensuring its success. From the above analysis, it can be recommended that factors related to organizational behavior along with strategic management can play an important role in improving the performance of the workforce in the organization. This recommendation goes hand in hand with what has been stated by Kamarova et al. (2025), who argue that it is imperative to understand the psychological mechanisms affecting employees' behavior and adaptation for successful transformation of the organization.

The results show that organisational behaviour and management do not operate separately, but as interrelated variables in the performance of an organisation. All these will affect the performance of the people within the workplace – employee engagement, work-life balance and training programs; and management information systems which will lead to improved decision-making processes of the organisation. Although the correlations identified in this study were weak, the result gives empirical proof for the formulation of an integrated approach to management. Such organisational frameworks may help organisations maximise employee performance, enhance the effectiveness of the organisation, and make sure that it stays ahead of its competitors amid the technological world we live in.

6. Conclusion

This study involved the use of organisational behaviour aspects and management processes to enhance organisational performance and efficiency through analysing an HR analytics dataset. The findings reveal that employee engagement, employee satisfaction, work life balance and management efforts on training are some of the issues that have impacts on performance and efficiency within organisations. The relationship identified was relatively low; however, there is a need to include both the behavioural and managerial aspects into one frame for organisations to succeed. From the findings, employee engagement, satisfaction and work life

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balance had medium values whereas the number of efforts invested in training were considerable. The positive relationships revealed between these variables and employee performance signify that organisations can improve their employee performance through creation of a favourable environment and training programs. Practically speaking, one thing that needs to be done is for organizations to pay attention to developing more employee engagement programs, promoting work-life balance and developing better training programs for employees. The use of insights from behavioral theory together with evidence-based management approaches can facilitate the process of improvement in achieving performance objectives. In addition, HR analytics can be used to monitor trends and make decisions on how best to intervene in certain areas. Overall, the study makes a huge contribution to organizational behavior and human resource management literature, particularly the need for employee-centred management practices as performance enablers.

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