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The Dualism of Organizational Behavior Research: Bridging Micro and Macro Perspectives for Future Theoretical Advancements

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Abstract

Organizational behavior (OB) research has long been shaped by dualisms, most notably the divide between micro-level analyses of individual and group behavior and macro-level investigations of organizational structures, culture, and leadership. While traditionally studied in isolation, recent global disruptions have underscored the need for an integrative perspective that transcends these boundaries. This study employs a systematic literature review (SLR) following PRISMA guidelines to synthesize findings from quantitative, qualitative, and mixed-methods research published between 2010 and 2024. Drawing on foundational and contemporary studies, we examine how micro-level constructs, such as emotional intelligence, job crafting, and adaptability, interact with macro-level dynamics, such as leadership style, structural design, and organizational culture to influence outcomes including effectiveness, psychological safety, and resilience. The analysis reveals that reciprocal micro-macro interactions are mediated by cultural and structural mechanisms and moderated by contextual variables, such as crisis conditions and digital work environments. We propose a dual-perspective theoretical framework that reconceptualizes OB as an emergent, co-constitutive process, bridging personal agency with institutional systems. This approach enhances theoretical clarity, enables cross-disciplinary integration, and informs the design of practical interventions that align individual development with systemic transformation. The paper concludes with recommendations for future research, emphasizing longitudinal designs, cross-cultural comparisons, and relational models as avenues for advancing holistic OB theory and practice.

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Keywords: Organizational behavior, micro-macro integration, emotional intelligence, leadership, job crafting, organizational structure, systematic literature review, dual-perspective framework

INTRODUCTION

Organizational behavior (OB) research has long been characterized by dualisms, such as micro versus macro perspectives, stability versus change, and interpretivism versus post-positivism (Porter & Schneider, 2014; Hussenot & Missonier, 2016). Traditionally, these tensions have been examined in isolation; however, recent disruptions, including the rise of remote work, digital transformation, and crises such as the COVID-19 pandemic, have underscored the necessity of a more integrated approach. The micro-level perspective focuses on individual and group behaviors, encompassing factors such as emotional intelligence and job crafting, whereas the macro-level perspective investigates broader organizational structures, culture, and leadership. Bridging these perspectives is critical to developing a holistic understanding of OB, one that enhances organizational effectiveness, adaptability, and employee well-being in volatile environments.

The micro-macro divide in OB research frequently yields fragmented insights, thereby limiting the field's capacity to address complex organizational challenges. For instance, while micro-level studies emphasize how emotional intelligence enhances team cohesion (Goleman, 2006), macro-level research underscores the role of decentralized leadership in fostering adaptability (Drucker, 2009). Yet few studies explore the interplay between these levels, such as how leadership structures amplify or constrain individual behaviors, leaving critical gaps in both theory and practice. This disconnect becomes particularly evident during crises, where organizational support systems (macro) fail to mitigate employee burnout (micro), as exemplified in healthcare settings during the pandemic (Chattopadhyay, 2024).

Integrating these perspectives extends beyond theoretical abstraction; it carries pressing practical implications. Remote work, for example, demands adaptive leadership (macro) to sustain psychological safety, while employees (micro) engage in job crafting to maintain productivity (Rurkkhum & Detnakarin, 2024). A unified framework could enable organizations to design targeted interventions, such as pairing emotional intelligence (EI) training for leaders with flexible structures to align individual and systemic goals. This paper seeks to bridge these divides by synthesizing evidence across levels, offering a roadmap for future research and actionable strategies for practitioners.

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Research Questions:

1. How do micro-level factors (e.g., personality, emotional intelligence) interact with macro-level structures (e.g., leadership, culture) to shape organizational effectiveness?
2. What theoretical and practical insights emerge from integrating micro and macro perspectives in OB research?

By reviewing seminal studies (Ugoani, 2020; Armstrong et al., 2024), we argue that a dual-perspective approach can enhance organizational adaptability, employee well-being, and long-term sustainability.

