

**TURNING THE PAGE:  
DRMJ'S CHAPTER THREE – IN SEARCH  
OF INCREASED RELEVANCE, RIGOR,  
COMPREHENSIVENESS AND  
INTERNATIONALIZATION**

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Volume 5, Number 2 of the Dynamic Relationships Management Journal (DRMJ) finds us once again turning the page and beginning a new editorial chapter in our journal's story. After several years of devoted service to the journal, its editor-in-chief Jože Kropivšek stepped down from this function and handed the job over to Matej Černe – now the third editor of DRMJ. We also have a new co-editor Tomislav Hernaus, while the DRMJ's editorial board has been additionally strengthened by prominent management scholars, such as Catherine Connelly, Sut I Wong and Anita Trnavčević. We are happy that Jože will still act as co-editor and help the journal as we move it further along.

As we, the new editors, write this, we feel both a sense of excitement and immense responsibility to the journal, the Slovene Academy of Management (SAM), and the management and organization community in order to ensure that DRMJ not only continues, but further expands and affirms its role as a valued publication home for relevant and rigorous research in our field.

More than four years ago, when Dynamic Relationships Management Journal was first established, the initial editor-in-chief

Adriana Rejc Buhovac posed the following question: Why do we need another academic journal? The answer to this question was mostly related to the topic.

The very first issue of DRMJ from May 2012 opened up a new space for academic debate around organizational/management theories and their practice, and presented the mission and topical grounding of the journal (Rejc Buhovac, 2012, p. 1):

*“Firms, not-for-profit institutions and public administration units are socially constructed. The journal aims to provide global theoretical and practical perspectives on the establishment, development, maintenance and improvement of relationships—contacts, connections, interactions, patterns of behavior and networks in these social entities. It is the role of managers to spur and nurture high-quality relationships between interacting employees, groups, teams and whole social entities and thus provide suitable organizational support for their high quality performance. No other journal addresses these perspectives so closely and provocatively. DRMJ also addresses other relationships-related topics such as organizational structures, rationality assuring processes, and similar organizational phenomena.”*

Although being very narrowly focused in comparison to other management journals, DRMJ under the editorship of Jože Kropivšek (2013-2016) maintained its initial topical perspective. Hereby we would like to stress that content-wise, dynamic relationships management is the key topic that DRMJ will continue to follow with the new editorial team as well. We wholeheartedly agree that these topics deserve their place in the literature, and that existing academic outlets do not do a sufficient job of covering these both theoretically challenging and practically relevant topics. In addition to this point, we would like to put emphasis on several additional highlights, which will shape the journal's aims and mission in the years to follow.

First, while DRMJ has been from the very beginning a journal published by the Slovene Academy of Management and its international nature has been emphasized since its inauguration, the new editorial team aims to take its worldwide scope to the next level. This is emphasized by the editorial board membership, where now only six out of 14 scholars are Slovene; by the articles, where we welcome submissions from colleagues outside of Slovenia, and notably; by the journal's impending aim to **increase the quality, quantity and international nature of submissions** in order to get the journal to be indexed in the recognized journal citation databases. These activities are already taking place and we do hope that our academic community will recognize and support us in these long-term efforts.

Second, a key point that perhaps was not always emphasized in journal submissions in the past is related to **theoretical, empirical and practical contributions** of the published

manuscripts. We have thus included an additional sentence related to ***methodologies*** that are covered by the journal into the re-designed mission statement, highlighting our future attempts to put DRMJ on the world journal map:

*DRMJ articles test, extend, or build theory and contribute to management and organizational practice using a variety of empirical methods (e.g., quantitative, qualitative, field, laboratory, meta-analytic, and combination).*

As a manuscript's empirical contribution in general is frequently questionable, we expect that potential authors consider the following elements before submitting their papers: (1) construct definition and operationalization, measures validity; (2) implementation of research designs without fatal flaws and; (3) application of wrong or inadequate data analyses. DRMJ aims to publish rigorous research regardless of the methodologies that are applied. Both theoretical and empirical papers have their purpose and need to be published on topics more or less strongly related to dynamic relationships management. Novel and rigorous methods and techniques, such as structural equation modeling, random coefficient modeling (hierarchical linear modeling), bibliometric techniques or techniques that apply Bayesian statistics are particularly welcome. However, we also strongly encourage papers that apply social network analysis, experimental and longitudinal research, moderation and mediation studies, content analysis, case study research and computer simulations.

