

Organizational behavior: reflections based on the contributions of classical and contemporary authors

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Abstract. Contemporary organizations face increasing pressures related to competitiveness, innovation and valorization of human capital. In this context, leadership and organizational behavior emerge as central elements to explain collective performance and institutional sustainability. The objective of this work is to answer the following question: How does effective leadership and multilevel analysis of organizational behavior impact team management and the organizational climate? The adopted methodology was a review of qualitative, exploratory and descriptive literature, contemplating classic and contemporary works. A literature review showed that leadership and organizational behavior are interdependent and directly influence team performance. Chiavenato focuses on people management as a strategic function, while Robbins and Judge highlight multilevel analysis to understand organizational dynamics. Weber contributed with the typology of authority, Schein with the influence of culture, Goleman with the emotional intelligence and Senge with the concept of organizations that we learn. Together, these authors demonstrate that leadership acts as an integrative link between individuals, teams and structures, strengthening the organizational climate and favoring innovation and sustainability.

Keywords: Leadership, People Management, Motivation

Introduction

Contemporary organizations face increasing challenges related to competitiveness, innovation, and talent management. In this context, leadership and organizational behavior play a central role, as they directly influence team performance and the achievement of strategic objectives. The current business environment is characterized by rapid transformations driven by globalization, process digitalization, and the constant need to adapt to unstable scenarios. Therefore, it is essential for organizations to develop people management practices that go beyond traditional administration, prioritizing skills development, valuing human capital, and fostering an organizational climate that encourages continuous learning and innovation (Chiavenato, 2014).

Leadership, understood as the ability to influence, mobilize, and guide individuals toward common goals, is a fundamental element of contemporary management. Chiavenato (2014) highlights that different leadership styles — autocratic, democratic, laissez-faire, and transformational — affect motivation and organizational climate in distinct ways. Max Weber's

(1978) classical perspective had already emphasized the importance of the legitimacy of authority, classifying it into three categories: traditional, charismatic, and legal-rational, which remain relevant for understanding how leaders exert influence within organizations.

From the perspective of interpersonal relationships, Daniel Goleman (2013) argues that leadership effectiveness is directly associated with emotional intelligence, highlighting competencies such as empathy, self-control, and emotional management. These abilities not only foster trust-based relationships but also enable leaders to handle conflict situations effectively, reduce workplace tensions, and create a culture of mutual respect. In this sense, emotionally intelligent leadership goes beyond the individual dimension, as it directly impacts organizational climate and collective engagement, becoming a strategic resource for talent retention and employee well-being.

Regarding organizational transformation, Peter Senge (2006) introduces the concept of the "learning organization," arguing that successful companies are those that continuously promote

learning, systemic thinking, and collective innovation. Senge's proposal expands the notion of leadership, shifting it from a merely directive role to that of a facilitator of continuous learning processes. In this model, the leader acts as a knowledge enabler, fostering collaborative environments where mistakes are seen as growth opportunities and adaptability becomes a competitive advantage.

When analyzed together, the contributions of Goleman and Senge indicate that effective leadership in the contemporary context depends both on the emotional dimension and the ability to foster organizational learning processes. On one hand, emotional intelligence strengthens interpersonal relationships and cooperation; on the other, systemic thinking and continuous learning sustain innovation and institutional resilience. This articulation reveals that leadership cannot be understood solely as an individual attribute but rather as a relational and collective practice, embedded in complex organizational systems that demand flexibility, adaptability, and strategic vision.

Organizational climate, in turn, corresponds to employees shared perceptions of the work environment and reflects how management practices, internal communication, and interpersonal relationships are experienced daily. Robbins and Judge (2017) emphasize that climate can be positive when there is alignment between leadership, institutional values, and organizational policies, resulting in motivation, engagement, and trust; or negative when conflicts, lack of recognition, and perceived injustice predominate, leading to demotivation, turnover, and performance decline.

This perception does not arise in isolation but is connected to organizational culture, a concept explored by Edgar Schein (2010), who argues that values, beliefs, and basic assumptions internalized by organizational members shape behavior and guide how individuals interpret and respond to situations. While culture refers to deeper and more enduring elements, climate represents the more immediate and perceptible manifestation of these elements in daily work life. Thus, climate can be understood as a "thermometer" revealing how organizational culture is being experienced and interpreted by employees at a given moment.

The interplay between climate and organizational culture is strategic for people management, as both directly influence collective performance and the organization's capacity to innovate and adapt to changing contexts. Environments with inclusive cultures and well-defined values tend to create positive climates that foster cooperation and productivity. Conversely, when there is a misalignment between leadership discourse and actual practices, a negative climate emerges, potentially undermining internal trust and damaging the organization's external reputation. Therefore, understanding and managing these dimensions is essential to building more resilient,

sustainable organizations oriented toward long-term results.