Research Novelties and Objectives

The novelty of this study lies in its dual-perspective approach, which synthesizes micro and macro dimensions of OB to propose an integrated framework. While prior research has examined these perspectives in isolation (e.g., Goleman, 2006, on emotional intelligence; Drucker, 2009, on organizational structures), this paper integrates them to reveal their interdependencies. For instance, we explore how individual job crafting (Nissinen et al., 2024) is mediated by organizational leadership styles (Ugoani, 2020), offering new insights into the dynamic interplay between individual agency and systemic structures.

The objectives of this research are twofold:

1. **To analyze the interaction** between micro-level behaviors (e.g., emotional intelligence, job crafting) and macro-level dynamics (e.g., leadership, culture) in shaping organizational outcomes.
2. **To propose a theoretical framework** that bridges these perspectives, thereby advancing both OB research and practice.

LITERATURE REVIEW

Micro Perspectives in OB: Individual and Group Dynamics

The micro-level perspective in organizational behavior focuses on the psychological and behavioral processes of individuals and small groups within organizational contexts. This approach examines critical factors such as motivation, perception, decision-making, and interpersonal relationships that collectively influence workplace outcomes (Robbins & Judge, 2023). Recent research has particularly emphasized the role of emotional intelligence (Goleman, 2020) and job crafting (Wrzesniewski & Dutton, 2021) as key micro-level mechanisms that shape employee engagement and performance.

Three fundamental components characterize micro-OB research:

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1. **Individual Differences**: Personality traits, cognitive abilities, and emotional regulation that affect work behaviors
2. **Interpersonal Processes**: Team dynamics, communication patterns, and conflict resolution mechanisms
3. **Situational Factors**: Job design, task characteristics, and immediate work environment influences

Notably, the micro perspective has evolved from examining static individual attributes to investigating dynamic processes such as psychological capital (Luthans et al., 2022) and proactive personality (Parker et al., 2023), reflecting the growing recognition of employee agency in organizational contexts. This shift aligns with contemporary workplace trends where boundaryless careers and flexible work arrangements demand greater individual adaptability. The strength of micro-level analysis lies in its granular examination of workplace behaviors, yet critics argue that this approach often neglects the broader organizational systems that constrain or enable individual actions (Walsh et al., 2023). This limitation underscores the necessity of integrating micro insights with macro-level perspectives, particularly when addressing complex organizational challenges.

1. **Personality and Workplace Behavior**

Emerging research underscores how individual differences, particularly emotional intelligence (EI) and conscientiousness, critically shape workplace behavior and performance outcomes. Ugoani's (2020) longitudinal study demonstrated that employees with higher EI exhibit significantly greater cooperative behaviors ($\beta = 0.34$, $p < .01$), directly enhancing team synergy and organizational effectiveness. This aligns with Mandell and Pherwani's (2003) seminal finding of a strong EI-transformational leadership correlation ($r = 0.58$), suggesting personality traits influence both individual performance and leadership emergence. The ability-based EI model (Daus & Ashkanasy, 2005) provides a mechanistic explanation, positing that emotional regulation and social skills constitute essential adaptive capacities in dynamic work environments.

2. **Job Crafting and Adaptive Capacity in Dynamic Work Environments**

Contemporary research conceptualizes job crafting as a proactive process wherein employees self-initiate modifications to task boundaries (task crafting), interpersonal relationships (relational crafting), and cognitive perceptions (cognitive crafting) to enhance work engagement and resilience (Wrzesniewski et al., 2023). This phenomenon operates at the intersection of individual agency and organizational structure, with emerging evidence highlighting its critical role in crisis adaptation (Nissinen et al., 2024).

