

RESEARCH ARTICLE

# 30<sup>th</sup> year birthday celebration of the journal of management and organization: Contributions and future directions

Vanessa Ratten 

Department of Management and Marketing, La Trobe Business School, La Trobe University, Melbourne, Australia  
Email: [v.ratten@latrobe.edu.au](mailto:v.ratten@latrobe.edu.au)

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## Abstract

The Journal of Management and Organization (JMO) is celebrating its 30<sup>th</sup> birthday, which is a significant event given how the journal has shaped and influenced global management research and practice. As part of the commemorative activities this perspective article aims to highlight how the journal has contributed to the development of several sub-management themes. Each theme is analysed in terms of articles published in the journal in terms of establishing existing knowledge then explaining future research ideas. This helps to solidify the journal's reputation and standing in the field in order to foster more management research that contributes to both theory and practice. Novel social and business approaches to future organizational and manager's needs are addressed. This will inspire more meaningful management engagement in order to further support the evolution of management research.

**Keywords:** management; business; organizations; literature reviews; bibliometrics; human resource management; entrepreneurship; research; publishing practices

## Introduction

The Journal of Management and Organization (JMO) is celebrating its 30<sup>th</sup> birthday and this means it is the ideal time to emphasize its growth and development. It is the Australian and New Zealand Academy of Management (ANZAM) journal and is amongst the most prestigious management journals published. Its publisher Cambridge University Press is world renowned for its high quality publishing endeavours. Originally the journal published mostly articles by Australian and New Zealand authors but this changed with more internationalisation in article authorship. The journal was first called the Journal of the Australian and New Zealand Academy of Management (abbreviated to JANZAM) and published by an independent publisher before moving to Cambridge University Press. From 2026 all articles in the journal will be published as open access that will further open up knowledge pathways.

The first issue of the journal published in 1995 contained 4 articles by Australian and New Zealand academics. The first article discussed human resource management in need of a discipline and other articles focused on contingency theory, working arrangements and organizational restructuring. Also included in the first issue was two book reviews and a book notes section that demonstrates the importance of books to the management discipline.

The journal's Editor in Chief is Vanessa Ratten who is an Australian with international experience working at an Australian university. The journal has a number of Associate Editors and a well regarded

editorial advisory board. It is a quartile 1 Scopus ranked journal and is internationally recognised for its novel articles. The JMO upholds the core values of the ANZAM and adheres to the United Nations Sustainable Development Goals. JMO is committed to publishing high quality and forward thinking research that is peer reviewed. It focuses on management research that contributes to both theory and practice with an emphasis on Australian and New Zealand research but also including international research. The journal has increasingly focused on identifying new management and organization trends that has made it a fast mover in publishing novel topics. This has resulted in high citations of certain articles that focus on emerging areas of interest such as sustainability. The journal has been early to adopt specific topics particularly around COVID-19 and management topics as well as the shift to more niche areas of management such as psychological health and employee well-being. This change is based on the readership of the journal wanting to know newer global management disciplinary trends in terms of staying ahead of current scholarship.

This article takes the scholarly position that a commemorative reflection on the main topics published in the journal is required. This means the theoretical framing is based on the existing literature in terms of conducting a content analysis from research included in the journal. This approach is needed in order to develop a better understanding on the impact of the literature on the journal's development and future path. Other journals have taken the same approach in terms of having a retrospective approach to the journal. This focus on the management discipline is similar to other journal's on their birthday who want to take stock of what has occurred in order to progress to the future. This means the articles are established within the scholarly traditions of analysing existing research in terms of seeing the gaps and areas that need further redevelopment and extension.

A range of management topics are published in the journal and it recognises the need for methodological diversity in publishing practices. In celebration of the journal's 30<sup>th</sup> birthday this article aims to consolidate existing research and inspire new research. To do this the following key management topics are reviewed with the aim of developing fresh ideas:

- Sustainability and environmental management
- Social, gender and diversity management
- Education, teaching and learning
- Technology management
- Human resource management
- Entrepreneurship and innovation
- International business
- Leadership

Each topic summarises the key articles and research published in the journal in terms of relevance. Articles were included based on how they have contributed to dialogue within the journal and fostered new thinking. The rationale for thematic categorization is due to the general topic of management being quite broad meaning it is important to identify sub-topics in order to provide better clarity. The chosen topics were based on the most published topic areas related to management and organizational studies in the journal.

### **Sustainability and environmental management**

Sustainability and environmental management have long been key topics addressed by articles in the journal. The way these topics have been discussed has differed over time and includes looking at corporate social responsibility in family businesses (Brundin, Samuelsson & Melin, 2014), export performance (Díez-Vial & Fernández-Olmos, 2013), the construction and real estate sector (Cambra-Fierro, Wilson, Polo-Redondo, Fuster-Mur & Lopez-Perez, 2013), gender (Huang & Hung, 2013) and work life balance (Fujimoto & Azmat, 2014). This range of contexts shows how the concepts of social responsibility changed over time with more emphasis on country contexts such as South Asia

(Pio & Syed, 2014) and links to other topics such as corporate governance (Clarke, 2014). About 10 years ago more emphasis on social responsibility and the United Nations goals emerged (Helms & Webb, 2014). This is relevant now with many articles stating which United Nations sustainable development goals they are addressing in their article. The topic of sustainability has continued to grow with recent articles focusing on career sustainability (Schweitzer, Smith, Lyons, Henchey & Kostuchuk, 2025), artificial intelligence and technical sustainability (Hossain, Fernando & Akter, 2025) and sustainable resilience in adaptive crisis management (Ajith, Lux, Bentley & Striepe, 2024).