Complementing this perspective, Robbins and Judge (2017) argue that organizational behavior should be analyzed at three interdependent levels: micro (individuals), meso (groups and teams), and macro (the organization as a whole). This multilevel approach makes it possible to understand that individual attitudes, group dynamics, and institutional structures are interconnected, producing effects that cannot be explained in isolation. This view also resonates with the complex thinking advocated by contemporary authors such as Edgar Morin (2011), who emphasizes the need to understand organizations as dynamic systems composed of multiple interactions and contradictions.

Thus, leadership, organizational climate, and organizational behavior are deeply interconnected. While leadership guides and mobilizes, climate shapes collective perceptions, and organizational behavior — at its different levels — provides an explanatory framework for institutional dynamics. Based on this context, this article seeks to answer the following research question: How do effective leadership and the multilevel analysis of organizational behavior influence team management and organizational climate?

Methodology

This study adopts a methodological approach based on a literature review of a qualitative, exploratory, and descriptive nature, aiming to analyze the influence of leadership and organizational behavior on team performance and organizational climate. The choice of this method is justified by the need to gather, systematize, and interpret existing knowledge produced by different authors to build a consistent theoretical framework that supports the proposed discussion (Gil, 2019).

The review was conducted using classical and contemporary works in the fields of Administration and People Management, with emphasis on Chiavenato (2014), who discusses the evolution and strategic role of people management, and Robbins and Judge (2017), widely recognized for their contributions to organizational behavior. In addition, complementary authors such as Weber (1978), Schein (2010), Goleman (2013), and Senge (2006) were included to broaden the theoretical diversity and enrich the analysis of leadership, climate, and organizational culture.

The bibliographic search encompassed books, scientific articles, and book chapters available in the Google Scholar academic database, using descriptors such as "leadership, organizational climate, organizational behavior, people management, and micro, meso, and macro dimensions." As inclusion criteria, we selected works published between 2000 and 2023, written in both Portuguese and English, which presented

conceptual or empirical relevance to the topic. Repetitive studies, non-peer-reviewed publications, and works with low adherence to the study's scope were excluded.

The data analysis followed the content analysis technique proposed by Bardin (2016), organized into categories defined a priori based on the theoretical framework:

- (i) Leadership styles and their relationship with motivation;
- (ii) Organizational climate and its determinants;
- (iii) Micro, meso, and macro dimensions of organizational behavior.

This procedure enabled the identification of convergences, divergences, and gaps in the literature, allowing for a critical and contextualized synthesis of the contributions from different authors. Thus, the methodology based on a literature review not only enables the mapping of the state of the art on the topic but also supports the development of reflections that may guide future empirical research and improve management practices within organizations.

Results and discussion

Understanding leadership and organizational behavior requires an analysis that integrates different theoretical perspectives, both classical and contemporary. Authors such as Chiavenato (2014) and Robbins & Judge (2017) provide fundamental frameworks for strategic people

management and the multilevel analysis of organizational behavior, while contributions from Weber (1978), Schein (2010), Goleman (2013), and Senge (2006) broaden the discussion by introducing dimensions related to authority, organizational culture, emotional intelligence, and organizational learning.

The integration of these concepts is essential to understand how leadership influences organizational climate and how the micro, meso, and macro dimensions interact within team dynamics. To systematize these contributions and demonstrate their relevance to this study, Table 1 summarizes the key postulates of each author and their implications for analyzing people management and organizational behavior.

The analysis revealed the main theoretical contributions related to organizational behavior from different perspectives, demonstrating that this construct is crucial for building a favorable organizational climate aimed at improving team performance. According to Chiavenato (2014), people management should be understood as a strategic function, not limited to administrative processes but focused on aligning individual competencies with organizational needs. This approach is particularly relevant in contexts of rapid and intense transformations, in which human capital valuation becomes a competitive and sustainable advantage.

Table 1. Contributions of Classical and Contemporary Authors to the Study of Leadership and Organizational Behavior

Author	Work	Key Postulates
Chiavenato (2014)	<i>Gestão de Pessoas: O Novo Papel dos Recursos Humanos nas Organizações</i>	Highlights people management as a strategic function; emphasizes motivation, leadership, and skills development.
Robbins & Judge (2017)	<i>Organizational Behavior</i>	Defend a multilevel analysis (micro, meso, macro); study attitudes, motivation, group dynamics, and organizational structure.
Max Weber (1978)	<i>Economy and Society</i>	Classifies types of authority: traditional, charismatic, and legal-rational; introduces bureaucratic rationality.
Schein (2010)	<i>Organizational Culture and Leadership</i>	Defines organizational culture as a set of shared assumptions, values, and practices.
Goleman (2013)	<i>Leadership: The Emotional Intelligence of the Successful Leader</i>	Highlights the importance of emotional intelligence (empathy, self-control, and emotional management) in effective leadership.
Senge (2006)	<i>The Fifth Discipline</i>	Introduces the concept of "learning organizations"; advocates for continuous learning and systemic thinking.

