

Organizational dynamics as a managerial lever: Understanding the interplay of people, teams, structure, process, and change

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Abstract

Contemporary organizations operate in environments characterized by rapid technological disruption, shifting workforce expectations, and intensifying competitive pressures. Yet management theory has struggled to provide practitioners with an integrated, actionable account of the internal dynamics that shape organizational behavior across levels of analysis. This paper addresses that gap by developing a conceptual framework that positions organizational dynamics as a deliberate managerial lever. Drawing on organizational behavior, team science, organizational design, process theory, and change management, the framework integrates five interconnected domains: people, teams, structure, processes, and change. These domains are conceptualized as a layered, adaptive system in which managerial decisions shape psychological states, team interactions, structural arrangements, and organizational routines, collectively driving performance, learning, and adaptability. Ten theoretical propositions articulate the mechanisms through which these domains interact and specify the conditions under which managerial action most effectively influences organizational outcomes. By bridging micro, meso, and macro levels of analysis and reframing managerial agency as a system-shaping force rather than a set of isolated interventions, the framework advances management theory and offers a coherent foundation for future empirical inquiry. The paper concludes by discussing implications for management teams and identifying directions for longitudinal, multilevel, and comparative research.

Keywords: Organizational Dynamics, Managerial Action, Organizational Behavior, Team Dynamics, Organizational Design, Organizational Processes, Change Management, Systems Thinking, Multilevel Framework

JEL Classification: M12, M14, M10



1. Introduction

Modern organizations face rapid technological change, evolving workforce expectations, global interdependence, and intense competition. In this setting, managerial effectiveness relies on understanding the internal dynamics that shape work processes, beyond strategy and resource management. These dynamics, grounded in human behavior, team interactions, structures, processes, and adaptability comprise organizational dynamics. While sometimes viewed as the "soft" side of management, recent research shows these elements are central to performance and long-term health (Grass et al., 2020; Besley & Persson, 2024). Management theory has long acknowledged that organizations are social systems, not merely economic or technical entities. Early organizational scholars such as Blackler (1993) and Soda and Zaheer (2012) emphasized that formal structures alone cannot explain organizational outcomes; rather, outcomes emerge from the complex interplay between formal design and informal human behavior. More recent perspectives from organizational behavior, systems theory, and strategic management reinforce this view by illustrating how interactions among individuals, teams, and organizational subsystems create patterns that either enable or constrain effectiveness (Ruge-Jones et al., 2024). Yet, despite decades of scholarship, managers often struggle to translate these insights into actionable levers to shape organizational performance. This gap between theory and practice underscores the need for a more integrated understanding of organizational dynamics as a managerial tool. Turner (2012) has suggested that organizational dynamics are about how people and groups act within a set structure and how their actions produce results that are often unexpected. These actions are shaped by many factors to include what individuals want, how teams work together, how authority and information are shared, how tasks are performed, and how the organization adapts to change. This study contends that managers who understand these patterns are better prepared to identify performance problems, predict the side effects of changes, and design solutions that align people's behavior with their goals.

People are the individuals who bring skills, experiences, and identities to the workplace thereby representing the foundational element of organizational dynamics. Their motivations, perceptions of fairness, psychological safety, and sense of belonging influence not only their own performance but also the organization's collective climate. Teams, as the primary unit of modern work, amplify these dynamics. Team cohesion, communication patterns, conflict management, and shared mental models shape how effectively groups coordinate and innovate. Research consistently shows that high-performing teams do not emerge by chance; they are the product of deliberate managerial attention to interpersonal and task-related processes (Siddiquei, 2022). Structure is the formal setup within which people and teams work. It sets who reports to whom, who decides what, and how information flows. Billinger and Workiewicz (2019) notes that in the past, structures focused on hierarchy and control, while now, many organizations use flexible or network-based systems to be more responsive. However, every structure has its trade-offs. Centralized systems can offer consistency but may slow response, while decentralized systems give teams more power but can