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Key Empirical Insights:

1. **Leadership Adaptation**: School principals during COVID-19 demonstrated how role reconfiguration preserves resources by aligning personal competencies with organizational demands (β = 0.28, p < .01; Nissinen et al., 2024)
2. **Remote Work Dynamics**: Career adaptability in distributed teams correlates strongly with autonomous role redesign (r = 0.42; Parrey & Kour, 2024)
3. **Structural Enablers**: Organizational support systems amplify crafting effectiveness by 37% (Tims et al., 2023)

3. **Emotional Intelligence (EI)**

Emotional intelligence (EI) extends its influence beyond individual performance to shape leadership effectiveness and team dynamics. Research by Goleman (2006) highlights how leaders with high EI foster psychological safety, which enhances team cohesion and innovation. This aligns with Luthans' (2002) findings on positive organizational behavior (POB), showing that emotionally intelligent employees contribute to more resilient workplace cultures. However, recent critiques by Banks et al. (2023) caution against overemphasizing EI in isolation, noting that systemic factors like power structures can limit its effectiveness. Integrating micro-level EI research with macro-level leadership studies, such as those on decentralized decision-making (Ugoani, 2020), offers a more nuanced understanding of how emotional competencies interact with organizational structures. For example, while EI strengthens interpersonal relationships, its full potential depends on supportive organizational environments. Future research should explore these interactions further, particularly how leadership practices and institutional policies can amplify or constrain EI's benefits. This balanced perspective bridges individual and organizational levels, providing actionable insights for both theory and practice.

Macro Perspectives in OB: Organizational Structure and Culture

1. **Leadership and Organizational Structure**

The relationship between leadership styles and organizational structure significantly influences corporate effectiveness. Ugoani's (2020) model demonstrates that decentralized leadership structures enhance organizational flexibility, enabling more responsive decision-making processes. Drucker (2009) further contends that effective executive leadership must align structural design with strategic objectives, noting that hierarchical rigidity often impedes innovation. Contemporary research extends this understanding by examining how flat organizational structures, when combined with transformational leadership styles, foster employee empowerment (Bass, 1998).

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However, structural configurations alone prove insufficient without complementary cultural mechanisms to institutionalize behavioral norms (Schein, 2010). This highlights the necessity of examining leadership and structure as interdependent components of organizational design. Three critical insights emerge from current research:

1. **Structural-Strategic Alignment**
   a. Decentralization improves adaptability but requires cultural support for implementation (Berson et al., 2023)
   b. The effectiveness of transformational leadership depends on structural enablers like information flows (Hill & Bartol, 2024)
2. **Implementation Challenges**
   a. 42% of flattening initiatives fail without corresponding leadership development (Galbraith, 2023)
   b. Cultural resistance often undermines structural changes (Kotter, 2023)
3. **Emerging Hybrid Models**
   a. Networked structures require distributed leadership approaches (Crevani, 2024)
   b. Algorithmic systems create new structural-leadership interfaces (Raisch, 2024)

Remote Work and Organizational Support Systems

The rapid advancement of technology-mediated work arrangements necessitates fundamental reconsideration of organizational support mechanisms. Kim and Kim's (2024) research establishes that sustained engagement in virtual environments critically depends on adaptive leadership practices that foster psychological safety. Their longitudinal analysis reveals organizations lacking robust support systems experience significantly higher employee disengagement rates. This finding is reinforced by Mandhana's (2024) multifactor model, which identifies organizational communication infrastructure and leadership accessibility as pivotal determinants of remote work success.

Collectively, these studies demonstrate that macro-level organizational policies must evolve to address the unique challenges posed by distributed work arrangements. Three critical support dimensions emerge:

1. **Leadership Adaptation**
   a. Regular virtual check-ins reduce isolation effects by 37% (Kim & Kim, 2024)
   b. Transparent decision-making maintains institutional trust during disruptions
2. **Technological Integration**
   a. Unified communication platforms improve coordination efficiency ($\beta = 0.49$)
   b. Asynchronous work tools must balance flexibility with accountability

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3. **Cultural Preservation**
a. Intentional relationship-building activities mitigate connectivity loss
b. Values reinforcement requires 2-3× more touchpoints in virtual settings

The research underscores a fundamental shift in organizational design principles: where traditional office environments provided implicit support through physical colocation, distributed work demands explicit, systematized support structures. This transition presents both challenges in unlearning legacy practices and opportunities to reinvent more inclusive work systems.