Given the emphasis on reporting the United Nations Sustainable Development goals in research it is likely that more emphasis will be placed on sustainability in management research. Whether the 17 United Nations Sustainable development goals change is a matter of conjecture, but it is likely there will be some revision. Future research on sustainability needs to take a new approach regarding how to incorporate different kinds of measures that reflect alternative points of view such as employees, managers and stakeholders. At the moment environmental, social and governance implications are prioritized but this could change as current thinking regarding sustainability evolves. As a consequence, more research is needed on entrepreneurial and innovation perceptions of sustainability rather than regulatory and legal frameworks. More emphasis is needed on bridging sustainable management practices with more broader thinking in terms of community engagement. This means incorporating new topics that are under researched or not researched at all such as global warming and geopolitical factors that are evident in environmental practices. This can include artificial intelligence and artisan forms of sustainability that combine manual labour with technological innovation. New research that focuses both on the positives and negatives rather than just the beneficial outcomes would provide a holistic understanding of the topic.

### Social, gender and diversity management

Social, gender and diversity management are popular article topics. Syed and Kramar (2009) published one of the first articles on the topic by studying socially responsible diversity management. Articles emphasising social issues included those on social capital (Chang, 2020; Nonino, 2013), social networks (Fernández-Pérez, Del Mar Fuentes-fuentes & Bojica, 2012) and social support (Annink, 2017; Karatepe & Olugbade, 2017). Gender is a popular topic in the journal and is often combined with other management topics. Gender research is considered an evolving area of interest with gender differences linked to diversity awareness (Härtel, Härtel & Trumble, 2013). McKeown and Petitta (2014) discussed how gender plays a key role in management studies in context. This is due to gender often being a demographic variable in management studies (Ashforth & Kreiner, 2014; Bouckennooghe, Raja & Abbas, 2014; Chun, Choi & Moon, 2014). Gender is linked to other topics such as team effectiveness (Lohuis, Van Vuuren & Bohlmeijer, 2013). Diversity, equity and inclusion articles are often published in the journal. Carden (2023) discussed how diversity is defined and Hartel and Fujimoto (Härtel & Fujimoto, 2000) debated the role of diversity in organisations.

Social issues regarding management have emphasised the need for gender and diversity issues. Linked to this is politics regarding business practices that is evident with changing political practices regarding diversity initiatives in the workforce. The United States has altered its stance regarding whether diversity issues should be encouraged in business management and it is likely that geopolitics will play an increasing role in future management research. Research that transcends political barriers by taking a bipartisan approach should be encouraged. Alternatively different theories could be used in conjunction with established research practices. Ethics is part of this discussion and geopolitics should be researched in more depth. This will enable political management to be at the forefront of new research whereas in the past it was assumed as part of the contextual background. It would be good to further open up debate about the positive and negatives regarding diversity management so a more balanced analysis is made. As certain researchers from specific geographical contexts might have religious or historical views it is important to note how the past can shape the present management research agenda.

### Education, teaching and learning

Education, teaching and learning are key themes of the journal. Recently articles published in the journal focused on Indigenising the business curriculum (McPhail, Bodle, Harris & Daly, 2025). Management development and education have been analysed through MBA graduate education (Zhao, 1997), employee wellbeing in higher education (Beltrán-Martín, Roca-Puig, Escrig-Tena & Bou-Lluisar, 2008) and pedagogical learning (Kerr & Lloyd, 2008). Niche areas of management education include ethics (Benn & Rusinko, 2011) and sustainability (Moon & Orlitzky, 2011). Other studies have investigated novel topics like take home tests (Hall, 2001), job-related education (Kowtha, 2011), and undergraduate management education (Jackson, 2009). Ways to enhance management learning have been analysed through group work (Hunter, Vickery & Smyth, 2010) and nonlinear thinking (Costigan & Brink, 2015).

Management scholars should employ innovative methodological designs to management education research (Ratten, 2023). Due to the increase in online and virtual teaching new methods could make use of artificial intelligence that combine real time information collection with survey data. To advance management education research expert opinions from a range of perspectives including both teacher and student should be collected. This would enable research to look at data in different ways in order to understand different points of view. Looking ahead, the next wave of research should aim to highlight the importance of management education. This will ensure its relevance is acknowledged in the current business context. As more promotion and tenure decisions require scholarship of teaching it is important that the journal also publishes articles in this area. Researchers could link this in with the United Nations sustainable development goals that are embedded in management education and highlight the industry relevance.