make coordination harder (Jong & Faerman, 2021). Managers must understand these trade-offs when aligning structures with goals. Processes, both official and unofficial, connect the parts of the organization. They decide how choices are made, how people share what they know, how disagreements are handled, and how work moves between groups. Good processes make work smoother and clearer, while poor processes cause confusion and delays (Cain & Haque, 2008). Managers who see processes as flexible can improve them to better meet the organization's changing needs. Change is the shifting background for all other parts of the organization. DeSmet et al. (2025) contend that companies must keep up with innovative technologies, changing markets, evolving regulations, and what employees expect. Change is not just about reacting to outside events; it is also an internal skill. The ability to learn, let go of old ways, and create new routines helps organizations stay resilient (Howard-Grenville et al., 2016) Managers play a key role in building this ability by fostering a culture that encourages trying new things, learning from feedback, and continuous improvement.

Taken together, people, teams, structure, process, and change form an interconnected system. Organizational dynamics emerge from the interactions within this system, not from any single component in isolation. For managers, this means that interventions aimed at improving performance must account for the systemic nature of organizational behavior. A structural change may fail if it does not consider team norms; a new process may falter if it does not align with existing cultural assumptions; a change initiative may stall if individual motivations are overlooked. Effective managerial action, therefore, requires a holistic perspective that recognizes the interdependence of organizational elements. This paper presents organizational dynamics as a core managerial tool. Managers who understand and shape these dynamics can influence organizational outcomes. Drawing on organizational behavior, management theory, and systems thinking, this paper develops a framework that explains how people, teams, structure, process, and change drive results. It builds a bridge between theory and practice, providing leaders with a structured way to diagnose challenges, design solutions, and develop adaptive, high-performing organizations.

2. Literature Review

Understanding organizational dynamics requires engaging with several foundational bodies of management scholarship, each with a different dimension of how organizations function as complex social systems. The literature on organizational behavior, team effectiveness, organizational design, process management, and organizational change collectively provides a multifaceted view of the forces that shape performance and culture. Yet despite the depth of these individual streams, scholars increasingly argue that research remains fragmented, with limited integration across levels of analysis. This fragmentation creates an opportunity to examine organizational dynamics holistically and articulate how managers can leverage them to influence

outcomes. The following review synthesizes these streams and identifies the conceptual gaps that motivate this study's research questions.

2.1 People and Organizational Behavior

The study of individuals within organizations has long been central to management research. Early work emphasized foundational psychological drivers of work behavior, including motivation, satisfaction, and perceptions of fairness. Bandhu et al. (2024) share that classic theories such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McGregor's Theory X and Theory Y established the idea that managerial assumptions about human nature shape organizational practices. Later developments, including expectancy theory, equity theory, and self-determination theory highlighted the cognitive and emotional mechanisms that influence employee behavior (Watters, 2021). Contemporary research extends this foundation by emphasizing psychological safety, identity, and emotional dynamics. Edmondson's work demonstrates that individuals are more likely to engage in learning behaviors and voice concerns when they perceive the environment as supportive (Edmondson, 2019). Similarly, research on organizational identification shows that employees who feel aligned with organizational values exhibit stronger commitment and discretionary effort (Weldon et al., 2023). These insights underscore that people-level dynamics are not merely individual traits but are shaped by managerial actions and organizational context.

However, the literature offers limited guidance on how managers can intentionally shape these people-level dynamics within a broader system of organizational forces. This gap motivates the first research question: How do managerial actions influence individual-level dynamics, such as motivation, psychological safety, and identification, within the broader organizational system?

2.2 Teams and Collective Performance

Teams have become the dominant unit of work in modern organizations, and the literature on team dynamics provides critical insights into how collective behavior emerges (Benishek & Lazzara, 2019; Grossman & Miller, 2021). The input-process-output (IPO) framework and its extensions position team effectiveness as a function of team composition, interpersonal processes, and emergent states such as cohesion and shared mental models (Kozlowski, 2018). Scholars have identified communication quality, coordination mechanisms, conflict management, and trust as central drivers of team performance. Naqshbandi (2025) adds to the teams discussion noting that research on cross-functional, virtual, and hybrid teams further highlights the importance of boundary spanning, information sharing, and technological mediation. This study contends that managers play a pivotal role in shaping these dynamics through team design, goal setting, and facilitation. Yet despite extensive research on team processes, scholars note that team-level insights are often disconnected from organizational-level structures and processes. This disconnect raises a second research question: How do team-level dynamics interact with organizational structures and processes to shape collective performance?

