



March 2026 Newsletter

Journal of Management & Organization

Hello,

Welcome to the March newsletter of the JMO Journal of Management & Organization. We are a quartile 1 Scopus indexed journal indicating that we are in the highest quality quartile with our journal being published by Cambridge University Press in partnership with the Australian and New Zealand Academy of Management (ANZAM).

We would like feedback and suggestions about JMO and seek your responses to the following online survey:

[https://docs.google.com/forms/d/e/1FAIpQLSeP6Q0LcmOeNyPK2H5Tnz1OR\\_gR7NMaOrBvHfsYA1JYEzX2dQ/viewform?usp=publish-editor](https://docs.google.com/forms/d/e/1FAIpQLSeP6Q0LcmOeNyPK2H5Tnz1OR_gR7NMaOrBvHfsYA1JYEzX2dQ/viewform?usp=publish-editor)

We have a new special journal issue call for papers that is associated with the Australian and New Zealand Academy of Management ANZAM conference in December but attendance at the conference is not a prerequisite for submission (although we do hope to see you at the conference in Newcastle, Australia). Details are below.

### **CALL FOR PAPERS**

Special Issue of the Journal of Management & Organization JMO

*Navigating Complexity: Adaptive Strategies for People, Planet, and Performance*

***ANZAM 40<sup>TH</sup> BIRTHDAY CELEBRATION***

Associated with the 2026 Australian and New Zealand Academy of Management ANZAM Conference

Celebrating 40<sup>th</sup> Australian and New Zealand Academy of Management ANZAM Anniversary

#### **Guest Editors:**

*Heidi Wechtler – University of Newcastle, Australia*

*Vanessa Ratten – La Trobe University, Australia*

Deadline : 31<sup>st</sup> December 11.59pm Australian time

Tentative publication date: Issue 2 2027

## Navigating Complexity

Organizations today operate in an environment of unprecedented complexity (Imbrogno et al., 2025). The convergence of environmental crisis, geopolitical tensions, technological innovation, and shifting societal expectations has produced a landscape that has become fundamentally complex for organizations (Tunçalp, 2025). Artificial intelligence reshapes work and employment faster than regulatory and institutional frameworks can adapt, forcing organizations to simultaneously replace and enhance human capabilities (Raisch & Krakowski, 2021). Post-pandemic workforce expectations have changed the psychological contract between employers and employees, requiring to rethink HR strategies as adaptive ecosystems rather than linear processes (Hewett & Meier-Barthold, 2026). Rising inequalities and social polarization challenge organizations to reconcile inclusion with efficiency, a task made harder still by the new societal backlash against DEI initiatives (Allen et al., 2025). Climate change demands urgent organizational transformation, yet corporate responses consistently translate this imperative into the concerns of business as usual (Wright & Nyberg, 2017), while the fundamental contradictions of fossil-fueled economic growth, corporate capitalism, and sustainability measures remain unaddressed (Nyberg & Wright, 2025). Supply chain vulnerabilities exposed by geopolitical tensions force firms to balance resilience with cost optimization, while escalating trade wars and national security agendas reshape organizations' strategic imperatives (Moura et al., 2025).

These management related forces do not operate in isolation (Ben-Hador and Hopkins, 2025). They interact, amplify, and frequently contradict one another, leading to what some have termed a 'polycrisis' (Lawrence et al., 2024). For management and organization scholarship, this polycrisis represents both an important challenge and a theoretical opportunity. It questions the relevance of frameworks assuming stable environments, linear causation, and the separation of economic, social, and environmental concerns. It calls for approaches that accept contradiction rather than resolve it, that theorize adaptation as an ongoing and contested process rather than an outcome. This means considering issues such as responsible leadership (Hossain et al., 2025), well-being at work (Pons et al., 2026), authenticity (Lux and Lowe, 2024) and management education (Evans, 2026).

Our focus on the people–planet–performance triad is inherently paradoxical. Pursuing one dimension often creates tensions with others: investments in employee well-being may conflict with cost efficiency; environmental responsibility may clash with competitive pressures; inclusive practices may disrupt performance optimization. Rather than treating these tensions as problems to be resolved, we invite scholars to examine how they are experienced, navigated, and negotiated by individuals, teams, organizations, industries, and institutional systems. We seek contributions that help understand how contradictions surface, intensify, transform, or become embedded in organizational routine across diverse contexts and at multiple levels of analysis.

This Special Issue of the *Journal of Management & Organization* intends to respond to this important problem. Aligned with the theme of the 2026 ANZAM Conference and celebrating the 40<sup>th</sup> ANZAM Anniversary, it invites contributions that examine how individuals,

organizations, and systems navigate the competing demands of people, planet, and performance amid accelerating complexity.

