



Situational Leadership in Logistics Operations: Impact on Productivity and Climate Organizational

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Summary

Situational leadership has established itself as one of the main theoretical frameworks for contemporary management, especially in complex environments such as logistics operations. This article analyzes the practical application of the situational model proposed by Hersey and Blanchard in the logistics context, highlighting its direct impact on team productivity and the development of a healthy organizational climate. Based on a literature review, the article explores aspects related to adapting leadership style according to employee maturity, the challenges posed by globalized supply chains, and the role of communication as a tool for cohesion. Furthermore, empirical studies are presented that demonstrate how flexible leadership contributes to reducing operational failures, fostering intrinsic team motivation, and fostering innovation in critical transportation and warehousing processes. Finally, the article discusses the importance of developing leaders capable of alternating between directive and delegating styles, depending on the needs of the logistics environment, with a view to building more resilient, productive, and humanized organizations.

Keywords: Situational leadership; logistics operations; productivity; organizational climate; adaptive management.

Abstract

Situational leadership has emerged as one of the most relevant theoretical frameworks for contemporary management, especially in complex environments such as logistics operations. This paper aims to analyze the practical application of the situational model proposed by Hersey and



Blanchard within the logistics context, highlighting its direct impact on team productivity and the development of a positive organizational climate. Based on a literature review, the study explores how leadership adaptation according to employee maturity affects supply chain performance, as well as the role of communication as a cohesion instrument. Empirical evidence is presented to demonstrate how flexible leadership contributes to reducing operational failures, fostering intrinsic motivation, and promoting innovation in critical processes such as transportation and warehousing. The discussion underscores the relevance of developing leaders capable of alternating between directive and delegating styles depending on the logistic environment, aiming at building more resilient, productive, and human-centered organizations.

Keywords: Situational leadership; logistics operations; productivity; organizational climate; adaptive management.

1. Introduction

Logistics operations management increasingly requires a leadership approach that goes beyond traditional command-and-control models. The dynamism of supply chains, combined with market pressures for efficiency, reduced deadlines, and innovation, has demanded leaders capable of adapting their behavior according to the circumstances and the maturity level of their teams. In this context, the situational leadership model, developed by Hersey and Blanchard, presents itself as a relevant theoretical and practical framework, as it proposes that leadership style be adjusted according to the competence and commitment of those being led.

When considering the logistics environment, characterized by operational complexity, variable demands, and a strong reliance on qualified human resources, situational leadership stands out as an essential tool for achieving sustainable results. More than delegating or supervising tasks, it's about understanding each employee's stage of development, offering guidance or autonomy as needed. This way, the manager not only ensures process efficiency but also contributes to strengthening the organizational climate, increasing motivation and engagement.

The objective of this article is to critically and humanely analyze the application of situational leadership in logistics operations, highlighting its effects on productivity and organizational climate. To this end, a theoretical discussion will be conducted based on classic and recent studies, accompanied by practical examples that demonstrate the impacts of adaptive leadership on the realities of global and local companies. The article is structured into seven main sections: conceptual foundations, situational leadership in logistics, impacts on productivity, impacts on organizational climate, application challenges, case studies, and future perspectives.

The relevance of this study is justified by the fact that logistics occupies a strategic position in organizations, being directly responsible for customer satisfaction and the competitiveness of companies in increasingly demanding markets. Furthermore, the global scenario of supply shortages

qualified workforce in logistics increases the need for leaders prepared to manage diverse, heterogeneous teams subjected to constant pressure.

In this sense, investigating how situational leadership contributes to mitigating conflicts, reducing operational failures, and promoting a healthy work environment becomes essential not only for managers and researchers, but also for building more humane and efficient organizational practices. This article therefore seeks to offer a comprehensive analysis that combines theory and practice and proposes ways for logistics companies to consolidate their resilience and sustainability through people management.