2.3 Structure and Organizational Design

Organizational structure provides the formal architecture within which people and teams operate. Foundational theories such as Weber's bureaucracy, Mintzberg's structural configurations, and Galbraith's information-processing view emphasize that structure determines how information flows and how decisions are made (Haußmann et al., 2012; Lunenburg, 2012; Serpa & Ferreira, 2019). Structural choices create distinct patterns of authority, communication, and flexibility. Contemporary organizations increasingly adopt networked, matrixed, or hybrid structures to enhance agility. However, these structures also introduce complexity and coordination challenges. Structural contingency theory argues that no single structure is universally optimal; effectiveness depends on alignment between structure and environmental conditions (Song et al., 2026). Despite this rich literature, scholars note that structural research often treats structure as a static design choice rather than a dynamic managerial lever. This leads to the third research question: In what ways can managers actively shape or adapt structural arrangements to support desired organizational dynamics?

2.4 Processes and Organizational Routines

Organizational processes, formal and informal, constitute the mechanisms through which work is executed and coordinated. The literature on organizational routines conceptualizes routines as patterns of behavior that provide stability and efficiency, while more recent work emphasizes their dynamic and adaptive nature (Becker, 2018; Wolthuis et al., 2021). Process management research demonstrates that well-designed processes reduce friction, enhance clarity, and support strategic alignment. However, as suggested by Dierdorff et al. (2025), scholars increasingly argue that processes are often studied in isolation from the human and structural contexts that shape their enactment. This motivates a fourth research question: How do organizational processes interact with people- and team-level dynamics to influence coordination and performance?

2.5 Change and Organizational Adaptation

Organizational change represents a critical dimension of organizational dynamics. Classic models emphasize readiness, leadership, and communication, while contemporary perspectives view change as continuous, emergent, and socially constructed (Scheepers & Swart, 2020; Pregmark, 2022). The dynamic capabilities literature positions adaptability as a strategic capability rooted in learning, experimentation, and reconfiguration. Yet despite extensive research on change, Hughes (2022) suggests that change efforts often fail because they do not account for the interdependencies among people, teams, structure, and processes. This leads to the fifth and final research question: How can managers leverage organizational dynamics to enhance the organization's capacity for change and adaptation?

2.6 Integrating the Streams: Organizational Dynamics as a System

Across these bodies of literature, a common theme emerges. Organizational outcomes are shaped not by isolated factors but by the interplay of people, teams, structure, processes, and change. Systems theory and complexity science emphasize that organizations are complex adaptive systems in which interactions produce emergent patterns. Small managerial interventions can have disproportionate effects depending on how they interact with existing dynamics. Despite this recognition, the literature lacks an integrated framework that positions organizational dynamics as a coherent managerial lever. The five research questions identified above collectively address this gap by examining how managers can shape the interconnected elements of organizational life to influence performance and adaptability.

3. Conceptual Framework

3.1 People-Level Dynamics: Individual Behavior as the Foundation of Organizational Functioning

The first domain centers on individuals, their motivations, perceptions, identities, and psychological experiences. People-level dynamics form the micro-foundations of organizational behavior, influencing how employees engage with tasks, collaborate with others, and respond to managerial actions (Loku & Gogiqi, 2016). Research highlights that psychological safety, intrinsic motivation, and organizational identification are critical drivers of individual performance and learning behaviors (Blader et al., 2017). Within the proposed framework, managerial actions such as communication style, feedback practices, and role clarity serve as levers that shape these individual experiences. This aligns with research question 1, which seeks to understand how managers influence individual-level dynamics within the broader organizational system. The framework posits that people-level dynamics are not isolated phenomena; they interact with team norms, structural constraints, and process clarity. Thus, individual behavior is conceptualized as both a product of and a contributor to broader organizational dynamics.

