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## Mapping Relational Energy Networks: Social Network Analysis of Positively Energizing Leadership and Employee Well-being in Irish Organizations

This study employs social network analysis to examine how positively energizing leadership behaviors, or behaviors that include virtuous and relational energy as perceived by followers, flow through organizational networks and impact employee well-being. While previous research has established that positively energizing leaders create vitality and enthusiasm among employees through specific behaviors like expressing gratitude and demonstrating genuine care, little is known about how these energy dynamics operate at the network level within organizations.

Using sociometric survey techniques, we will map complete organizational networks within 2-3 Irish organizations. Data collection includes perceived Positively Energizing Leadership Scale (PELS) behaviors, relational energy, vitality, and PERMA+4 well-being scores (covering positive emotions, engagement, relationships, meaning, accomplishment, plus physical health, mindset, environment, and economic security), and energy network connections.

Our analytical approach examines network centrality, density, and clustering to identify how positively energizing leadership spreads through organizational structures. We investigate whether individuals functioning as “energy hubs” (high in-degree centrality for PEL nominations) demonstrate different well-being profiles compared to energy “receivers” or “isolates.” Additionally, we explore how formal leadership positions align with informal energy leadership roles within the network structure.

Using exponential random graph modeling (ERGM), we identify organizational factors that facilitate or hinder the diffusion of positively energizing leadership. This approach reveals not just individual-level leadership effects but how relational energy circulates within organizations as a collective phenomenon, potentially creating “energy hotspots” or “energy deserts” that significantly impact organizational well-being. We hypothesize that people in non-leadership roles can have influencing and positively energizing effects on networks.

Preliminary findings suggest that positively energizing leadership creates measurable network effects beyond traditional hierarchical structures, with implications for organizational design and leadership development. This research contributes to understanding how energy-based leadership constructs operate through social networks and provides practical insights for fostering positive organizational climates through strategic network interventions.

### Keywords/Topics

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