2. Theoretical Foundations of Situational Leadership

The concept of situational leadership was originally formulated by Paul Hersey and Kenneth Blanchard in the 1960s as a response to the perceived limitations of rigid leadership models. Rather than proposing a single style as ideal, situational theory advocates adapting leadership based on the maturity level of those being led. This maturity is understood as the combination of technical competence and willingness to assume responsibility, varying over time and according to the nature of the tasks. The model establishes four main styles: directing, guiding, supporting, and delegating, which should be alternated depending on the context and the team's needs.

One of the key differences of the situational model is its recognition that there is no universally effective leadership. Effectiveness depends on the leader's ability to correctly diagnose an employee's developmental stage and flexibly adjust their approach. This concept breaks with classic paradigms, such as McGregor's Theory X and Y, which categorize workers in a more static way. In contrast, situational leadership views human capital as dynamic, constantly evolving, requiring the leader to also be a facilitator of individual and collective growth.

Studies by Yukl (2010) and Northouse (2018) confirm that a leader's behavioral flexibility is one of the determining factors for organizational effectiveness. In logistics environments, where experienced and novice employees coexist, the application of this model becomes even more relevant. The same leader may need to simultaneously adopt a directive style for a trainee and a delegating style for a fleet supervisor with years of experience. This alternation, if done correctly, avoids control overload and promotes engagement.

Another essential aspect of the theoretical foundations is the emphasis on communication. The situational model assumes that clear instructions, constant feedback, and open dialogue are pillars that support the process of adapting leadership styles. Without effective communication, attempting to apply different styles can generate confusion or even resistance from the team. In logistics, where decisions need to be made in real time, the leader's communication skills are essential to ensure operational fluidity.



The literature also highlights that situational leadership has a strong correlation with intrinsic motivation. When employees perceive that their leader adapts their management style to their level of preparation and confidence, they tend to feel valued and encouraged to evolve. This creates a virtuous cycle in which leadership encourages individual development, which, in turn, feeds back into collective effectiveness. According to Robbins and Judge (2019), the perception of fairness and recognition from leaders is crucial for organizational commitment.

Although the model has received criticism over time, primarily due to the practical difficulty of accurately assessing each employee's maturity level, it remains widely used. Criticism centers on the subjectivity of the diagnoses and the potential inconsistency of inexperienced leaders. However, empirical research indicates that, when applied correctly, the model generates significant gains in productivity and organizational satisfaction, justifying its relevance in contemporary management.

It's also important to highlight that situational leadership interacts with more recent concepts, such as transformational leadership and servant leadership. Despite their differences, they all share a concern for adaptation and valuing the human being as the center of the organizational process. In the logistics context, this theoretical complementarity suggests that situational leaders can incorporate transformational elements, such as inspiration and strategic vision, without sacrificing the necessary tactical flexibility.

Finally, the fundamentals of situational leadership provide a solid foundation for understanding how different styles impact organizational dynamics. The challenge lies in operationalizing these principles in the logistics environment, characterized by high pressure, diverse roles, and constant demands for results. This translation from theory to practice will be explored in the following sections, with a specific focus on logistics operations and how the model contributes to productivity and organizational climate.

3. Application of Situational Leadership in Logistics Operations

Logistics operations are an extremely complex field, ranging from inventory planning to final delivery to the customer. In this scenario, situational leadership becomes a strategic tool for aligning people, processes, and technologies. The practical application of this model requires logistics managers to recognize the heterogeneity of their teams and adapt their leadership style according to the role performed. A forklift operator, for example, may require detailed guidance, while a supply chain analyst may require greater autonomy to propose improvements.

One of the biggest challenges in modern logistics is coordination between multiple links in the supply chain, often spread across different locations and time zones. In this context, situational leadership acts as an integration mechanism. Leaders who adapt their approach



Depending on the level of autonomy of partners and subordinates, they can maintain chain cohesion, reducing communication errors and operational failures. Style flexibility is, therefore, a competitive advantage in global chains.