3.2 Team-Level Dynamics: Collective Processes and Emergent States

The second domain focuses on teams as the primary unit of work in contemporary organizations. Team dynamics such as communication patterns, trust, cohesion, and conflict management shape how effectively groups coordinate and innovate. The framework positions teams as mediating structures between individuals and the broader organization. According to Hill and Villamor (2022) team norms and emergent states amplify or dampen individual behaviors, while team processes influence how structural and procedural elements are enacted. The team-level domain directly informs research question 2, which examines how team-level dynamics interact with organizational structures and processes. The framework suggests that teams translate organizational design choices into lived experiences. For example, a decentralized structure may empower teams, but only if team norms support autonomy and shared decision-making.

Conversely, dedicated team cohesion may compensate for structural ambiguity. Thus, team dynamics are conceptualized as a critical linkage mechanism within the organizational system.

3.3 Structural Dynamics: Formal Architecture as an Enabler or Constraint

The third domain addresses organizational structure or the formal configuration of roles, reporting relationships, and decision rights. Structure shapes information flow, coordination mechanisms, and the distribution of authority (Whetsell et al., 2021). This study's proposed framework conceptualizes structure not as a static blueprint but as a dynamic managerial lever that can be adapted to support strategic objectives. This perspective aligns with research question 3, which explores how managers can shape or adapt structural arrangements to support desired organizational dynamics. The framework posits that structural choices influence both people- and team-level dynamics by shaping expectations, boundaries, and opportunities for interaction. For example, matrix structures may enhance cross-functional collaboration but also introduce role ambiguity that requires managerial intervention. Structural dynamics thus serve as a macro-level force that interacts with micro-level behaviors and meso-level team processes (Ford & Randolph, 1992).

3.4 Process Dynamics: Routines and Coordination Mechanisms

The fourth domain focuses on organizational processes—the routines, workflows, and decision-making mechanisms that coordinate work across individuals and teams. Processes serve as the connective tissue of the organization, translating strategic intent into operational action. The framework emphasizes that processes are both formal (e.g., standardized procedures) and informal (e.g., unwritten norms), and that their effectiveness depends on alignment with structural arrangements and human behavior (Tawse & Tabesh, 2021). This domain addresses research question 4, which examines how processes interact with people- and team-level dynamics to influence coordination and performance. The framework suggests that processes shape the predictability, clarity, and efficiency of work, but their enactment is contingent on individual motivation and team norms (Crawford & Lepine, 2013). For instance, a well-designed decision-making process may fail if psychological safety is low or if team communication patterns are dysfunctional. Thus, process dynamics are conceptualized as emergent outcomes of the interplay between structure and human behavior.

3.5 Change Dynamics: Adaptation and Organizational Learning

The fifth domain centers on organizational change, which is the capacity to adapt, learn, and reconfigure routines in response to internal and external pressures. Change dynamics reflect the organization's ability to sense environmental shifts, interpret their implications, and implement appropriate responses (Cakmak, 2023). The framework proposed for this study positions change not as a discrete event but as an ongoing capability embedded in organizational routines and culture. This domain aligns with research question 5, which explores how managers can leverage

organizational dynamics to enhance adaptability. The framework posits that change capability emerges from the alignment of people-level openness, team-level learning behaviors, structural flexibility, and process adaptability (Vanhengel et al., 2025). Managers play a vital role in shaping these conditions by fostering a culture of experimentation, enabling cross-boundary collaboration, and reinforcing learning-oriented routines.

3.6 Integrative Perspective: Organizational Dynamics as a Managerial Lever

A conceptual framework integrates the five domains into a holistic model of organizational dynamics. It posits that:

- People-level dynamics influence and are influenced by team norms and processes.
- Team dynamics mediate the relationship between individual behavior and structural arrangements.
- Structural choices shape the context in which processes and interactions unfold.
- Processes translate structural intent into coordinated action.
- Change capability emerges from the alignment and interaction of all other domains.

Figure 1 depicts the five domains as a conceptual framework.