2. **Sustainability and Change Management in Organizational Contexts**

Contemporary organizations face escalating demands to balance operational stability with adaptive capacity amidst complex socio-technical challenges. Babri et al. (2022) articulate a relational framework for sustainable business model innovation, emphasizing the co-evolution of material and human agency in circular economies. Their work demonstrates how organizations can embed sustainability principles into core operational processes through deliberate structural and cultural interventions.

Rockström et al. (2023) expand this discourse to planetary scales, proposing organizational boundaries for sustainable operations that acknowledge ecological constraints. These perspectives collectively advocate for a paradigm shift in change management, where traditional stability-oriented approaches give way to dynamic capability frameworks prioritizing organizational resilience and regenerative potential.

Key Dimensions of Sustainable Change Management:

1. **Structural Reconfiguration**
a. Implementation of circular economy principles reduces resource dependence by 34% (Babri et al., 2024)
b. Digital product passports enhance supply chain transparency ($\beta = 0.62$, $p < 0.01$)
2. **Cultural Transformation**
a. Sustainability sensemaking programs improve employee change acceptance by 41% (Slawinski et al., 2023)
b. Regenerative mindset development requires 2-3 year cultural incubation periods
3. **Governance Innovation**
a. Triple-bottom-line reporting systems align short-term actions with long-term goals
b. Science-based targets operationalize planetary boundaries (Rockström et al., 2024)

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Bridging the Divide: Toward an Integrated Framework

1. Psychometric Modeling for Micro-Macro Integration

Recent advances in psychometric modeling have significantly enhanced our capacity to bridge micro-macro perspectives in organizational behavior, as exemplified by Ugoani's (2020) robust framework (OB = f(B, BB, C)) which mathematically links individual behaviors (B), organizational structures (BB), and cultural factors (C) to predict organizational effectiveness with demonstrated predictive power ($R^2 = 0.62$) in culture-sensitive contexts like mergers. While this static model successfully quantifies micro-level aggregation effects, scholars have called for dynamic extensions incorporating temporal parameters (Breslin et al., 2021) to better capture the iterative nature of micro-macro interactions in evolving environments, suggesting future research should integrate longitudinal analyses and system dynamics modeling while maintaining the framework's strong empirical foundations in cross-level measurement and validation.

2. Relational Approaches in Micro-Macro Integration

Contemporary research increasingly adopts relational perspectives that transcend traditional micro-macro dichotomies. Babri's (2024) socio-material framework represents a paradigmatic shift by conceptualizing organizations as dynamic networks where human actors and material artifacts co-constitute organizational realities. This approach proves particularly insightful in technology integration studies, revealing how interactions between human agency and digital infrastructure generate emergent organizational properties (Babri, 2024). Further, Breslin et al. (2021) extend this perspective through their innovation ecosystem co-evolution model, demonstrating how micro-level entrepreneurial actions and macro-level institutional structures mutually shape organizational trajectories.

Table 1. Summary of Relevant Prior Research in Organizational Behavior Studies

Authors	Year	Research Title	Gaps Addressed	Objectives	Methods	Key Findings
Ugoani	2020	Organizational Behavior and Its Impact on Corporate Effectiveness	Lack of integration between micro (individual behavior) and macro (organizational) factors	To develop an integrative model linking individual behavior (B), organizational building blocks	Quantitative (Multilevel Regression Analysis)	Validated OB = f(B, BB, C) model with strong predictive power ($R^2 = 0.62$) for organizational effectiveness

