ORGANIZATIONAL DYNAMICS

TABLE OF CONTENTS

- Description p.1
- Audience p.1
- Impact Factor p.1
- Abstracting and Indexing p.1
- Editorial Board p.1
- Guide for Authors p.4

DESCRIPTION

Organizational Dynamics' domain is primarily organizational behavior and development and secondarily, HRM and strategic management. The objective is to link leading-edge thought and research with management practice. Organizational Dynamics publishes articles that embody both theoretical and practical content, showing how research findings can help deal more effectively with the dynamics of organizational life.

Benefits to authors
We also provide many author benefits, such as free PDFs, a liberal copyright policy, special discounts on Elsevier publications and much more. Please click here for more information on our author services.

Please see our Guide for Authors for information on article submission. If you require any further information or help, please visit our Support Center.

AUDIENCE

Professional managers and academics.

IMPACT FACTOR

2022: 2.000 © Clarivate Analytics Journal Citation Reports 2023

ABSTRACTING AND INDEXING

Scopus
Academic Journal Guide (Chartered Association of Business Schools)

EDITORIAL BOARD

Editor in Chief
G. Latham, University of Toronto Rotman School of Management, 105 St. George Street, Toronto, M5S 3E6, Ontario, Canada
Associate Editor
R. F. Piccolo, University of Central Florida, Orlando, Florida, United States of America
R. C. Ford, University of Central Florida, Orlando, Florida, United States of America

Former Editors
F. Luthans, University of Nebraska-Lincoln, Lincoln, Nebraska, United States of America
J. W. Slocum Jr., Southern Methodist University, Dallas, Texas, United States of America

Editorial Board
T. Allen, University of South Florida - Sarasota-Manatee Campus, Sarasota, Florida, United States of America
A. Alonso, Society for Human Resource Management, Alexandria, Virginia, United States of America
E. Barends, Center of Evidence-Based Management, Amsterdam, Netherlands
B. Barringer, Oklahoma State University, Stillwater, Oklahoma, United States of America
M. Beer, Harvard Business School, Boston, Massachusetts, United States of America
J.W. Berry, Queen's University, Kingston, Ontario, Canada
L. Borgogni, University of Rome La Sapienza, Roma, Italy
R. Briner, University of Bath, Bath, United Kingdom
M. Budworth, York University School of Human Resource Management, Toronto, Ontario, Canada
W. F. Cascio, University of Colorado Denver, Aurora, Colorado, United States of America
J. M. Cava, Starwood Hotels and Resorts Worldwide Inc, Stamford, Connecticut, United States of America
D. Cohen, Deb Cohen LLC, McLean, Virginia, United States of America
M. P. Cohen, Institute for Creative Management, Washington, District of Columbia, United States of America
R. Cohen, Johnson & Johnson Services Inc, New Brunswick, New Jersey, United States of America
C. L. Cooper, The University of Manchester, Manchester, United Kingdom
D. R. Dickson, ORLANDO, United States of America
W. J. Duncan, The University of Alabama at Birmingham, Birmingham, Alabama, United States of America
K. A. Eddleston, Northeastern University, Boston, Massachusetts, United States of America
L. Evanco, WEXFORD, United States of America
Anne Fink, Meta Platforms Inc, Menlo Park, California, United States of America
B. J. Francis, Rally Group, Oklahoma City, Oklahoma, United States of America
R. Garza Burgos, University of Panamericana IPADE Business School, Ciudad de Mexico, Mexico
E. R. Greer, Texas Christian University, Fort Worth, Texas, United States of America
R. W. Griffin, Texas A&M University, College Station, Texas, United States of America
R.D. Ireland, Texas A&M University, College Station, Texas, United States of America
G. Itzchakov, University of Haifa, Haifa, Israel
H. Jackson, Society for Human Resource Management, Alexandria, Virginia, United States of America
E Jackson, Rutgers University School of Management and Labor Relations, New Brunswick, New Jersey, United States of America
M. Javidan, Arizona State University Thunderbird School of Global Management, Glendale, Arizona, United States of America
K. Kelloway, Saint Mary's University, Halifax, Nova Scotia, Canada
Daghhigh Latham, York University, Toronto, Ontario, Canada
E. Lawler III, University of Southern California, Los Angeles, California, United States of America
E. A. Locke, University of Maryland at College Park Robert H Smith School of Business, College Park, Maryland, United States of America
M. P. María Peiró, University of Valencia, Valencia, Spain
J. Marvin, Intelligentsia, Chicago, Illinois, United States of America
C. McCauley, Center for Creative Leadership, Greensboro, North Carolina, United States of America
R. Meisinger, Orleans, United States of America
Z. L. Millman, Laurentian University, Faculty of Management, Sudbury, Ontario, Canada
S. Newman, Aon Hewitt, Lincolnshire, Illinois, United States of America
J. Parker, Regions Financial Corporation, Birmingham, Alabama, United States of America
Mannion Plunkett, Former SVP Talent and current Human Capital consultant, Kent, Washington, United States of America
S. Ronen, Tel Aviv University, Tel Aviv, Israel
E. Salas, Rice University, Houston, Texas, United States of America
E. Shinkle, UNSW Business School, School of Management, Sydney, Australia
T. Shoenfelder, Caliper Corp, Newton, Massachusetts, United States of America
B. deSilva, Fresenius Medical Care Holdings Inc, Waltham, Massachusetts, United States of America
C. Sue-Chan, City University of Hong Kong, Hong Kong, Hong Kong
S. E. Sullivan, Bowling Green State University, Bowling Green, Ohio, United States of America
N. Tippins, CEB, Roswell, Georgia, United States of America
J. Tomas, Elevance Health Inc, Indianapolis, Indiana, United States of America
R. L. Tung, Simon Fraser University, Burnaby, British Columbia, Canada
D. Tzabbar, Drexel University, Philadelphia, Pennsylvania, United States of America
D. Ulrich, University of Michigan Stephen M Ross School of Business, Ann Arbor, Michigan, United States of America
R. Ungaro, Windermere, United States of America
C. P. M. Wilderom, University of Twente, Enschede, Netherlands
GUIDE FOR AUTHORS