Source: Adapted by the authors.

Robbins and Judge (2017) expand this perspective by proposing the understanding of organizational behavior through a three-level model: micro, meso, and macro. This multilevel approach shows that organizational outcomes do not result from isolated variables but from the interdependence of individual attitudes, group dynamics, and

institutional structures. Integrating these levels enables the identification of factors influencing organizational climate and supports the development of more precise management strategies.

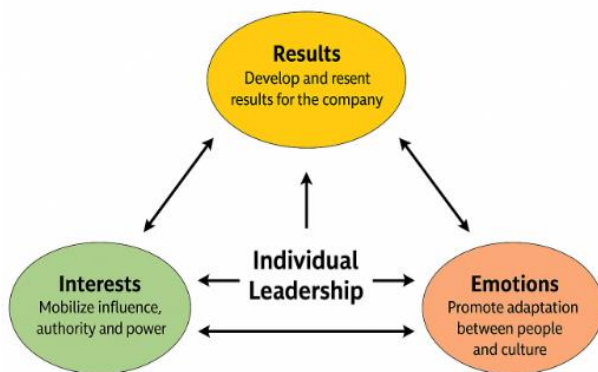
The legitimacy of leadership, as discussed by Weber (1978), represents another relevant

aspect since the types of authority — traditional, charismatic, and legal-rational — shape how leaders are perceived and followed within organizations. This perspective relates directly to Schein's (2010) definition of organizational culture as a set of shared values and underlying assumptions guiding practices and behaviors. From this connection, it follows that leadership effectiveness largely depends on the alignment between the adopted leadership style and the organization's prevailing culture.

Additionally, contemporary authors introduce new dimensions to this debate. Goleman (2013) emphasizes that emotional intelligence is an essential attribute for effective leadership, highlighting competencies such as empathy, self-regulation, and the ability to manage emotions. This socio-emotional approach helps explain how leaders build trust-based relationships and promote employee engagement. Senge (2006), in turn, proposes the concept of learning organizations, emphasizing continuous learning and systemic thinking as central elements for innovation and organizational sustainability.

This articulation is represented in Figure 1, which presents leadership as the integrating element of organizational behavior, connecting the micro, meso, and macro dimensions within a dynamic and interdependent system.

Figure 1. Leadership as the Integrating Axis of the Dimensions of Organizational Behavior



Source: Adapted by the authors.

The analysis shows that leadership functions as an integrating axis across the different levels of organizational behavior:

- At the micro level: Leadership relates to motivation and individual values, shaping perceptions and engagement (Robbins & Judge, 2017).
- At the meso level: Leadership directly influences team dynamics, enhancing communication, cohesion, and collaboration; in this context, Goleman's (2013) emotional intelligence framework contributes to building trust and engagement.
- At the macro level: Leadership connects to organizational culture and strategic planning, ensuring coherence between institutional values and management practices (Schein, 2010).

At the micro level, the focus is on individual aspects such as values, perceptions, and motivations, which directly influence employee engagement and their responses to management practices (Robbins & Judge, 2017). In this context, the proper alignment between personal expectations and institutional goals emerges as one of the main responsibilities of leadership, since leaders play a key role in mediating these demands and fostering greater commitment from individuals.

At the meso level, attention shifts to team dynamics, where communication, cohesion, and shared leadership become decisive factors for collective performance. Leadership, therefore, acts as a facilitator of relationships, promoting collaboration, encouraging synergy among team members, and reducing potential conflicts. In this context, Goleman's (2013) perspective on emotional intelligence adds a significant contribution by demonstrating that the ability to manage emotions, demonstrate empathy, and build trust strengthens cooperation and helps create a healthy, collaborative, and productive environment.

At the macro level, the analysis considers the organization as a whole, encompassing its culture, structure, and institutional policies. According to Schein (2010), organizational culture represents the foundation that guides behaviors and shapes management practices, while leadership functions as a bridge between organizational values and strategic objectives. Thus, coherence between the cultural identity of the institution and the leadership style adopted is essential for strengthening the organizational climate and enhancing the company's competitiveness. Leadership, in this sense, transcends the management of immediate results and assumes a strategic and adaptive role, promoting integration between structural processes, cultural values, interpersonal relationships, and continuous learning mechanisms.