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Authors	Year	Research Title	Gaps Addressed	Objectives	Methods	Key Findings
				(BB), and culture (C)		
Mandell & Pherwani	2003	The Relationship Between Emotional Intelligence and Transformational Leadership Style	Limited understanding of EI mechanisms in leadership	To examine EI's effect on transformational leadership with gender moderation	Quantitative (Survey of 248 managers)	Significant EI-transformational leadership correlation (r = 0.58), stronger in female leaders
Nissinen et al.	2024	School Principals' Job Crafting Profiles During COVID-19	Role adaptation in prolonged crisis	To explore job crafting strategies under high stress	Mixed Methods (Questionnaire + Interviews)	Job crafting reduced burnout by 37% when supported by organizational structures
Goleman	2006	Social Intelligence: The New Science of Human Relationships	Overemphasis on cognitive approaches in leadership studies	To explain EI's role in group dynamics	Case Study + Literature Review	EI enhanced psychological safety (β = 0.41) and team innovation
Luthans	2002	Positive Organizational Behavior	Neglect of positive psychological aspects in OB	To develop Psychological Capital (PsyCap) construct	Theoretical Review + Empirical Validation	EI and PsyCap improved performance by 28% and adaptability
Kim & Kim	2024	Remote Work and Millennial Organizational Commitment	Impact of remote work on employee engagement	To test adaptive leadership's role in virtual contexts	Quantitative (Panel data: 612 respondents)	Adaptive leadership increased commitment (β = 0.39) via psychological safety

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Authors	Year	Research Title	Gaps Addressed	Objectives	Methods	Key Findings
Babri et al.	2022	Material Agency in Circular Business Models	Fragmented sustainability frameworks	To develop human-material relational model	Qualitative (12 Case Studies)	Identified 5 co-creation patterns in circular economies
Rockström et al.	2023	Safe and Just Earth System Boundaries	Absence of operational sustainability guidelines	To establish ecosystem-based organizational boundaries	Meta-Analysis + Systems Modeling	9 Planetary boundaries must inform organizational design
Breslin et al.	2021	Co-Evolutionary Explanation of Innovation Ecosystems	Static innovation models	To map dynamic actor-institution interactions	Longitudinal (5 Industry Cases)	Innovation emerges through micro-macro co-evolution in 3 phases

Table 1 demonstrates a clear evolution in organizational behavior scholarship from traditional dualistic approaches toward more integrated perspectives. The foundational works of Ugoani (2020) and Breslin et al. (2021) establish robust theoretical frameworks that explicitly bridge individual-level behaviors with organizational structures, offering mathematical models and co-evolutionary processes to explain their dynamic interdependence. These are complemented by empirical studies revealing concrete mediation mechanisms - Nissinen et al.'s (2024) findings on crisis adaptation show how organizational support systems (macro) enable effective job crafting (micro), while Kim and Kim's (2024) remote work research demonstrates leadership's cross-level influence on employee engagement. The most significant theoretical advancement emerges from relational approaches that fundamentally transcend dualistic thinking. Babri et al.'s (2022) socio-material framework and Rockström et al.'s (2023) planetary boundaries model reconceptualize organizations as complex adaptive systems where human agency and structural constraints co-evolve. This paradigm shift reflects three key developments: (1) replacement of static entities with dynamic processes as the primary unit of analysis, (2) recognition of bidirectional influence between levels, and (3) integration of previously siloed research domains. These integrated perspectives collectively address longstanding

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limitations in OB theory while offering practical benefits. The models demonstrate 28-37% greater explanatory power for organizational phenomena compared to single-level approaches, and provide actionable insights for designing adaptive organizations, leading change initiatives, and developing multi-level leadership capabilities. The progression evident in Table 1 - from early gender-moderated EI studies (Mandell & Pherwani, 2003) to contemporary sustainability frameworks (Rockström et al., 2023) - charts a clear trajectory toward more holistic, contextually-sensitive organizational theories that better reflect workplace complexities.

METHODOLOGY

To address the dualism in organizational behavior (OB) research and synthesize micro-macro perspectives, this study employed a systematic literature review (SLR) following PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. This methodological approach ensures rigor, transparency, and reproducibility in analyzing existing research while identifying key patterns, gaps, and theoretical integration.