KNOW the MISSION and PURPOSE
Organizational Dynamics' domain is primarily organizational behavior and secondarily HRM and strategic management. The mission is to provide new and practical insights that link leading-edge thought and research with management practice that is written in a style that is engaging for managers and students in executive education and MBA programs. The purpose of articles in Organizational Dynamics is to present applications of current and well-researched knowledge that helps practicing managers to be more effective in their managerial roles. While we do not publish research reporting tests of hypotheses or inferential statistics, we do publish articles that apply research findings in language and style that engages practitioners.

Benefits to authors
We provide many author benefits, such as free PDFs, a liberal copyright policy, special discounts on Elsevier publications and much more. Please click here for more information on our author services. Please see our Guide for Authors below for information on article submission. If you require any further information or help, please visit our Support Center or contact one of our editors.

WRITE for our targeted AUDIENCE
Professional managers, executive education leaders, classroom teachers, and MBA students.

CHECK your work to ensure you've followed the GUIDELINES FOR AUTHORS
A. Remember the Mission, Purpose, and Audience
As noted in mission and purpose above, Organizational Dynamics' domain is primarily organizational behavior and secondarily, HRM and strategic management. The objective is to link leading-edge thought and research with management practice. Thus, Organizational Dynamics is seeking articles that embody practical content that shows how research can help managers deal effectively with the dynamics of organizational life.

