



REVIEWER'S REPORT

Manuscript No.: IJAR-57794

Title: **Organizational Justice and Energy Dynamics: How Leadership Shapes Energy Intensity and Quality,**

Recommendation:
Accept after minor revision

Rating	Excel.	Good	Fair	Poor
Originality		✓,		
Techn. Quality		✓,		
Clarity	✓,			
Significance	✓,			

Reviewer Name: Abdul Haseeb Mir

Detailed Reviewer's Report

The manuscript titled "**Organizational Justice and Energy Dynamics: How Leadership Shapes Energy Intensity and Quality**" presents a sophisticated and highly integrated theoretical framework at the intersection of micro-organizational behavior, corporate leadership, and occupational psychology. The study addresses a critical conceptual boundary in management literature by connecting human energy dynamics directly to organizational justice structures.

The scope of the paper is meticulously mapped across ten distinct sections. It focuses on dissecting collective human energy into two fundamentally independent variables—energy intensity and energy quality—as originally conceptualized by Bruch and Ghoshal (2003) and empirically validated by Cole, Bruch, and Vogel (2012). Rather than treating organizational energy as a vague or fluctuating resource, this manuscript investigates the specific psychological and structural mechanisms that govern each dimension, highlighting organizational justice and leadership behavior as the primary forces that create, sustain, or destroy these collective energy states.

As a comprehensive theoretical synthesis and conceptual model, the paper builds its arguments through a cross-disciplinary integration of three primary theoretical frameworks:

- **The Matrix of Organizational Energy:** Drawing on Bruch and Ghoshal's model, the paper categorizes the workplace into four distinct collective energy zones based on the intersection of intensity (low vs. high) and quality (negative vs. positive): the *Productive Energy Zone*



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(high/positive), the *Comfort Zone* (low/positive), the *Resignation Zone* (low/negative), and the *Corrosive Energy Zone* (high/negative).

- **Four-Factor Organizational Justice Theory:** The author utilizes Colquitt's (2001) four-factor model—comprising distributive, procedural, interpersonal, and informational justice—to serve as the structural framework for the model.
- **Social Exchange Theory (SET):** Grounded in Blau (1964) and Cropanzano & Mitchell (2005), SET provides the relational mechanism showing how transactional and transformational leadership styles act as the immediate catalysts that translate structural fairness into emotional and behavioral energy outputs.

The core analytical thesis argues that different dimensions of justice govern different attributes of energy. Specifically, structural components (distributive and procedural justice) dictate the *intensity* of work effort by altering equity-based motivation and systemic trust. Meanwhile, social or relational components (interpersonal and informational justice) shape the *quality* of that energy, determining whether high effort manifests as constructive collaboration or toxic, defensive competition.

The manuscript demonstrates exceptional analytical depth by moving past generic "happy worker" narratives to explore the exact structural levers of organizational culture. The paper provides a clear answer to a frequent corporate paradox: why highly incentivized, high-performing teams can suddenly collapse into toxicity. By showing that high distributive justice (fair pay) can drive intense energy, but low interpersonal justice (abusive supervision) can corrupt that energy into the *Corrosive Zone*, the author offers a nuanced explanation of organizational burnout and institutional decay.

The primary contribution of this work lies in building an explicit, testable bridge between structural corporate governance and collective behavioral psychology. It provides organizational theorists with a clear path forward by offering testable propositions and operational models that can guide future empirical field research.

Suggestions for Improvement

- **Incorporate a Visual Organizational Energy Matrix:** To ground the theoretical discussion, include a prominent 2x2 grid diagram illustrating the four organizational energy zones (Productive, Comfort, Resignation, and Corrosive) plotted along the horizontal axis of Energy Quality and the vertical axis of Energy Intensity. This will give readers an immediate visual reference for the states described in the text.
- **Introduce a Comprehensive Conceptual Path Model Diagram:** Add a detailed structural diagram illustrating the complete relational architecture of the paper. This figure should visually



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link leadership behaviors (transformational/transactional) to the four justice dimensions, channel those through the Social Exchange mechanism, and map them onto the final outcomes of energy intensity and quality.

- **Elaborate on the Boundary Conditions of Transactional Leadership:** Expand the discussion regarding transactional leadership behaviors. Clarify how contingent reward behaviors interact with distributive justice over time, and address whether an over-reliance on transactional enforcement might inadvertently lower energy quality by fostering a purely utilitarian compliance culture.
- **Develop a Operationalization Table for Empirical Testing:** To support the proposed research agenda, incorporate a structured table that aligns each major theoretical proposition with suggested empirical measurement scales (such as Colquitt's Justice Scale or the Organizational Energy Questionnaire) and appropriate statistical methodologies (e.g., Structural Equation Modeling).
- **Deepen the Analysis of Cross-Cultural Justice Perceptions:** Expand the theoretical scope by dedicating a section to cross-cultural differences. Address whether the balance between structural justice (procedural/distributive) and relational justice (interpersonal/informational) shifts in importance when modeling energy dynamics within highly collectivistic versus individualistic cultural environments.
- **Address the Dynamics of Transitioning Between Energy Zones:** Provide a deeper exploration of the structural and behavioral friction involved when an organization shifts between zones. For example, detail the specific steps required to move an organization out of a entrenched *Corrosive Zone* back into a *Productive Zone*, highlighting the role of leadership transparency and restorative justice.
- **Incorporate a Theoretical Limitations and Risks Section:** Add a dedicated section candidly discussing the limitations of the proposed model. Acknowledge potential challenges such as common-method variance in self-reported energy surveys, the difficulties of aggregating individual psychological safety metrics into a collective group-level variable, and the risk of reverse-causality where highly energized teams might naturally perceive their leadership as fairer.
- **Standardize and Verify All In-Text Citation Formats:** Review the manuscript to ensure that all in-text citations follow a uniform academic formatting style. Eliminate minor punctuation inconsistencies, such as shifting between semi-colons and ampersands in multi-author citations (e.g., clarifying entries like "**Cropanzano& Mitchell, 2005**" on page 1).



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- **Conduct a Complete Typographical Proofreading Pass:** Correct minor layout and spacing slips throughout the text body. Ensure there is consistent spacing after punctuation marks, verify that all scientific acronyms are introduced correctly, and clean up formatting fragments like "**Modelusing**" if they appear during text compilation.
- **Standardize and Complete the Bibliographic References:** Ensure that the final reference list is formatted uniformly under a single standard guide, such as APA 7th edition. Double-check that every text citation matches the final bibliography perfectly, and verify that all entries include complete publication metadata, including volume numbers, issue numbers, page ranges, and active DOIs.

Recommendation for Publication

I recommend this manuscript for **publication with minor revision**. The article presents a compelling, elegant, and theoretically rigorous framework that skillfully integrates leadership behavior, organizational justice dimensions, and collective energy metrics into a single cohesive model. The paper avoids clichés and provides an advanced, actionable framework for both corporate leaders and academic researchers. Once the author incorporates the requested visual path diagrams, adds a structured empirical operationalization table, and refines the minor formatting and citation slips, this manuscript will make an outstanding, high-impact addition to journals focusing on organizational behavior, human resource management, or corporate leadership.