By articulating the three levels of organizational behavior — micro, meso, and macro — leadership contributes directly to the development of resilient and innovative organizations, capable of adapting to constant market transformations. In this regard, the concept of learning organizations proposed by Senge (2006) becomes particularly relevant, as it highlights the need to perceive institutions as living systems, constantly evolving through collective learning and systemic thinking. Therefore, effective leadership cannot be understood as a single managerial tool but rather as a systemic factor that integrates the multiple dimensions of organizational behavior. This understanding reinforces its importance in team management, consolidation of organizational climate, and formulation of sustainable strategies in increasingly competitive and dynamic environments.

The comparative analysis of the authors reveals the diversity of theoretical perspectives on leadership and organizational behavior. Although

their approaches differ, they are complementary and contribute to a more comprehensive and integrated understanding of organizational phenomena. While Weber (1978) and Schein (2010) emphasize structural and cultural dimensions, focusing on the legitimacy of authority and organizational values as determinants of workplace climate, Chiavenato (2014) and Goleman (2013) adopt a humanistic perspective, prioritizing the development of people

through either strategic competency management or socio-emotional leadership skills. On the other hand, Robbins & Judge (2017) and Senge (2006) advance an integrative approach, highlighting the interdependence between individual, collective, and institutional levels and reinforcing the need for adaptive, innovative, and learning-oriented organizations.

Table 2. Comparison of Theoretical Approaches by Classical and Contemporary Authors on Organizational Behavior

Author	Predominant ideology	Contribution to this Study
Chiavenato (2014)	Valuation of human capital – managerial perspective focused on motivation and competencies	Provides the basis for analyzing leadership as a tool to align individuals with organizational objectives.
Robbins & Judge (2017)	Multilevel analysis – integrative, pragmatic, and behavioral approach	Offers a theoretical framework to understand the interaction between individuals, groups, and the organization.
Weber (1978)	Structural and bureaucratic perspective – legitimacy of power and rationality	Explains the foundations of formal leadership and its institutional legitimacy.
Schein (2010)	Cultural determinism – values and assumptions shape the organization	Links leadership and culture in shaping the organizational climate.
Goleman (2013)	Humanistic perspective – role of socioemotional competencies	Explains how leaders build engagement and trust in collaborative environments.
Senge (2006)	Systemic and adaptive perspective – innovation and continuous learning	Demonstrates how leadership promotes resilience and drives organizational transformation.

Source: Adapted by the authors.

In general, the different theoretical ideologies converge in emphasizing that effective leadership cannot be analyzed in isolation. On the contrary, it should be understood as a systemic and multidimensional phenomenon that simultaneously integrates individuals, teams, and organizational structures within increasingly dynamic and complex contexts. Leadership functions as a central connecting element, aligning personal values, collective objectives, and institutional strategies, influencing not only individual behavior but also group dynamics and the organizational climate.

From a broader perspective, this systemic understanding reveals that effective leadership operates through the interaction of multiple dimensions: the micro level, focused on individual motivations and skills development; the meso level, related to team dynamics and collective performance; and the macro level, which encompasses organizational culture, strategic positioning, and structural adaptability.

Conclusion

Effective leadership, when associated with a multilevel analysis of organizational behavior, establishes itself as a structuring axis of people management and organizational dynamics. The transformational perspective demonstrates that the role of the leader goes beyond the simple coordination of tasks, assuming a strategic function

in mobilizing talent, strengthening engagement, and building an organizational climate that fosters cooperation and innovation. At the same time, the integrative approach, by simultaneously considering the micro (individuals), meso (teams), and macro (organizational structure) levels, allows for a better understanding of the complexity of corporate environments and supports the development of management practices that are more aligned with the dynamic demands of the market.

In this scenario, the articulation between leadership and organizational behavior should not be seen merely as a technical tool, but rather as a continuous process of learning and adaptation. Organizations capable of aligning strategic people management with a critical understanding of organizational interactions are better prepared to face economic instability, digital transformation, and the growing demand for sustainability. Thus, it is concluded that the combination of strategic people management, effective leadership, and multilevel analysis of organizational behavior constitutes an essential foundation for consolidating innovative, resilient, and results-oriented organizations focused on long-term success.

Acknowledgment

To Centro Universitário da Grande Dourados/UNIGRAN; Bachelor's Degree in Managerial Processes; Universidade Estadual de

Mato Grosso do Sul/UEMS; Programa de Pós-Graduação em Recursos Naturais/PGRN; Programa Institucional de Bolsas aos Alunos de Pós-Graduação/PIBAP; Fundação de Apoio ao Desenvolvimento do Ensino, Ciência e Tecnologia do Estado de Mato Grosso do Sul/FUNDECT; Conselho Nacional de Desenvolvimento Científico e Tecnológico/CNPq; Financiadora de Inovação e Pesquisa/FINEP e Coordenação de Aperfeiçoamento de Pessoal de Nível Superior – Brasil/CAPES – Código 001 a MSM.

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