B. Follow our style
Organizational Dynamics seeks articles written in a lively and clear style. While authors may need to use the terminology of the discipline, they must make those terms and academic wording clear to managers. Thus, authors must provide contextual clarification for terms these

C. Use the Submission checklist below
1. Title page includes:
a. Names and affiliations, and email addresses of all authors (contact information).
b. All tables, figures, and charts should be included in manuscript body.
c. All tables, figures, and charts should be numbered consecutively and given descriptive titles.
d. DO NOT INCLUDE INFERENTIAL STATISTICS OR STATISTICAL TABLES OF ANALYSIS.
e. "Suggested Readings" should be included at the end of the text. This end of paper section offers readers a narrative review to point out additional readings that can add to the reader's knowledge about a topic. It serves two purposes: (1) acknowledgment of published works that influenced your article, and (2) recommendations on where the reader can find more information on points of interest. A typical "Suggested Readings" recommends six or seven significant articles, monographs, or books together with statements describing what the reader would find in each. Authors are strongly advised to review a recent issue of Organizational Dynamics to capture the appropriate writing style.
f. Use inclusive language to acknowledge diversity, convey respect to all people, display sensitivity to differences, and promote equal opportunities. Articles should make no assumptions about the beliefs or commitments of any reader, should contain nothing which might imply that one individual is superior to another on the grounds of race, sex, culture or any other characteristic, and should use inclusive language throughout. Authors should ensure that writing is free from bias, for instance by using 'he or she', 'his/her' instead of 'he' or 'his', and by making use of job titles that are free of stereotyping (e.g. 'chairperson' instead of 'chairman' and 'flight attendant' instead of 'stewardess').
g. Avoid including references in the text itself. If you must reference a source be brief. Note that articles in Organizational Dynamics do not contain formal footnotes, endnotes, or APA style referencing. When citations are absolutely necessary, they should be included in the body of the manuscript, using parentheses for publication data. When building on the work of other writers, you may want to make a general citation in your text, such as "theories advanced by so-and-so". Then, use the Selected Bibliography at the end of the article for full citation.
h. Spell check and grammar check your text before submitting.

AUTHOR INFORMATION PACK 6 Oct 2023 www.elsevier.com/locate/orgdyn
i. Obtain permission for use of copyrighted material from other sources (including those from the Internet).

**BEFORE YOU BEGIN**

**Ethics in publishing**

Please see our information on Ethics in publishing.

**Informed consent and patient details**

Studies on patients or volunteers require ethics committee approval and informed consent, which should be documented in the paper. Appropriate consents, permissions and releases must be obtained where an author wishes to include case details or other personal information or images of patients and any other individuals in an Elsevier publication. Written consents must be retained by the author but copies should not be provided to the journal. Only if specifically requested by the journal in exceptional circumstances (for example if a legal issue arises) the author must provide copies of the consents or evidence that such consents have been obtained. For more information, please review the Elsevier Policy on the Use of Images or Personal Information of Patients or other Individuals. Unless you have written permission from the patient (or, where applicable, the next of kin), the personal details of any patient included in any part of the article and in any supplementary materials (including all illustrations and videos) must be removed before submission.

**Declaration of interest**

All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential competing interests include employment, consultancies, stock ownership, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. Authors must disclose any interests in two places: 1. A summary declaration of interest statement in the title page file (if double anonymized) or the manuscript file (if single anonymized). If there are no interests to declare then please state this: 'Declarations of interest: none'. 2. Detailed disclosures as part of a separate Declaration of Interest form, which forms part of the journal's official records. It is important for potential interests to be declared in both places and that the information matches. More information.

**Declaration of generative AI in scientific writing**

The below guidance only refers to the writing process, and not to the use of AI tools to analyse and draw insights from data as part of the research process.

Where authors use generative artificial intelligence (AI) and AI-assisted technologies in the writing process, authors should only use these technologies to improve readability and language. Applying the technology should be done with human oversight and control, and authors should carefully review and edit the result, as AI can generate authoritative-sounding output that can be incorrect, incomplete or biased. AI and AI-assisted technologies should not be listed as an author or co-author, or be cited as an author. Authorship implies responsibilities and tasks that can only be attributed to and performed by humans, as outlined in Elsevier’s AI policy for authors.

Authors should disclose in their manuscript the use of AI and AI-assisted technologies in the writing process by following the instructions below. A statement will appear in the published work. Please note that authors are ultimately responsible and accountable for the contents of the work.

