



# The Importance of Human Factor: How Individual Behavior Drives Organizational Effectiveness

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## ABSTRACT

This research paper explores the effects of individual behavior on business effectiveness in organizations, focusing on organizational citizenship behavior, organizational commitment, and employee motivation as key determinants. The theoretical background draws on the concept of organizational effectiveness, which is synonymous with organizational success and value creation. The study emphasizes the importance of individual behaviors in enhancing communication, leadership, decision-making quality, and overall productivity, which are critical for achieving organizational goals. The research is particularly relevant in the context of Bosnia and Herzegovina, where this topic has not been extensively explored.

The methodology employed includes a mixed-methods approach, combining desk research with empirical data collection. A structured questionnaire was administered to 303 active employees from various companies in Bosnia and Herzegovina. The questionnaire utilized standardized scales to measure organizational citizenship behavior, organizational commitment, employee motivation, and business efficiency. Data were analyzed using descriptive statistics, reliability analysis, correlation, and regression analysis to test the defined research hypotheses.

The findings reveal that individual behaviors, particularly organizational citizenship behavior and employee motivation, significantly influence business effectiveness. Organizational commitment also plays an important role, with affective commitment showing the strongest positive impact. The study highlights that employees who exhibit altruism, conscientiousness, and civic virtue contribute more effectively to organizational success. Additionally, motivated employees are more likely to achieve higher productivity and job satisfaction, leading to improved organizational performance.

Based on the results, the study recommends that organizations focus on fostering a positive work environment that encourages organizational citizenship behavior and enhances employee



motivation. Strategies such as fair reward systems, opportunities for professional development, and open communication channels are essential for maintaining high levels of organizational commitment. Furthermore, managers should prioritize creating a culture of mutual support and recognition to sustain employee engagement and efficiency.

In conclusion, this research underscores the critical role of individual behaviors in driving organizational effectiveness. By understanding and leveraging the factors that influence employee behavior, organizations can achieve greater efficiency and long-term success. The study contributes to the existing literature by providing empirical evidence from Bosnia and Herzegovina, offering a foundation for future research in similar contexts.

**Key words:** Organizational Citizenship Behavior, Employee Motivation, Organizational Commitment, Business Efficiency, Organizational Effectiveness