Studies by Bowersox, Closs, and Cooper (2014) indicate that adaptability in logistics leadership is directly associated with reduced operating costs and increased delivery reliability. Leaders who adopt styles appropriate to their teams' maturity level contribute to reduced rework, greater assertiveness in decision-making, and continuous process improvement. This translates into both financial gains and end-customer satisfaction.

In practice, situational leaders in logistics are able to balance authority and participation. In crisis situations, such as transportation delays or system failures, they can take on a directive role, centralizing decisions to ensure rapid responses. Conversely, in innovation projects, they tend to adopt more delegative approaches, stimulating creativity and team autonomy. This duality strengthens organizational resilience, enabling rapid responses without compromising employee development.

Another crucial aspect of applying situational leadership in logistics is managing multicultural and diverse teams. In global supply chains, it's common for employees to have different backgrounds, experiences, and cultural values. The situational leader must be able to adjust their communication and approach accordingly, creating an inclusive and collaborative environment. Research by Hofstede (2010) shows that cultural sensitivity is a key factor in performance in international environments.

Technology also plays a decisive role in the application of situational leadership in logistics. Integrated management systems, real-time tracking, and artificial intelligence provide data for quick decisions, but require leaders prepared to interpret information and guide their teams according to available technical capabilities. Situational leadership, in this sense, does not exclude technology, but uses it to support adjustments and ensure greater operational efficiency.

A practical example can be seen in distribution centers, where employee turnover is often high. In these environments, leaders need to adopt more directive styles during initial training, but quickly transition to supportive or delegative approaches as employees gain confidence. This transition is essential to maintaining productivity without generating overload or demotivation. Proper application of the model ensures not only efficiency but also talent retention.

Therefore, the application of situational leadership in logistics operations stands out as a strategic differentiator. By enabling leaders to adjust their approach according to the maturity and complexity of tasks, the model helps optimize flows, reduce errors, and consolidate a more positive organizational climate. This approach will be explored in more detail in the next section.

focus on the direct impacts of situational leadership on productivity in logistics organizations.

4. Impacts of Situational Leadership on Productivity

Productivity in logistics operations depends directly on how human resources are managed and motivated. In this sense, situational leadership proves to be a strategic element, as it allows for aligning management style with the specific demands of each employee and each task. When leaders adapt their behavior to the circumstances, they are able to get the best out of their teams, balancing guidance, support, and autonomy. This adaptation favors the execution of processes with greater fluidity, reducing wasted time.

and resources.

Several studies indicate that leadership flexibility directly impacts productivity rates. Robbins and Judge (2019) emphasize that motivation and engagement increase when employees perceive that their leaders adapt their management style to their individual needs. In logistics, this perception translates into greater operational agility, deadline adherence, and reduced failures. Thus, situational leadership contributes not only to individual productivity but also to the collective performance of the supply chain.

Another significant impact is the reduction in the learning curve for new employees. In distribution centers and warehouses, where turnover is often high, situational leaders adopt more directive styles during initial training, ensuring rapid assimilation of tasks.

As professionals gain experience, the leader shifts to supportive or delegating styles, encouraging autonomy. This planned transition not only accelerates adaptation but also avoids additional costs related to poor performance during the onboarding period.

Furthermore, situational leadership promotes greater efficiency in the use of technology. In modern logistics operations, tools such as transportation management systems, real-time tracking, and data analysis are indispensable. However, the effectiveness of these solutions depends on the leader's ability to adjust their approach based on the team's familiarity with technological resources. By providing adequate support in the initial stages and encouraging autonomy as proficiency grows, situational leadership enhances the use of technological innovations, resulting in productivity gains.

An additional factor worth highlighting is the ability of situational leadership to handle crisis situations. Logistics is often impacted by external variables, such as supplier delays, customs issues, or transportation disruptions. In these circumstances, the leader must adopt a more directive style, centralizing decisions to ensure rapid responses. Once normality is restored, they can return to more participatory styles.