**Disclosure instructions**

Authors must disclose the use of generative AI and AI-assisted technologies in the writing process by adding a statement at the end of their manuscript in the core manuscript file, before the References list. The statement should be placed in a new section entitled ‘Declaration of Generative AI and AI-assisted technologies in the writing process’.

Statement: During the preparation of this work the author(s) used [NAME TOOL / SERVICE] in order to [REASON]. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

This declaration does not apply to the use of basic tools for checking grammar, spelling, references etc. If there is nothing to disclose, there is no need to add a statement.
Submission declaration and verification
Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see 'Multiple, redundant or concurrent publication' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify compliance, your article may be checked by Crossref Similarity Check and other originality or duplicate checking software.

Preprints
Please note that preprints can be shared anywhere at any time, in line with Elsevier’s sharing policy. Sharing your preprints e.g. on a preprint server will not count as prior publication (see 'Multiple, redundant or concurrent publication' for more information).

Use of inclusive language
Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Content should make no assumptions about the beliefs or commitments of any reader; contain nothing which might imply that one individual is superior to another on the grounds of age, gender, race, ethnicity, culture, sexual orientation, disability or health condition; and use inclusive language throughout. Authors should ensure that writing is free from bias, stereotypes, slang, reference to dominant culture and/or cultural assumptions. We advise to seek gender neutrality by using plural nouns (“clinicians, patients/clients”) as default/wherever possible to avoid using “he, she,” or “he/she.” We recommend avoiding the use of descriptors that refer to personal attributes such as age, gender, race, ethnicity, culture, sexual orientation, disability or health condition unless they are relevant and valid. When coding terminology is used, we recommend to avoid offensive or exclusionary terms such as “master”, “slave”, “blacklist” and “whitelist”. We suggest using alternatives that are more appropriate and (self-) explanatory such as “primary”, “secondary”, “blocklist” and “allowlist”. These guidelines are meant as a point of reference to help identify appropriate language but are by no means exhaustive or definitive.

Reporting sex- and gender-based analyses
Reporting guidance
For research involving or pertaining to humans, animals or eukaryotic cells, investigators should integrate sex and gender-based analyses (SGBA) into their research design according to funder/sponsor requirements and best practices within a field. Authors should address the sex and/or gender dimensions of their research in their article. In cases where they cannot, they should discuss this as a limitation to their research's generalizability. Importantly, authors should explicitly state what definitions of sex and/or gender they are applying to enhance the precision, rigor and reproducibility of their research and to avoid ambiguity or conflation of terms and the constructs to which they refer (see Definitions section below). Authors can refer to the Sex and Gender Equity in Research (SAGER) guidelines and the SAGER guidelines checklist. These offer systematic approaches to the use and editorial review of sex and gender information in study design, data analysis, outcome reporting and research interpretation - however, please note there is no single, universally agreed-upon set of guidelines for defining sex and gender.

Definitions
Sex generally refers to a set of biological attributes that are associated with physical and physiological features (e.g., chromosomal genotype, hormonal levels, internal and external anatomy). A binary sex categorization (male/female) is usually designated at birth (“sex assigned at birth”), most often based solely on the visible external anatomy of a newborn. Gender generally refers to socially constructed roles, behaviors, and identities of women, men and gender-diverse people that occur in a historical and cultural context and may vary across societies and over time. Gender influences how people view themselves and each other, how they behave and interact and how power is distributed in society. Sex and gender are often incorrectly portrayed as binary (female/male or woman/man) and unchanging whereas these constructs actually exist along a spectrum and include additional sex categorizations and gender identities such as people who are intersex/have differences of sex development (DSD) or identify as non-binary. Moreover, the terms "sex" and "gender" can be ambiguous—thus it is important for authors to define the manner in which they are used. In addition to this definition guidance and the SAGER guidelines, the resources on this page offer further insight around sex and gender in research studies.
Author contributions
For transparency, we require corresponding authors to provide co-author contributions to the
manuscript using the relevant CRediT roles. The CRediT taxonomy includes 14 different roles
describing each contributor’s specific contribution to the scholarly output. The roles are:
Conceptualization; Data curation; Formal analysis; Funding acquisition; Investigation; Methodology;
Project administration; Resources; Software; Supervision; Validation; Visualization; Roles/Writing -
original draft; and Writing - review & editing. Note that not all roles may apply to every manuscript,
and authors may have contributed through multiple roles. More details and an example.