Figure 1. Conceptual Framework for Organizational Dynamics Alignment

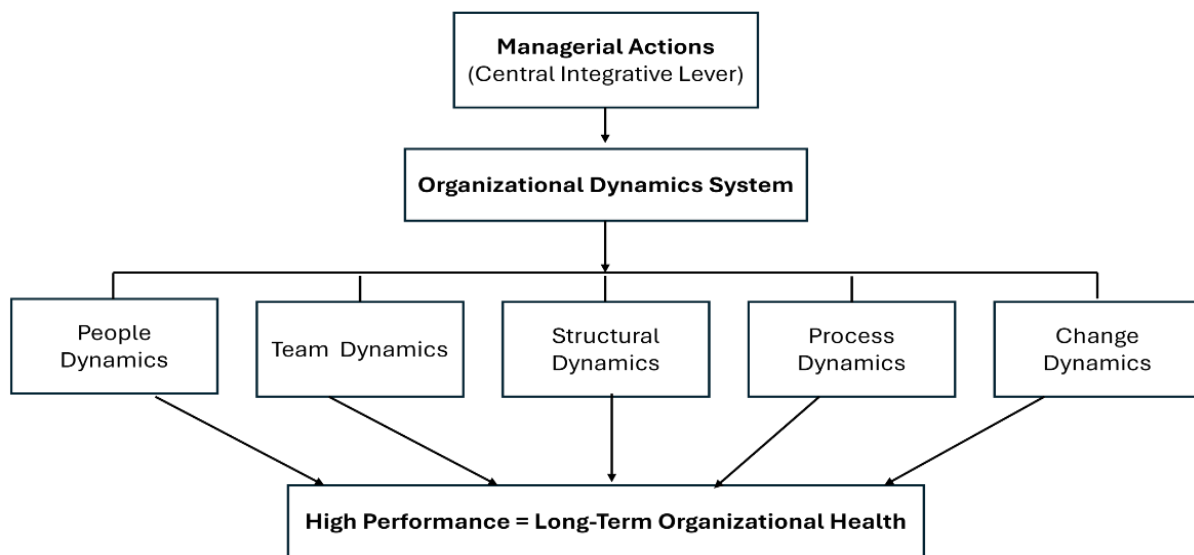


Figure 1. The model illustrates how managerial actions shape five interdependent domains—people, teams, structure, processes, and change—that collectively form the organizational dynamics system. Bidirectional relationships reflect the complex, systemic nature of organizational behavior.

Managers serve as the central agents who shape these interactions. Through their decisions, behaviors, and interventions, managers influence how the system functions and evolves. The framework therefore positions organizational dynamics not merely as descriptive phenomena but as actionable levers that managers can intentionally manipulate to drive performance and adaptability.

4. Methodology

This study employs a conceptual theory-building methodology to develop an integrative framework explaining how organizational dynamics function as a managerial lever. Because the phenomenon under investigation spans multiple levels of analysis such as individual, team, structural, processual, and organizational, an empirical design would prematurely narrow the scope. A conceptual approach enables the synthesis of diverse theoretical traditions and the construction of a holistic model that guides future empirical work (Borsboom et al., 2021).

4.1 Research Design

The research design follows established approaches to conceptual scholarship in management, which emphasize integration, theoretical elaboration, and generative insight. Rather than collecting primary data, this study draws on existing research to identify patterns, relationships, and gaps across literatures that are typically examined in isolation. The goal is not to summarize prior work descriptively but to recombine theoretical elements in a way that reveals new insights about how organizational dynamics operate as an interconnected system. This design is grounded in three methodological commitments:

1. **Multilevel Integration.** Organizational dynamics unfold across micro (people), meso (teams), and macro (structure, processes, change) levels. The methodology, therefore, integrates theories across these levels to construct a unified explanatory model.
2. **Systems Orientation.** Because organizational dynamics are inherently interdependent, the methodology adopts a systems perspective, examining how constructs interact rather than treating them as discrete variables.
3. **Generative Theory Development.** The aim is to produce theoretical propositions that extend existing knowledge and provide a foundation for future empirical testing.

4.2 Literature Identification and Selection

The literature base was identified through a targeted review of foundational and contemporary scholarship in organizational behavior, team science, organizational design, process theory, and change management. Seminal works, highly cited articles, and influential theoretical contributions were prioritized to ensure conceptual rigor. The review also incorporated interdisciplinary perspectives from psychology, sociology, and systems theory to capture the multifaceted nature of organizational dynamics. Selection criteria included:

- Relevance to one or more of the five domains of organizational dynamics
- Theoretical contributions that illuminate mechanisms, relationships, or boundary conditions
- Empirical findings that support or challenge existing assumptions
- Conceptual clarity and applicability across organizational contexts

This approach ensured both breadth and depth, enabling the construction of a robust integrative framework.