#### Scope, Contributions, and Submission Guidelines

This Special Issue welcomes both empirical and conceptual contributions and encourages methodological diversity, including qualitative, quantitative, and mixed-methods designs. Complexity does not follow disciplinary boundaries. Accordingly, this Special Issue adopts an inter- and multidisciplinary perspective sharing theoretical orientation toward complexity and paradox. Aligned with the conference streams, we welcome contributions broadly from management and organization research:

Stream 1. Human Resource Management

Stream 2. Organisational Behaviour

Stream 3. Sustainability and Social Issues

Stream 4. Gender, Diversity and Indigeneity

Stream 5. Entrepreneurship and SMEs

Stream 6. Leadership, Governance and Strategy

Stream 7. Teaching and Learning

Stream 8. Business Processes, Innovation and Supply Chain

Stream 9. Health Management and Organisation

Stream 10. Public Sector, NGOs and Not-for-Profit

Completed papers must comply with the *Journal of Management & Organization* paper guidelines and must be submitted through the JMO Manuscript Central system (<https://mc.manuscriptcentral.com/jmo>).

Note that attendance at the conference is not a prerequisite for submission.

#### References

- Allen, S. A., Murrell, A. J., & Pil, F. K. (2025). DEI backlash—Implications for organizational DEI alignment and employee belongingness. *Equality, Diversity and Inclusion: An International Journal*, 1-29.
- Armanios, D., Block, E., Keller, A., Lumineau, F., & Rauch, M. (2025). Management in Times of Geopolitical Tensions and Turmoil: How War, Security, and Defense Pose New Imperatives for Organizations. *Journal of Management Studies*, In Press.

- Ben-Hador, B., & Hopkins, T. (2025). "How to conform to the political jungle": Organizational politics, social capital, and employee performance. *Journal of Management & Organization*, 1-23.
- Evans, M. (2026). Does business training make a difference? Exploring individual and strategic business outcomes of the Help to Grow Management Programme. *Journal of Management & Organization*, 1-22.
- Hewett, R., & Meier-Barthold, M. (2026). Embracing Complexity in HRM Research: A Call for System and Process Perspectives. *Human Resource Management*, In Press.
- Hossain, S., Fernando, M., & Akter, S. (2025). The influence of artificial intelligence-driven capabilities on responsible leadership: A future research agenda. *Journal of Management & Organization*, 31(5), 2360-2384.
- Imbrogno, J. P., Parnell, J. A., Staggs, T. B., & Scott, J. T. (2025). The cost of conformity: How deviating from norms increases performance potential. *Journal of Management & Organization*, 1-16.
- Lawrence, M., Homer-Dixon, T., Janzwood, S., Rockstöm, J., Renn, O., & Donges, J. F. (2024). Global polycrisis: the causal mechanisms of crisis entanglement. *Global Sustainability*, 7, e6.
- Lux, A. A., & Lowe, K. B. (2024). Authentic leadership: 20-Year review editorial. *Journal of Management & Organization*, 30(6), 1634-1641.
- Moura, S. T. G., Lawton, T. C., & Tobin, D. (2026). How do multinational enterprises respond to geopolitics? A review and research agenda. *International Journal of Management Reviews*, 28(1), e12399.
- Nyberg, D., & Wright, C. (2025). Confronting the climate crisis: Fossil fuel hegemony and the need for decarbonization, degrowth, and democracy. *Journal of Management Studies*, 62(8), 3659-3676.
- Pons, I. A., Molina-Gómez, J., Mercadé-Melé, P., & Núñez-Sánchez, J. M. (2026). Towards new labour equity: A bibliometric study of women's happiness and well-being at work. *Journal of Management & Organization*, 1-25.
- Raisch, S., & Fomina, K. (2025). Combining human and artificial intelligence: Hybrid problem-solving in organizations. *Academy of Management Review*, 50(2), 441-464.

Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381–403.

Tunçalp, D. (2025). Entrepreneurial resilience in polycrisis: Adaptation via improvisational action, institutional workarounds, and strategic reconfiguration. *Journal of Management & Organization*, 1-23.

Wright, C., & Nyberg, D. (2017). An inconvenient truth: How organizations translate climate change into business as usual. *Academy of Management Journal*, 60(5), 1633-1661.

With best regards,

Vanessa Ratten, Editor in Chief, Journal of Management and Organization

<https://www.cambridge.org/core/journals/journal-of-management-and-organization>

Email: v.ratten@latrobe.edu.au