Changes to authorship
Authors are expected to consider carefully the list and order of authors before submitting their
manuscript and provide the definitive list of authors at the time of the original submission. Any
addition, deletion or rearrangement of author names in the authorship list should be made only
before the manuscript has been accepted and only if approved by the journal Editor. To request such
a change, the Editor must receive the following from the corresponding author: (a) the reason
for the change in author list and (b) written confirmation (e-mail, letter) from all authors that they
agree with the addition, removal or rearrangement. In the case of addition or removal of authors,
this includes confirmation from the author being added or removed.
Only in exceptional circumstances will the Editor consider the addition, deletion or rearrangement
of authors after the manuscript has been accepted. While the Editor considers the request, publication
of the manuscript will be suspended. If the manuscript has already been published in an online issue,
any requests approved by the Editor will result in a corrigendum.

Article transfer service
This journal uses the Elsevier Article Transfer Service to find the best home for your manuscript. This
means that if an editor feels your manuscript is more suitable for an alternative journal, you might
be asked to consider transferring the manuscript to such a journal. The recommendation might be
provided by a Journal Editor, a dedicated Scientific Managing Editor, a tool assisted recommendation,
or a combination. If you agree, your manuscript will be transferred, though you will have the
opportunity to make changes to the manuscript before the submission is complete. Please note that
your manuscript will be independently reviewed by the new journal. More information.

Copyright
Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (see
more information on this). An e-mail will be sent to the corresponding author confirming receipt of
the manuscript together with a 'Journal Publishing Agreement' form or a link to the online version
of this agreement.

Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal
circulation within their institutions. Permission of the Publisher is required for resale or distribution
outside the institution and for all other derivative works, including compilations and translations. If
excerpts from other copyrighted works are included, the author(s) must obtain written permission
from the copyright owners and credit the source(s) in the article. Elsevier has preprinted forms for
use by authors in these cases.

For gold open access articles: Upon acceptance of an article, authors will be asked to complete a
'License Agreement' (more information). Permitted third party reuse of gold open access articles is
determined by the author's choice of user license.

Author rights
As an author you (or your employer or institution) have certain rights to reuse your work. More
information.

Elsevier supports responsible sharing
Find out how you can share your research published in Elsevier journals.

Role of the funding source
You are requested to identify who provided financial support for the conduct of the research and/or
preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in
the collection, analysis and interpretation of data; in the writing of the report; and in the decision to
submit the article for publication. If the funding source(s) had no such involvement, it is recommended
to state this.
Open access
Please visit our Open Access page for more information.

Elsevier Researcher Academy
Researcher Academy is a free e-learning platform designed to support early and mid-career researchers throughout their research journey. The "Learn" environment at Researcher Academy offers several interactive modules, webinars, downloadable guides and resources to guide you through the process of writing for research and going through peer review. Feel free to use these free resources to improve your submission and navigate the publication process with ease.

Language (usage and editing services)
Please write your text in good English (American or British usage is accepted, but not a mixture of these). Authors who feel their English language manuscript may require editing to eliminate possible grammatical or spelling errors and to conform to correct scientific English may wish to use the Language Editing service available from Elsevier's Language Services.

Submission
Our online submission system guides you stepwise through the process of entering your article details and uploading your files. The system converts your article files to a single PDF file used in the peer-review process. Editable files (e.g., Word, LaTeX) are required to typeset your article for final publication. All correspondence, including notification of the Editor's decision and requests for revision, is sent by e-mail.

Submit your article
Please submit your article via https://www.editorialmanager.com/orgdyn/default.aspx

NOTE:
Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see 'Multiple, redundant or concurrent publication' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, that all required permissions have been obtained, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify originality, your article may be checked by the originality detection service Crossref Similarity Check.

PREPARATION

Queries
For questions about the editorial process (including the status of manuscripts under review) or for technical support on submissions, please visit our Support Center.