4.3 Analytical Strategy

The analytical process unfolded in three stages. First, each domain—people, teams, structure, processes, and change—was examined independently to identify core constructs, mechanisms, and theoretical assumptions. This step clarified how each domain has been conceptualized and identified gaps or inconsistencies. The second stage involved analyzing how constructs across domains interact. This included identifying reinforcing loops, tensions, and dependencies. The analysis revealed that organizational dynamics are best understood as a layered, interdependent system rather than a set of isolated phenomena. Finally, insights from the integration process were synthesized into a conceptual framework that positions managerial action as the central lever shaping organizational dynamics. Ten theoretical propositions were developed to articulate relationships among domains and guide future empirical research. Table 1 summarizes each proposition.

Table 1. Summary of Theoretical Propositions

Proposition #	Theoretical Propositions
P1	Managerial actions that enhance individual psychological conditions (e.g., psychological safety, clarity, identification) strengthen people-level dynamics.
P2	People-level dynamics positively influence team-level dynamics by fostering trust, communication quality, and constructive conflict.
P3	Managerial decisions regarding team design and facilitation moderate the relationship between people-level dynamics and team-level dynamics.

P4	Team-level dynamics shape the effectiveness of structural arrangements by influencing how teams interpret and enact formal design choices.
P5	Structural dynamics influence process dynamics by shaping clarity, information flow, and coordination mechanisms embedded in routines.
P6	Alignment between structural dynamics and team-level dynamics enhances the effectiveness of organizational processes.
P7	Process dynamics directly influence change dynamics by shaping the organization's ability to learn, adapt, and reconfigure routines.
P8	Managerial actions that promote experimentation, reflection, and cross-boundary collaboration strengthen change dynamics.
P9	Alignment across people, team, structural, and process dynamics has a multiplicative effect on organizational change capability.
P10	Organizational performance and adaptability are highest when managerial actions intentionally shape the interplay among all organizational dynamics domains.

5. Discussion and Implications for Management Teams and Performance

According to a recent review of literature on organizational relationships, Turner (2019) suggests that organizational dynamics can be understood as a system influenced by interdependent forces where management teams play a key role in navigating tensions and challenges. This perspective can help management teams better interpret their responsibilities and make more effective interventions in their organizations. Rather than treating people, teams, structure, processes, and change as discrete domains to be optimized independently, the framework suggests that organizational effectiveness emerges from the degree of alignment across these elements. This insight reframes managerial work as fundamentally systemic. The task is not merely to solve isolated problems but to shape the conditions under which organizational dynamics cohere into a productive whole. A systems orientation requires management teams to recognize that interventions in one domain inevitably reverberate across others (Cechvala, 2024). Structural changes, for example, cannot be understood solely in terms of reporting lines or decision rights; their effects depend on team norms, psychological safety, and the informal patterns of interaction that shape how structure is enacted (Whetsell et al., 2021). Similarly, introducing new processes



may create friction if they are not accompanied by adjustments in communication patterns or role expectations. Understanding these interdependencies enables management teams to anticipate unintended consequences and design interventions that reinforce organizational coherence rather than disrupt it. This perspective also challenges traditional assumptions about optimization. Managerial practice focuses on improving individual components like streamlining processes, redesigning structures, or enhancing team performance (Aguilere et al., 2024). The framework developed here suggests that such efforts may yield limited benefits if they do not contribute to cross-domain alignment. A moderately efficient process that is well aligned with team norms and structurally clear is likely to produce better outcomes than a highly optimized process that conflicts with human or organizational realities. Alignment, rather than isolated excellence, becomes the central determinant of organizational performance.