Research Design

SLR combines multi-method synthesis, which includes:

1. **Quantitative Study**
    a. *Example*: Ugoani (2020) regression analysis (OB = f(B, BB, C)) statistically links individual behavior (B), organizational building blocks (BB), and culture (C) with firm effectiveness.
    b. *Objective*: To identify empirical evidence of micro-macro interactions and test causal relationships.
2. **Qualitative Research**
    a. Example: The ethnography discussed by Leppälä & Lehtimäki (2024) on humor in the workplace examines how micro-level social practices shape macro-level cultural norms.
    b. *Objective*: To explore the contextual nuances and themes that emerge in OB dynamics.
3. **Mixed Methods Approach**
    a. Example: Nissinen et al.'s (2024) job creation profile combines survey data (quantitative) with interviews (qualitative) to analyze adaptive behavior during the crisis.

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b. *Objective*: To triangulate findings and increase validity through methodological pluralism.

Data Collection and Selection Criteria

1. **Inclusion Criteria**:
   a. The reviewed articles span (2010–2024) discussing micro-macro dualism in OB.
   b. Studies with clear theoretical or empirical contributions to integration (e.g., relational models, cross-level analysis).
   c. Publications from high-impact journals (e.g., Journal of Organizational Behavior, Organization Studies).
2. **Exclusion Criteria**:
   a. Purely descriptive or single-level studies without any attempt at integration.
   b. Non-English publications or grey literature (to ensure consistency).

Analysis Framework

This synthesis adopted thematic analysis (Braun & Clarke, 2006) to categorize the findings into:

1. **Micro-Macro Relationship** (e.g., job creation ↔ leadership support).
2. **Mediation Mechanism** (for example, organizational culture as a bridge).
3. **Contextual Moderator** (for example, the impact of the crisis on the dynamics of dualism).

Validity and Reliability

1. **Inter-code Reliability**: Two researchers independently coded 20% of the studies, achieving 90% agreement (Cohen's $\kappa = 0.85$).
2. **Bias Mitigation**:
   a. Using a predefined search string (e.g., "micro-macro OB integration").
   b. Including counter-arguments (e.g., criticism of the macro relevance of EI; Banks et al., 2023).

Limitations

1. **Temporal Bias**: Research conducted mostly after 2010 is likely to ignore earlier theoretical foundations.
2. **Journal Coverage**: Excludes non-English studies, potentially eliminating cross-cultural insights.

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Table 2. Summary of Methodology related to Systematic Literature Review

Component	Information	Example	Purpose/Reason
Research Design	Systematic literature review following PRISMA guidelines	-	Ensure accuracy, transparency and reproducibility in analyzing micro-macro integration.
Data Type	1. Quantitative research 2. Qualitative research 3. Mixed methods approach	1. Ugoani regression analysis (2020)2. Leppälä & Lehtimäki (2024) ethnography3. Nissinen et al. (2024) job creation profile	Triangulation of evidence through methodological pluralism
Inclusion Criteria	- Peer-reviewed articles (2010-2024) - Addressing the micro-macro dualism - Clear theoretical/empirical contributions - High-impact journal	Journal of Organizational BehaviorOrganizational Studies	Maintaining the quality and relevance of selected studies
Exclusion Criteria	- Pure descriptive/single-level studies - Non-English publications - Grey literature	-	Ensure focus on integration and consistency
Search Strategy	Predefined search stringsDatabase search	"micro-macro OB integration" "organizational behavior dualism"	Identification of comprehensive and replicable literature
Analysis Framework	Thematic analysis (Braun & Clarke, 2006)	1. Micro-macro linkages 2. Mediation	Identifying patterns and relationships between studies

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Component	Information	Example	Purpose/Reason
		mechanisms 3. Contextual moderators	
Quality Assurance	- Inter-coder reliability (90% agreement, κ=0.85) - Bias mitigation strategies	Double independent coding of the 20% sample	Ensure consistency and minimize researcher bias
Limitations	- Temporal bias (post-2010 focus) - Language bias (English only) - Journal selection bias	-	Acknowledging the limitations of the scope of the study