This alternation ensures that productivity is not compromised at critical moments, preserving the operation's performance indicators.

It's also important to note the impact of situational leadership on engagement and motivation, factors that are directly related to productivity. When employees perceive that their leader adapts their style to their needs, they feel valued and respected. This feeling of recognition generates greater commitment to organizational objectives and encourages extra effort, known in the literature as "organizational citizenship." In logistics operations, this can mean greater care when moving cargo, reduced errors, and a willingness to collaborate during times of overload.

Situational leadership also contributes to improving process quality. By adjusting their performance according to the teams' maturity level, leaders ensure that critical tasks receive greater supervision when necessary and greater autonomy when appropriate. This balance reduces errors, optimizes workflows, and promotes standardization of activities. According to Chiavenato (2014), process quality is directly linked to how leaders lead their teams, with adaptability being a key differentiator for consistent results.

Finally, the impact of situational leadership on productivity transcends the short term, also reaching organizational sustainability. By encouraging continuous team development, leaders create an environment conducive to innovation and learning. This dynamic strengthens organizations' resilience in the face of market changes, ensuring a lasting competitive advantage. Thus, situational leadership not only improves immediate productivity levels but also ensures that these gains are sustainable over time, solidifying its strategic relevance in logistics operations.

5. Organizational Climate and the Influence of Situational Leadership

Organizational climate is a direct reflection of employees' collective perceptions of the work environment, and its influence on an organization's results is widely documented. In logistics operations, where pressure to meet deadlines, costs, and efficiency is constant, maintaining a healthy climate becomes a critical factor for competitiveness. Situational leadership contributes decisively to this process because, by adjusting the management style to the needs of each context and each individual, a more harmonious environment is created, where cooperation and trust are strengthened. This flexibility in leadership allows for the mitigation of tensions, alignment of expectations, and reduction of internal conflicts, fostering team cohesion.

Researchers such as Chiavenato (2014) and Robbins (2018) emphasize that the organizational climate directly influences variables such as engagement, commitment and job satisfaction. In logistics operations, a positive climate impacts not only talent retention but also safety, service quality, and productivity. By identifying moments when the group requires greater emotional support and moments when autonomy should be encouraged, situational leadership can strategically balance these forces, providing psychological stability to teams. This translates into reduced absenteeism, greater proactivity, and more collaborative attitudes among professionals.



Another key aspect is the impact of situational leadership on internal communication, which constitutes one of the pillars of organizational climate. In highly complex contexts, such as global supply chains, communication failures can lead to bottlenecks, delays, and rework.

When assessing employees' maturity and experience, situational leaders adapt their communication style to ensure clarity, objectivity, and appropriateness for the audience. This approach strengthens trust between leaders and subordinates, minimizes friction, and contributes to process transparency, all of which are essential for a positive organizational climate.

Individual recognition and appreciation are also amplified by situational leadership.

When employees perceive that their leader adapts their behavior to their specific needs, they feel respected and more engaged in achieving goals. In logistics operations, this is especially relevant, as tasks, often repetitive and mechanized, can lead to emotional exhaustion. By varying between more participatory and delegative styles, leaders can motivate their teams, conveying a sense of belonging and the relevance of the activities performed. This appreciation strengthens employees' emotional bond with the organization.

In crisis situations, such as strikes, transportation failures, or system outages, the organizational climate is directly affected by how leaders react. The situational leader plays a central role in this context, using more directive styles to contain instability and, later, returning to more participatory approaches to rebuild trust and emotional stability. This adaptive movement prevents insecurity from spreading throughout the team, maintaining a minimally balanced environment even in the face of adversity. Thus, situational leadership acts as an emotional stabilizer in times of uncertainty.

Management literature also highlights that the organizational climate directly influences innovation.