In the case of both empirical and theoretical papers, ***theoretical contributions*** should be made. Meaningful new

implications or insights for theory must be present in all DRMJ articles, and these insights may be developed in a variety of ways (adding to existing research, theory building through inductive or qualitative research, first empirical testing of a theory, meta-analysis with theoretical implications, constructive replication that clarifies the boundaries or range of a theory). Submissions should clearly communicate the nature of their theoretical contribution in relation to the existing management and organizational literatures.

All articles published in the DRMJ must also be ***relevant to practice***. The best submissions are those that identify both a compelling management or organizational issue and a strong theoretical framework for addressing it. Indeed, practical relevance may be rather indirect in some cases; however, authors should be as specific as possible about potential implications of their study.

Third, the journal does not preclude at which level of analysis the planned research should be conducted (or theorized about). The main emphasis of the journal is on formal and informal relationships, structures and processes **within and across** individual, group and organizational levels. Therefore, both micro and macro topics in organization research are welcomed, and we in particular strongly encourage cross-level research that goes beyond merely one level of analysis. This is very much in line with recent trends in organizational science that emphasize the multi-level nature of constructs (Kozlowski & Klein, 2000; Mathieu & Chen, 2011; Batistič, Černe & Vogel, in press) and narrow into relationships that go across levels, either top-down or bottom-up (Mathieu et al., 2014). Articles that would account for the

context of relationships and individual-level occurrences at work at the group-, unit-, process- or organizational levels, or contributions that would tackle the issues of how dynamic associations in combination with personal or job-design characteristics emerge to higher levels (of an organization or even inter-organizational networks) are warmly welcome.

On a separate but related note, **interdisciplinary work** that goes beyond the traditionally scoped fields of management and organization, but perhaps even beyond the influxes from the fields of psychology, sociology, economics, engineering and other disciplines is encouraged and can contribute to a more holistic treatment of phenomena related to dynamic relationships management. This might be particularly relevant for deciding about antecedents and/or outcomes of different phenomena across disciplinary-specific domains of research and practice. In addition, potential authors can have different sampling targets to provide either cross-cultural, regional or national insights relevant for various industries, organizational types and occupational groups.

Some of these new or re-emphasized guidelines are already reflected in articles published in this issue. In the first article, Nina Pološki Vokić looked at human resource management (HRM) through the lens of agency theory, connecting these two previously relatively disconnected literatures that stem from two different fields: management (HRM) and economics (agency theory). The second article in this issue is co-authored by Gašper Grad, Ula Kočevar, Karmen Krvina, Petra Pureber and Darija Aleksić. It narrowed in on how to 'spark' student creativity and examined knowledge

sharing, emotional intelligence, intrinsic motivation and self-efficacy as individual-level predictors of this important outcome.

The third article, co-authored by Jūratė Kuklytė and Jolita Vveinhardt, is focused on the objects of social business models, and attempts to advance the understanding of adoption of good practices of social business models in Lithuania and determine the recipients of the benefits accrued. The fourth article in this issue is also put in the Lithuanian setting. Marika Miminoshvili investigates the leadership role in the organizational culture change at local self-government institutions. Using qualitative research in the case of Siauliai District and Pardubice District Municipalities, the author applied the Denison organizational culture model in order to analyze the drivers and inhibitors of leadership and organizational culture change. Finally, highlights of the conference organized by the Slovene Academy of Management that took place in Brdo pri Kranju on June 9–10, 2016, are presented, prepared by Aleša Saša Sitar.

The contents of the current volume indicatively embrace the new journal focus that strongly builds upon the hard and enthusiastic work of previous editors. Thus, DRMJ is and will continue to be a journal of many topics, contexts, and methodologies, but at its core, its position is to be home of dynamic relationships management research. This provides DRMJ to take a niche spot and be at the heart of key conversations in the management and organizational domains related to managing relationships at work, and give researchers a platform to speak to and with each other about the topics that excite and intrigue us. We invite you to continue that conversation with us as we transition into our new

chapter. Finally, we welcome the comments of the academic and business community regarding the presented guidelines, aims, and mission of the journal. We have some additional ideas and thoughts that we will share with you in the coming issues, but as highlighted earlier, they are all aligned with the grounding view of DRMJ as being THE journal of dynamic relationships management. While we have been already hooked on this quest, we invite you to join us by contributing to a wide spectrum of topics important for building better relationships at work.

Matej Černe, *Editor-in-Chief*  
Tomislav Hernaus, *Co-Editor*

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