

CALL FOR PAPERS

Relational Energy in Contemporary Organizations

SCOPUS

INDEXED

OPEN ACCESS

Exploring Antecedents, Mechanisms, and Outcomes

Special Issue SI-2027-01

the
seisense
journal of management

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SUBMISSION DEADLINE

15 November 2026

1

SUBMISSIONS OPEN

15 Jul 2026

2

SUBMISSION DEADLINE

15 Nov 2026

3

REVIEW COMPLETION

30 Dec 2026

4

FINAL DECISIONS

15 Jan 2027

5

EXPECTED
PUBLICATION

Feb 2027

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NO APC

DOUBLE BLIND
REVIEW

Why This Special Issue?

The case for this call

Organizations increasingly recognize that sustainable performance depends not only on employees' knowledge, skills, and motivation, but on the quality of workplace relationships that energize individuals to perform effectively. In recent years, **relational energy** has emerged as an important construct in Management, HRM, and Organizational Psychology ([Sumpter & Gibson, 2023](#); [Owens et al., 2016](#)) — the heightened psychological resourcefulness generated through interpersonal interactions that enhances an individual's capacity to work. Unlike traditional forms of motivation, relational energy is embedded in social exchange and develops through interactions with leaders, colleagues, mentors, and teams.

Research shows energizing workplace relationships contribute significantly to employee engagement, creativity, service performance, mentoring effectiveness, and organizational commitment. [Baker \(2019\)](#) further conceptualized relational energy as a meso-level construct linking individual emotional energy with broader organizational energy systems, emphasizing its strategic importance for effectiveness and wellbeing. Studies show servant leadership fosters relational energy and strengthens mentoring relationships, while positive interactions enhance vitality, resilience, and flourishing — whereas negative experiences, such as coworker incompetence accusations, can diminish energy and reduce creativity.

A construct still taking shape

Despite its growing significance, research on relational energy remains fragmented across disciplines and levels of analysis. This Special Issue aims to advance scholarly understanding of its antecedents, mechanisms, outcomes, and practical implications within contemporary organizations — contributing to more energizing, resilient, and high-performing workplaces. See the six themes this call invites contributions on, over the page.

Potential Themes

Contributions may address, but are not limited to, the following six themes

1 Relational Energy and Leadership

How leadership styles and leader behaviors generate, sustain, or deplete employees' relational energy, motivation, and performance.

Topics: *Servant, ethical, authentic, spiritual and humble leadership; leaders as energizers and de-energizers.*

2 Relational Energy and Human Resource Management

How HRM systems, developmental practices, and employee-centered initiatives create environments that foster relational energy.

Topics: *Employee engagement, mentoring and coaching, perceived organizational support, talent development, voice behavior, employee participation.*

3 Relational Energy and Organizational Psychology

The psychological mechanisms and outcomes associated with relational energy — implications for wellbeing and workplace behavior.

Topics: *Employee wellbeing, job and task performance, workplace vitality, recovery and resilience, psychological safety.*

4 Relational Energy and Creativity

How interpersonal interactions and organizational conditions shape creativity, innovation, and proactive work behavior.

Topics: *Coworker support and creativity, incompetence accusations and diminished energy, servant leadership as a buffer, innovation climate.*

5 Relational Energy in Service and Hospitality

How relational energy enhances service quality, customer engagement, and frontline performance in service-intensive contexts.

Topics: *Employee–customer interaction, service performance, customer engagement, interaction cohesion, customer service creativity.*

6 Relational Energy and Networks

Network structures, team dynamics, and patterns of energizing and de-energizing relationships that shape collaboration.

Topics: *Energy networks, positive organizational network analysis, energizing and de-energizing ties, team-level energy dynamics.*

Submission Guidelines

LENGTH

6,000–9,000 words

CITATION STYLE

APA 7th Edition

ABSTRACT

150–200 words

FORMAT

MS Word (DOCX)

KEYWORDS

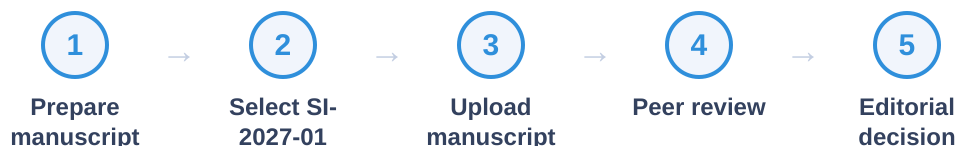
4–6

REVIEW

Double Blind Peer Review

How to Submit

Five steps from manuscript to editorial decision



Scan to submit

References

Works cited in this call for papers

Baker, W. E. (2019). Emotional energy, relational energy, and organizational energy: Toward a multilevel model. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 373–395.

Owens, B. P., Baker, W. E., Sumpter, D. M., & Cameron, K. S. (2016). Relational energy at work: Implications for job engagement and job performance. *Journal of Applied Psychology*, 101(1), 35–49.

Sumpter, D. M., & Gibson, C. B. (2023). Riding the wave to recovery: Relational energy as an HR managerial resource for employees during crisis recovery. *Human Resource Management*, 62(4), 581–613.

Prospective authors are encouraged to review these foundational works when preparing submissions, and to engage with the broader relational energy literature across Management, HRM, and Organizational Psychology.