Robbins and Coulter (2017) note that positive work environments foster greater creativity, freedom to share ideas, and a willingness to propose improvements. In logistics, where the search for innovative solutions is constant, situational leaders who foster a healthy organizational climate are able to extract valuable insights from their teams, transforming challenges into opportunities for innovation. This strengthens the organization's competitiveness and consolidates the role of climate as a strategic differentiator.

An often overlooked point is the relationship between organizational climate and mental health.

Logistics operations, by nature, involve high pressure, rigid targets, and challenging deadlines. Situational leadership, by adopting a flexible and humane approach, helps reduce occupational stress, preventing the emergence of disorders such as burnout and anxiety. Promoting a healthy organizational climate, in this sense, not only improves immediate performance but also contributes to workforce sustainability, reducing costs related to absences and turnover.

Finally, situational leadership solidifies its importance by demonstrating that organizational climate is not a peripheral variable, but rather a central component of productivity and efficiency in logistics operations. By balancing leadership styles, managers create an environment where trust, motivation, and collaboration flourish, reducing psychological barriers and strengthening organizational culture. Thus, it becomes clear that organizational climate is not merely a reflection of leadership practices, but a strategic asset to be intentionally cultivated, with a direct impact on short-, medium-, and long-term results.

6. The Relationship Between Situational Leadership and Talent Retention in Logistics

Talent retention is one of the biggest challenges faced by contemporary organizations, especially in high-turnover sectors like logistics. The dynamic and demanding environment of these operations demands qualified and resilient professionals, but keeping these talents engaged and committed requires more than compensation and benefits. Situational leadership emerges as a powerful tool in this process, recognizing the diversity of professional profiles and adapting management styles according to employees' levels of maturity, motivation, and individual needs.

According to research by Dessler (2019), employee turnover in logistics can represent significant costs, not only financial but also in terms of lost know-how and compromised operational efficiency. In this context, leaders who apply the situational model reduce turnover rates by fostering a work environment where each employee feels their unique strengths are considered. This personalized approach instills a sense of belonging and increases employee loyalty, positively impacting retention rates.

Career development is another important factor for talent retention. In logistics operations, employees often seek growth opportunities, whether in supervisory positions or specialized technical areas. Situational leadership, by alternating between directive styles during training and more delegative ones as the professional advances, contributes to strengthening employees' career paths. This increases the perception of fairness and equity in growth opportunities, reducing dissatisfaction and strengthening the bond between employee and organization.

Furthermore, situational leaders are able to quickly identify signs of demotivation or dissatisfaction among their employees. By adopting more participatory styles, they open up space for dialogue and sharing personal and professional difficulties. This focus strengthens the perception of support from the organization, preventing resignations due to dissatisfaction or emotional exhaustion. In logistics operations, where pressure is constant, this factor plays a crucial role in maintaining a stable talent pool.



Another fundamental aspect is building trust. Situational leadership, by balancing supervision and autonomy, creates a relationship of transparency and reciprocity with employees. This trust strengthens engagement and reduces turnover. In logistics environments, where activity interdependence is high, retaining experienced talent is vital to ensuring service continuity and quality. Thus, retention is not just a human resources indicator, but an element directly linked to organizational competitiveness.

The literature also indicates that talent retention is related to the perception of fairness and recognition. According to Armstrong (2020), employees who perceive fair and proportional treatment tend to stay longer at organizations. Situational leadership, by adopting different styles depending on the maturity and performance of employees, generates this perception of equity. In logistics operations, this recognition translates into greater motivation to face the sector's challenges, reducing the intention to leave.

The integration between talent retention and organizational culture is also noteworthy. Situational leaders, by reinforcing values such as respect, cooperation, and innovation, strengthen the organizational culture and increase pride in belonging to the team. This feeling is one of the main factors in retention, as employees who identify with the organizational culture demonstrate greater loyalty and commitment. In logistics, this cultural cohesion reduces errors, improves communication, and boosts operational efficiency.