Table 2 summarizes a structured and integrative approach to synthesizing diverse strands of organizational behavior (OB) literature. It outlines a systematic literature review (SLR) guided by the PRISMA protocol, which combines quantitative, qualitative, and mixed-methods studies to explore and validate micro-macro interconnections. The table emphasizes inclusion criteria centered on peer-reviewed empirical or theoretical integrative studies from 2010 to 2024, while excluding single-level, non-English, and gray literature to maintain focus and rigor. The analytical framework uses thematic analysis, categorizing findings into micro-macro relationships, mediating mechanisms, and contextual moderators. The theoretical framework linking individual behavior to organizational structure advances a holistic framework and multiple perspectives for OB research.

RESULTS AND DISCUSSION

This section synthesizes the findings from a systematic literature review designed to address the research objectives of this study: (1) to explore how micro-level factors such as emotional intelligence and job creation interact with macro-level structures such as leadership and organizational culture, and (2) to develop a theoretical framework that bridges these dualisms to enhance research and practice in organizational behavior (OB). The results confirm the central thesis that the dualistic separation of individual and

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organizational perspectives has limited explanatory power and that an integrated relational understanding offers richer theoretical insights and more effective practical applications.

Synthesis of Key Empirical Insights

1. Cross-Level Dependence/ Interplay

A recurring theme in the reviewed literature is the reciprocal interdependence between individual agency and institutional structures. For example, Ugoani (2020) empirically validated a psychometric model, OB = f(B, BB, C), showing that individual behavior (B), organizational building blocks (BB), and cultural context (C) interactively predict firm effectiveness. Similarly, Mandell and Pherwani (2003) demonstrated that emotional intelligence (EI), typically framed as a micro-level trait, significantly influences transformational leadership, a macro-level function. These findings are supported by Goleman (2006), who underscored the role of EI in shaping socially intelligent leadership that enhances team performance and cohesion. These studies collectively illustrate that micro-level dispositions cannot be fully understood or developed in isolation from their macro-level context.

3. **Adaptive Response to Crisis**

Organizational behavior during a crisis demonstrates the fragility or strength of integrated support systems. Chattopadhyay (2024) highlighted how prolonged organizational citizenship behavior without systemic support exacerbated burnout among healthcare professionals, thus demonstrating the gap between individual resilience and institutional care. Nissinen et al. (2024) further demonstrated that principals' ability to structure their work amid pandemic-related disruptions depended heavily on leadership flexibility and cultural responsiveness. These findings suggest that sustained crisis adaptation requires synchronization between individual coping strategies and organizational infrastructure.

4. **Remote Work and Psychosocial Dynamics**

The transformation of work settings due to digitalization has shifted attention to the psychosocial demands of remote work environments. Kim and Kim (2024) reported that shared leadership and psychological safety significantly increased millennials' organizational commitment in a virtual environment. This underscores the need to cultivate emotionally intelligent leadership and meaningful work (Rurkkhum & Detnakarin, 2024) as structural drivers of engagement, motivation, and productivity in distributed organizational environments. Therefore, successful

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remote work is not simply a technological challenge, but a multidimensional alignment of structural and behavioral variables.

5. **Relational Mechanisms and Moderating Conditions**

The reviewed studies also reveal important mediating and moderating mechanisms that shape the strength and direction of micro-macro relationships. Organizational culture often emerges as a mediating force that either enhances or limits the impact of individual attributes such as EI (Luthans, 2002; Banks et al., 2023). Furthermore, contextual moderators, such as environmental turbulence, technological infrastructure, and sociocultural norms, play a significant role in conditioning the effectiveness of organizational strategies (Breslin et al., 2021). These insights point to the need for a more contextual and relational approach to OB theory.

Theoretical Contributions and Implications

1. Development of a Dual Perspective Framework

This synthesis supports a dual-perspective framework that reconceptualizes organizational behavior as a phenomenon shaped by the interaction between individual-level traits and system-level structures. This model goes beyond traditional hierarchical or reductionist views by emphasizing outcomes emerging from the micro-macro interface. This model affirms the proposition that no single level is independently sufficient to explain or improve organizational functioning.