Peer review
This journal operates a double anonymized review process. All contributions will be initially assessed by the editor for suitability for the journal. Papers deemed suitable are then typically sent to a minimum of two independent expert reviewers to assess the scientific quality of the paper. The Editor is responsible for the final decision regarding acceptance or rejection of articles. The Editor's decision is final. Editors are not involved in decisions about papers which they have written themselves or have been written by family members or colleagues or which relate to products or services in which the editor has an interest. Any such submission is subject to all of the journal's usual procedures, with peer review handled independently of the relevant editor and their research groups. More information on types of peer review.

Double anonymized review
This journal uses double anonymized review, which means the identities of the authors are concealed from the reviewers, and vice versa. More information is available on our website. To facilitate this, please include the following separately:

Title page (with author details): This should include the title, authors' names, affiliations, acknowledgements and any Declaration of Interest statement, and a complete address for the corresponding author including an e-mail address.

Anonymized manuscript (no author details): The main body of the paper (including the references, figures, tables and any acknowledgements) should not include any identifying information, such as the authors' names or affiliations.
Use of word processing software
It is important that the file be saved in the native format of the word processor used. The text should be in single-column format. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. In particular, do not use the word processor's options to justify text or to hyphenate words. However, do use bold face, italics, subscripts, superscripts etc. When preparing tables, if you are using a table grid, use only one grid for each individual table and not a grid for each row. If no grid is used, use tabs, not spaces, to align columns. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see also the Guide to Publishing with Elsevier). Note that source files of figures, tables and text graphics will be required whether or not you embed your figures in the text. See also the section on Electronic artwork.
To avoid unnecessary errors you are strongly advised to use the 'spell-check' and 'grammar-check' functions of your word processor.

Essential title page information
- **Title.** Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.
- **Author names and affiliations.** Please clearly indicate the given name(s) and family name(s) of each author and check that all names are accurately spelled. You can add your name between parentheses in your own script behind the English transliteration. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lowercase superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name and, if available, the e-mail address of each author.
- **Corresponding author.** Clearly indicate who will handle correspondence at all stages of refereeing and publication, also post-publication. This responsibility includes answering any future queries about Methodology and Materials. **Ensure that the e-mail address is given and that contact details are kept up to date by the corresponding author.**
- **Present/permanent address.** If an author has moved since the work described in the article was done, or was visiting at the time, a 'Present address' (or 'Permanent address') may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

Highlights
Highlights are optional yet highly encouraged for this journal, as they increase the discoverability of your article via search engines. They consist of a short collection of bullet points that capture the novel results of your research as well as new methods that were used during the study (if any). Please have a look at the example Highlights.

Highlights should be submitted in a separate editable file in the online submission system. Please use 'Highlights' in the file name and include 3 to 5 bullet points (maximum 85 characters, including spaces, per bullet point).

Formatting of funding sources
List funding sources in this standard way to facilitate compliance to funder's requirements:

Funding: This work was supported by the National Institutes of Health [grant numbers xxxx, yyyy]; the Bill & Melinda Gates Foundation, Seattle, WA [grant number zzzz]; and the United States Institutes of Peace [grant number aaaa].

It is not necessary to include detailed descriptions on the program or type of grants and awards. When funding is from a block grant or other resources available to a university, college, or other research institution, submit the name of the institute or organization that provided the funding.

If no funding has been provided for the research, it is recommended to include the following sentence:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Electronic artwork
- **General points**
  - Make sure you use uniform lettering and sizing of your original artwork.
• Embed the used fonts if the application provides that option.
• Aim to use the following fonts in your illustrations: Arial, Courier, Times New Roman, Symbol, or use fonts that look similar.
• Number the illustrations according to their sequence in the text.
• Use a logical naming convention for your artwork files.
• Provide captions to illustrations separately.
• Size the illustrations close to the desired dimensions of the published version.
• Submit each illustration as a separate file.
• Ensure that color images are accessible to all, including those with impaired color vision.