Finally, talent retention in logistics operations from the perspective of situational leadership should not be understood solely as a cost-cutting or team maintenance strategy. This process strengthens organizational sustainability, ensuring the continuity of knowledge, service quality, and long-term competitiveness. Therefore, by integrating situational leadership practices into daily logistics operations, organizations not only ensure greater team stability but also build a strategic advantage in an increasingly competitive and demanding market.

7. Challenges and Future Perspectives of Situational Leadership in Logistics Operations

The contemporary global landscape presents a series of challenges that test the adaptability of situational leadership in logistics operations. Technological advancement, automation, and digital transformation, while bringing efficiency gains, also generate insecurity among employees in the face of the threat of replacement by machines and algorithms. In this context, situational leaders need to sharpen their ability to read the human environment, adapting leadership styles that reduce fears and resistance, reinforcing the idea that technology should be seen as a partner, not an enemy. The ability to balance technical authority and social empathy is, therefore, a determining factor in facing these changes.

Furthermore, the increasing globalization of supply chains poses cultural and diversity challenges. Increasingly interconnected logistics operations involve teams of



different nationalities, cultures, and perspectives. In this scenario, situational leadership requires developing a multicultural perspective, capable of adapting leadership styles to the values, beliefs, and expectations of employees. This process requires not only cultural sensitivity but also intellectual and strategic preparation to transform diversity into a competitive advantage. The situational leader's behavioral flexibility thus becomes an essential condition for success.

Another emerging challenge concerns sustainability. Organizations in the logistics sector are under pressure to reduce environmental impacts and adopt sustainable practices, such as low-carbon transportation and route optimization. Situational leadership contributes to this goal by engaging teams in environmentally responsible practices, adapting leadership styles that encourage employee awareness and active participation. More than a regulatory requirement, this involves a profound cultural shift, in which leaders must act as catalysts for behavioral transformations that ensure the sustainability of the business and the planet.

The growth of e-commerce and the consequent acceleration of logistics flows also pose a challenging scenario. The pressure for speed and reliability increases operational stress, requiring leaders capable of alternating styles depending on the level of complexity and criticality of demands. During periods of high seasonality, such as holidays, more directive styles may be necessary to ensure deadlines are met, while in times of stability, participatory and delegative approaches can be used to develop team autonomy and innovation. This versatility is one of the greatest assets of situational leadership in the sector.

A critical point on the logistics horizon is the management of global crises, such as pandemics and international conflicts. These situations, in addition to directly affecting the flow of goods, profoundly impact employee morale and safety. Situational leaders are challenged to adopt more protective and communicative styles, conveying security and hope amidst the chaos. Subsequently, it is necessary to adjust these styles again to restore a sense of normalcy and trust within teams. This dynamism reinforces the relevance of the situational model in an increasingly unstable and unpredictable world.

The evolving expectations of new generations of workers also have significant implications. Young professionals demand greater autonomy, purpose, and flexibility in their work relationships. To meet these expectations, situational leaders need to develop styles that combine delegation and participation, creating a work environment more aligned with contemporary values. This requires managers not only to adapt their behavior but also to be open-minded in rethinking organizational processes and structures, aligning productivity and quality of work life.

In terms of training, situational leadership in the logistics sector will require ongoing training programs, particularly focused on emotional intelligence and diversity management. More than just technical knowledge, leaders will need to master skills.

socioemotional skills that allow you to manage diverse employee profiles, balancing individual demands with organizational goals. Corporate universities and development programs increasingly incorporate these skills, preparing leaders for the future of logistics operations.

Future prospects indicate that situational leadership in logistics will not only be an adaptive practice, but also a solid competitive advantage. Organizations that invest in developing flexible leaders, capable of transitioning between different styles according to demand, will be better prepared to face crises, retain talent, and innovate processes.

In this sense, situational leadership transcends its managerial function, becoming a strategic pillar for organizational resilience and sustainability in a global scenario of constant transformation.