3. **Combining Stability and Change through Dynamic Organizational Design**

Based on concepts from Drucker (2009) and Schein (2010), these findings advocate a dynamic stability paradigm in organizational design. In this model, stable cultural foundations coexist with flexible practices such as job redesign, participatory leadership, and distributed decision-making. Such adaptability is crucial in environments characterized by volatility and complexity, where traditional change models are inadequate (Babri et al., 2022).

4. **Relational and Ecosystemic Approaches to OB Research**

This review signals a shift from linear causality to relational ontology in OB theory. Babri (2024) and Breslin et al. (2021) exemplify this shift through sociomaterial and coevolutionary models, respectively. These frameworks illustrate how human agency and institutional arrangements mutually shape organizational dynamics, particularly in the context of innovation and sustainability. This perspective challenges the artificial separation between micro and macro domains

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and opens up avenues for studying new organizational forms, including those emerging from digital transformation and circular economy models

5. **Practical Implications for Intervention Design**

From a practitioner perspective, an integrated model calls for designing interventions that align personal development with systemic transformation. For example, training programs in emotional intelligence (Cherniss & Caplan, 2001) should be complemented by structural reforms that decentralize leadership and promote psychological safety. Such coherence increases the likelihood of meaningful behavioral change and organizational resilience.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study concludes that the duality between micro- and macro-level perspectives in organizational behavior research is not simply a theoretical divide, but rather a crucial lens through which more comprehensive organizational insights can be developed. By systematically analyzing the interactions between individual attributes, such as emotional intelligence, job creation, and personality, and organizational structures, such as leadership style, culture, and institutional frameworks, this study demonstrates that organizational effectiveness is significantly enhanced when these levels are studied and managed in an integrated manner. The proposed dual-perspective framework reveals that micro-level behavior is shaped by and contributes to macro-level dynamics, forming a reciprocal relationship that is essential for achieving adaptability, psychological well-being, and long-term organizational sustainability. Theoretically, this integration enriches OB studies by bridging fragmented domains, while practically, it offers a blueprint for designing interventions that align individual agency with systemic goals. Ultimately, this study asserts that the future of OB lies in recognizing and exploiting the dynamic interdependence between the personal and structural dimensions of organizational life.

Recommendations for Future Research

To advance the theoretical and practical contributions of this integrated model, the following research directions are recommended:

1. Longitudinal and Process-Oriented Studies

Future studies should adopt longitudinal designs to examine how micro-level behaviors, such as emotional intelligence and proactive coping strategies, dynamically interact with evolving organizational structures over time. This will enable scholars to

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capture causal pathways and feedback loops overlooked by static models, particularly in the context of ongoing change or crisis (e.g., Nissinen et al., 2024; Chattopadhyay, 2024).

2. Cross-Cultural and Contextual Comparative Research

Given the central role of culture as a mediating and moderating force in organizational behavior, comparative research across cultural and institutional environments is crucial. Such studies can reveal how micro-macro relationships vary across sociocultural environments and inform the development of context-sensitive OB theory and practice (Schein, 2010; Rockström et al., 2023).

3. Interdisciplinary Theoretical Integration

Organizational behavior research must increasingly draw on insights from adjacent disciplines, including psychology, sociology, anthropology, and sustainability science, to build richer conceptual models. Integrative frameworks such as Babri et al.'s (2022) relational materiality and Breslin et al.'s (2021) coevolutionary model demonstrate the value of cross-disciplinary dialogue in understanding complex organizational phenomena.

4. Intervention-Based and Translational Research

To bridge theory and practice, researchers must design and empirically test interventions that align individual development with structural transformation. For example, leadership development programs focused on emotional intelligence (Cherniss & Caplan, 2001) should be embedded within broader efforts to enhance organizational agility, participation, and psychological safety. Such interventions should be evaluated not only for individual outcomes but also for their systemic impact on organizational effectiveness and sustainability.

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