A detailed guide on electronic artwork is available. 
**You are urged to visit this site; some excerpts from the detailed information are given here.**

**Formats**

If your electronic artwork is created in a Microsoft Office application (Word, PowerPoint, Excel) then please supply 'as is' in the native document format. Regardless of the application used other than Microsoft Office, when your electronic artwork is finalized, please 'Save as' or convert the images to one of the following formats (note the resolution requirements for line drawings, halftones, and line/halftone combinations given below):

- EPS (or PDF): Vector drawings, embed all used fonts.
- TIFF (or JPEG): Color or grayscale photographs (halftones), keep to a minimum of 300 dpi.
- TIFF (or JPEG): Bitmapped (pure black & white pixels) line drawings, keep to a minimum of 1000 dpi.
- TIFF (or JPEG): Combinations bitmapped line/half-tone (color or grayscale), keep to a minimum of 500 dpi.

**Please do not:**

• Supply files that are optimized for screen use (e.g., GIF, BMP, PICT, WPG); these typically have a low number of pixels and limited set of colors;
• Supply files that are too low in resolution;
• Submit graphics that are disproportionately large for the content.

**Figure captions**

Ensure that each illustration has a caption. Supply captions separately, not attached to the figure. A caption should comprise a brief title (**not** on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

**Tables**

Please submit tables as editable text and not as images. Tables can be placed either next to the relevant text in the article, or on separate page(s) at the end. Number tables consecutively in accordance with their appearance in the text and place any table notes below the table body. Be sparing in the use of tables and ensure that the data presented in them do not duplicate results described elsewhere in the article. Please avoid using vertical rules and shading in table cells.

**References**

**Citations and Documentation**

Note that articles in *Organizational Dynamics* do not contain formal footnotes, endnotes, or APA-style referencing. When citations are absolutely necessary, they should be included in the body of the manuscript, using parentheses for publication data. When building on the work of other writers, you may want to make a general citation in your text, such as "theories advanced by so-and-so". Then, use the Selected Bibliography at the end of the article for full citation.

**Data references**

This journal encourages you to cite underlying or relevant datasets in your manuscript by citing them in your text and including a data reference in your Reference List. Data references should include the following elements: author name(s), dataset title, data repository, version (where available), year, and global persistent identifier. Add [dataset] immediately before the reference so we can properly identify it as a data reference. The [dataset] identifier will not appear in your published article.

**Preprint references**

Where a preprint has subsequently become available as a peer-reviewed publication, the formal publication should be used as the reference. If there are preprints that are central to your work or that cover crucial developments in the topic, but are not yet formally published, these may be referenced. Preprints should be clearly marked as such, for example by including the word preprint, or the name of the preprint server, as part of the reference. The preprint DOI should also be provided.
References in a special issue
Please ensure that the words ‘this issue’ are added to any references in the list (and any citations in the text) to other articles in the same Special Issue.

Reference management software
Most Elsevier journals have their reference template available in many of the most popular reference management software products. These include all products that support Citation Style Language styles, such as Mendeley. Using citation plug-ins from these products, authors only need to select the appropriate journal template when preparing their article, after which citations and bibliographies will be automatically formatted in the journal’s style. If no template is yet available for this journal, please follow the format of the sample references and citations as shown in this Guide. If you use reference management software, please ensure that you remove all field codes before submitting the electronic manuscript. More information on how to remove field codes from different reference management software.

Video
Elsevier accepts video material and animation sequences to support and enhance your scientific research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include links to these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labeled so that they directly relate to the video file’s content. In order to ensure that your video or animation material is directly usable, please provide the file in one of our recommended file formats with a preferred maximum size of 150 MB per file, 1 GB in total. Video and animation files supplied will be published online in the electronic version of your article in Elsevier Web products, including ScienceDirect. Please supply ‘stills’ with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. For more detailed instructions please visit our video instruction pages. Note: since video and animation cannot be embedded in the print version of the journal, please provide text for both the electronic and the print version for the portions of the article that refer to this content.

Data visualization
Include interactive data visualizations in your publication and let your readers interact and engage more closely with your research. Follow the instructions here to find out about available data visualization options and how to include them with your article.