Managerial action itself emerges as a critical mechanism within this system. The behaviors of management teams, how they communicate, model expectations, make decisions, and establish boundaries, shape the psychological and relational conditions under which organizational dynamics unfold (Ghoshal & Bartlett, 1994). These actions influence whether individuals experience clarity and psychological safety, whether teams develop trust and cohesion, and whether processes are enacted consistently and adaptively. In this sense, managerial behavior serves as an organizational infrastructure, shaping the social context in which work occurs. Because organizational dynamics span multiple levels and functions, effective management requires cross-functional collaboration. When management teams coordinate across boundaries, structural decisions are more likely to support team needs, processes are more likely to reflect actual workflows, and change initiatives are more likely to be grounded in employees' lived experiences. Such collaboration reduces organizational drag that may be manifested in rework, bottlenecks, and bureaucratic friction. The collaboration can also enhance the organization's capacity for coordinated action. (Elston & Zhang, 2025).

The implications for organizational performance are substantial. When people, teams, structure, and processes are aligned, organizations exhibit more reliable execution, clearer coordination, and greater predictability in performance outcomes (Hamann & Shiemann, 2021). Alignment also strengthens adaptability. Also, psychological safety facilitates voice and innovation and structural clarity accelerates decision-making. These conditions collectively enhance the organization's dynamic capabilities and its readiness for change. Moreover, healthy organizational dynamics improve the employee experience by reducing ambiguity and unnecessary conflict, thereby increasing engagement and retention. Ultimately, organizations that consistently align their internal dynamics are better positioned to achieve sustainable competitive advantage. Their ability to coordinate, learn, and adapt becomes a distinctive capability that competitors find difficult to replicate. For management teams, this underscores the importance of intervening in systems rather than symptoms, designing for coherence rather than perfection, treating managerial behavior as a

strategic asset, and intentionally cultivating adaptive capacity. Because organizational dynamics evolve over time, alignment must be continuously monitored and actively maintained.

6. Conclusion, Limitations, and Future Research Directions

This study advances a comprehensive conceptualization of organizational dynamics by framing them as an interconnected system shaped by managerial action. By integrating insights from organizational behavior, team science, organizational design, process theory, and change management, the framework demonstrates that people, teams, structure, processes, and change are not discrete organizational components but mutually reinforcing domains whose alignment determines organizational effectiveness. The theoretical propositions developed here articulate the mechanisms through which these domains interact and highlight the significant role of managerial behavior in shaping the conditions under which organizational dynamics emerge. In doing so, the study reframes managerial action as a system-shaping force rather than a set of isolated interventions, offering a more holistic and actionable understanding of how organizations function and evolve. While the framework provides a robust foundation for understanding organizational dynamics, several limitations warrant consideration. First, as a conceptual study, the propositions advanced here have not been empirically tested. Their validity depends on future research that examines how these relationships manifest across different organizational contexts, industries, and levels of analysis. Second, the framework assumes a degree of managerial discretion that may not exist in highly regulated, resource-constrained, or hierarchical environments. In such settings, structural or institutional constraints may limit the extent to which managers can shape organizational dynamics. Third, the model is most applicable to organizations with moderate to elevated levels of structural complexity; small or highly informal organizations may exhibit different patterns of interaction that require alternative theoretical lenses.

These limitations create fertile opportunities for future research. Empirical studies could examine the propositions using multilevel, longitudinal, or mixed-methods designs to capture the dynamic and recursive nature of organizational dynamics. Researchers might explore how alignment across domains develops over time, how misalignment emerges and is resolved, or how managerial actions differentially influence dynamics in stable versus turbulent environments. Comparative studies across industries or cultures could illuminate contextual moderators that shape the strength or direction of the proposed relationships. Additionally, future work could investigate the micro-foundations of alignment, such as sensemaking, identity processes, or informal coordination mechanisms, to deepen understanding of how systemic coherence is constructed in everyday organizational life.

This study contributes to management theory by offering an integrative, systems-oriented framework that positions organizational dynamics as a managerial lever and articulates how alignment across domains drives performance and adaptability. For practitioners, the framework provides a lens for diagnosing organizational challenges, designing coherent interventions, and



cultivating environments that support learning, innovation, and sustained performance. By elevating organizational dynamics as a strategic asset, the study encourages both scholars and practitioners to adopt a more holistic perspective on how organizations function and can be intentionally shaped to thrive in complex, rapidly changing environments.

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