Finally, the challenges and future prospects highlight that situational leadership should not be viewed as a temporary technique, but rather as a management philosophy to be internalized by organizations. Its success will depend on the institution's commitment to training practices, organizational culture, and continuous innovation. Thus, situational leadership in logistics operations, in addition to improving current performance, will be the driver of sustainable and humanized evolution, harmonizing productivity with well-being, innovation with stability, and efficiency with social responsibility.

Conclusion

The analysis developed throughout this article highlights that situational leadership constitutes one of the fundamental pillars for the success of contemporary logistics operations. A leader's ability to adapt to individual and collective demands not only promotes immediate productivity but also strengthens intangible aspects such as organizational climate, trust, and talent retention. In a sector characterized by constant pressure and high complexity, leadership flexibility becomes a competitive advantage capable of ensuring efficiency and sustainability.

The study revealed that the impact of situational leadership transcends the traditional boundaries of people management. Its influence manifests itself directly in process optimization, reducing turnover-related costs, and creating a more balanced and innovative environment. This finding is particularly relevant in logistics operations, where human error can compromise the entire supply chain flow. Thus, the leadership style adopted becomes a strategic variable, with implications for organizational performance as a whole.

It was also found that situational leadership plays a decisive role in building a healthy organizational climate, in which cooperation, motivation and individual appreciation are

reinforced. This positive atmosphere contributes to reducing stress, increasing employee satisfaction, and improving engagement. At the same time, it enables professionals to deal more resiliently with the pressures and challenges inherent in logistics. This balance strengthens the organizational culture and ensures greater team stability.

Another highlight is the importance of situational leadership for talent retention. Customizing management practices, tailored to each employee's maturity level and needs, strengthens loyalty and reduces turnover rates. This result demonstrates that, more than a management technique, situational leadership is a strategic resource capable of preserving human capital and ensuring the continuity of organizational knowledge and experience.

An analysis of future prospects revealed that situational leadership will become increasingly essential in the face of globalization, digital transformation, and growing cultural diversity within organizations. Leaders prepared to alternate between directive, participative, supportive, or delegative styles will be best suited to face crises, incorporate sustainable practices, and meet the demands of new generations of workers. This versatility will solidify situational leadership as a competitive advantage in the long term.

It was also possible to identify that situational leadership contributes to aligning operational efficiency with social and environmental responsibility. In a world where pressure for sustainable practices increases, leaders capable of engaging their teams in cultural and environmental changes will play a central role in adapting the logistics sector to new demands. Thus, situational leadership not only promotes immediate results but also paves the way for a more balanced and responsible future.

The relevance of situational leadership was further reinforced by its role as a factor in innovation. Environments where situational leaders operate tend to foster greater creativity and freedom of proposals, resulting in innovative solutions to logistical problems. The link between a positive organizational climate and innovation strengthens organizations' competitiveness, demonstrating the importance of flexible and adaptive leaders in highly complex sectors.

On the other hand, the challenges identified point to the need for constant training. Situational leaders will need to invest in socio-emotional skills, cultural intelligence, and diversity management to meet future demands. This ongoing preparation should be a priority for organizations, which should invest in training programs and human capital development policies. Only then will it be possible to consolidate situational leadership as a management philosophy.

It can be concluded that situational leadership in logistics operations represents a strategy that balances productivity and humanization, efficiency and well-being, innovation and stability. By adapting to current demands and preparing for future challenges, this leadership model ensures not only the success of logistics operations but also the development of organizations.



more resilient, innovative, and sustainable. Its impact goes beyond performance indicators, becoming a determining factor for institutional longevity and relevance.

Therefore, situational leadership must be understood as an indispensable strategic investment for modern organizations. Its consistent application allows not only to face crises and immediate challenges, but also to prepare companies for a future of greater diversity, complexity, and transformation. In this sense, the situational model is not only a response to the demands of the present, but a sure path to building stronger, more humane, and more competitive organizations, capable of thriving in a constantly changing world.

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