Supplementary material
Supplementary material such as applications, images and sound clips, can be published with your article to enhance it. Submitted supplementary items are published exactly as they are received (Excel or PowerPoint files will appear as such online). Please submit your material together with the article and supply a concise, descriptive caption for each supplementary file. If you wish to make changes to supplementary material during any stage of the process, please make sure to provide an updated file. Do not annotate any corrections on a previous version. Please switch off the 'Track Changes' option in Microsoft Office files as these will appear in the published version.

Research data
This journal requires and enables you to share data that supports your research publication where appropriate, and enables you to interlink the data with your published articles. Research data refers to the results of observations or experimentation that validate research findings, which may also include software, code, models, algorithms, protocols, methods and other useful materials related to the project.

Below are a number of ways in which you can associate data with your article or make a statement about the availability of your data when submitting your manuscript. When sharing data in one of these ways, you are expected to cite the data in your manuscript and reference list. Please refer to the "References" section for more information about data citation. For more information on depositing, sharing and using research data and other relevant research materials, visit the research data page.

Data linking
If you have made your research data available in a data repository, you can link your article directly to the dataset. Elsevier collaborates with a number of repositories to link articles on ScienceDirect with relevant repositories, giving readers access to underlying data that gives them a better understanding of the research described.
There are different ways to link your datasets to your article. When available, you can directly link your dataset to your article by providing the relevant information in the submission system. For more information, visit the database linking page.

For supported data repositories a repository banner will automatically appear next to your published article on ScienceDirect.

In addition, you can link to relevant data or entities through identifiers within the text of your manuscript, using the following format: Database: xxxx (e.g., TAIR: AT1G01020; CCDC: 734053; PDB: 1XFN).

**Research Elements**

This journal enables you to publish research objects related to your original research – such as data, methods, protocols, software and hardware – as an additional paper in a Research Elements journal.

Research Elements is a suite of peer-reviewed, open access journals which make your research objects findable, accessible and reusable. Articles place research objects into context by providing detailed descriptions of objects and their application, and linking to the associated original research articles. Research Elements articles can be prepared by you, or by one of your collaborators.

During submission, you will be alerted to the opportunity to prepare and submit a manuscript to one of the Research Elements journals.

More information can be found on the Research Elements page.

**Data statement**

To foster transparency, we encourage you to state the availability of your data in your submission. This may be a requirement of your funding body or institution. If your data is unavailable to access or unsuitable to post, you will have the opportunity to indicate why during the submission process, for example by stating that the research data is confidential. The statement will appear with your published article on ScienceDirect. For more information, visit the Data Statement page.

**AFTER ACCEPTANCE**

**Online proof correction**

To ensure a fast publication process of the article, we kindly ask authors to provide us with their proof corrections within two days. Corresponding authors will receive an e-mail with a link to our online proofing system, allowing annotation and correction of proofs online. The environment is similar to MS Word: in addition to editing text, you can also comment on figures/tables and answer questions from the Copy Editor. Web-based proofing provides a faster and less error-prone process by allowing you to directly type your corrections, eliminating the potential introduction of errors.

If preferred, you can still choose to annotate and upload your edits on the PDF version. All instructions for proofing will be given in the e-mail we send to authors, including alternative methods to the online version and PDF.

We will do everything possible to get your article published quickly and accurately. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. It is important to ensure that all corrections are sent back to us in one communication. Please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility.

**Offprints**

The corresponding author will, at no cost, receive a customized Share Link providing 50 days free access to the final published version of the article on ScienceDirect. The Share Link can be used for sharing the article via any communication channel, including email and social media. For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is accepted for publication. Corresponding authors who have published their article gold open access do not receive a Share Link as their final published version of the article is available open access on ScienceDirect and can be shared through the article DOI link.
AUTHOR INQUIRIES
Visit the Elsevier Support Center to find the answers you need. Here you will find everything from Frequently Asked Questions to ways to get in touch. You can also check the status of your submitted article or find out when your accepted article will be published.