

FROM THE EDITOR: CONNECTION IS THE ESSENCE OF MEANING, AND RELATIONSHIPS ARE THE FOUNDATION OF ORGANIZATIONS

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When we speak of management, of business, and of academia, the conversation often turns to numbers, systems, tasks, and work and professional outcomes. Yet beneath every structure and every result lies a deeper fabric—community. Connection is the essence of meaning, which is not necessarily a direct quote, but reflects the core of humanistic and existential thought, where meaning emerges through bonds with others. It is through connection that individuals and organizations thrive, and it is through relationships that knowledge, trust, and resilience are built.

Social integration, long studied in psychology and sociology, reminds us that belonging and shared purpose are fundamental human needs. Theories of social capital, organizational climate, and even leadership research point in the same direction: people achieve more, grow more, and sustain more when they are embedded in networks of meaningful ties. In business, these ties translate into engagement, innovation, and commitment. In academia, they foster collaboration, knowledge creation, and the nurturing of future generations of scholars. Without community, even the most sophisticated systems collapse into emptiness.

This is far from being a new insight for our journal. In fact, it is woven into its very foundation. The very first article ever published here—by Professor Rudi Rozman (2012), following Lipovec's (1987) seminal elaboration—set forth the theory that gave the journal its name: *Dynamic Relationships Management*. This perspective argued that management is not a static exercise of control, but a dynamic interplay of human relationships, constantly shaped, renegotiated, and lived. It is precisely this recognition—that management is about relationships, about the vitality of connection—that distinguishes our journal and its community of scholars.

At the heart of the Developed theory of organization is a simple yet profound redefinition: an organization is not primarily a collection of people or tasks, but a system of relationships. According to Lipovec's (1987) definition, people become members of a social unit through relationships, and it is these dynamic ties that assure both the existence of the unit and the rational achievement of its goals (Rozman, 2012). Relationships are not static; they change, adapt, and evolve through processes such as governance-management, coordination, decision-making, and even conflict. The smallest element of an organization, therefore, is not the individual or the role, but the relationship itself. This shift moves the study of organizations from structures and tasks toward connections and interdependencies.

Rozman (2012) further emphasized that these relationships are both structural and dynamic. Structurally, they manifest through duties, responsibilities, authority, and communication. Dynamically, they are shaped and reshaped through ongoing interaction, adaptation, and coordination. In this sense, the organization is always in motion, continuously renewed through the quality and balance of its relationships. When relationships are aligned and rational, the social unit flourishes; when they deteriorate, the very existence of the unit is threatened.

The call today is to return to, and further advance, this founding insight. Too often, research drifts into abstract constructs that risk losing touch with the living reality of relationships. Yet if connection is indeed the essence of meaning, then dynamic relationships management theory offers us a compass. It provides a framework to understand how integration, belonging, and cooperation shape outcomes not only in organizations, but also in wider society.

We invite scholars to engage more deeply with this foundation, to test, refine, and apply it across contexts. In business settings, how do dynamic relationships help organizations navigate complexity, uncertainty, and change? In academic life, how do they sustain healthy, vibrant communities of inquiry? And in both worlds, how can we design systems that honor connection, not erode it?

As we continue to develop the journal, let us remain faithful to this original vision: that management is, at its heart, about people in relationship. By embracing and extending this pioneering “Slovenian” *Developed theory of organization*, we affirm that connection is not only the essence of meaning—it is the very ground upon which our shared future must be built.

REFERENCES:

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