### Technology management

Technology management is a popular topic of interest for readers of the journal who want to know best practice suggestions and general information about emerging trends. The digital transformation of business has resulted in the use of robots for a variety of tasks (Brougham & Haar, 2018; Xu & Wang, 2021). This has resulted in modern management changes as a result of computational systems (Zhou, Xia & Dai, 2023). Increasingly information communications such as deep learning is resulting in a shift towards a smart manufacturing environment. This has consequences for person-environment fit and employee engagement due to a lack of stability regarding organizational strategy (Keane, Kwon & Kim, 2024). Cloud-based information systems that result in higher levels of automation are changing consumer expectations (Pereira et al., 2025). This means the use of data warehouses to facilitate the internet of things. Furthermore, more employee management systems are now based on cloud computing initiatives (Ardebili et al., 2023).

It is expected technology management research should be proactive about business change particularly regarding inequality issues (Ratten, 2025). This means developing new approaches to how to identify technology trends that go beyond existing practices. Disruptive technologies can have a radical effect on business, so it is good to be proactive (Ratten & Braga, 2024). To do this management researchers need to shape technology policy by pointing out areas of interest. This could include controversial research topics regarding issues such as space exploration that are current under explored in management scholarship. This will hopefully mean publishing research about new technology before it becomes commonplace in the market. Previously there has tended to be a lag between new technology in business settings and published research on the topic. If management research is to stay relevant it needs to be more proactive about emerging technologies. New research should try to engage proactively with new technology so that managers can read information about it before trying to embed it in business practices. To do this, future research could have projections about likely usefulness of technology innovation and propose further suggestions about what is needed in the management area.

## Human resource management

Human resource management is one of the most commonly studied areas of business management with many students becoming human resource practitioners. There is a long history of human resource management scholarship in JMO that pushes research into new areas of interest. This includes balancing the positives and negatives of human resource management in terms of empowerment (Ollo-López & Nuñez, 2024) and assessing sustained competitive advantage (Chapman, Sisk, Schatten & Miles, 2018). There is a growing need to link human resource management to organisational values (Cavanagh, Fisher, Francis & Gapp, 2012) and company strategy (Navío-Marco, Solórzano-García & Palencia-González, 2019). This can involve focusing on the link between human resource management and innovation (Chowhan, Pries & Mann, 2017) and sustainability (Jawaad, Hasan, Amir & Imam, 2024). Different levels of human resource management have been examined as the role of top managers in development efforts (Lee, Park & Baker, 2018) as well as the issue of team psychological safety.

Future research on human resource management is likely to emphasise how artificial intelligence is changing management practice. Working from home and the effects of work/life balance are expected to be areas of concern. The role of team cohesion and the effectiveness of human resource management policies is another area of inquiry. This means the integration of human resource management principles to remote, digital and in-person environments will be researched more.

More work is required on the link between employee well-being, productivity and organizational commitment. Due to recent societal changes around post-pandemic work arrangements and AI-driven environments there is increasing amounts of innovation in work conditions. This means a more deeper exploration about happiness in the workplace that incorporates ethical and human centered management practices is required.

## Entrepreneurship and innovation

Entrepreneurship and innovation as a topic in business management encompasses a number of different areas that combine various units of analysis. The field has rapidly grown over the past thirty years with an increase in the number of submissions to the journal. JMO has published a lot of entrepreneurship research that contributes to management practice. Initially entrepreneurship studies were based on small and medium sized enterprises in Australia (Wiesner & Millett, 2012). This changed with studies on new venture development (Trevelyan, 2011), university-industry government linkages (Hu & Mathews, 2009) and entrepreneurial work-family balance (Kirkwood & Tootell, 2008). A number of studies have focused on entrepreneurial orientation (Bojica, Del Mar Fuentes & Gómez-Gras, 2011; Şahin & Gürbüz, 2020) and resource-based social capital (Bratkovic, Antoncic & Ruzzier, 2009). Innovation studies are linked to entrepreneurship with articles published on Indigenous social innovation (Henry, Newth & Spiller, 2017), Indigenous entrepreneurship (Mika, Warren, Foley & Palmer, 2017; Rout, Reid, Te Aika, Davis & Tau, 2017; Scheyvens, Banks, Meo-Sewabu & Decena, 2017) and Maori entrepreneurship (Warren, Mika & Palmer, 2017).

Future research on entrepreneurship and innovation should prioritize new types of business endeavours particularly those that use advanced technologies or integrate different members of society. Combining older theories with emerging innovations is essential in business management due to the impact of societal events such as climate change and political turmoil. Significant areas of inquiry involve offering theory development combined with management inquiry. These theories can involve managerial ideas that optimize business change whilst simultaneously fast forwarding research implications. A range of entrepreneurial perspectives including micro, small and large enterprises is required to drive contextual understandings.

## International business

International business and its various related topics have been important to the growth of JMO. Initially in the 1990's and 2000's the topic of internationalisation grew strongly with the

European Union expanding and introducing the Euro currency. This led to interest in international channel intermediaries (Karunaratna & Johnson, 2000) and the role of international diversification (Mangos, O'Brien & Damania, 2002). In the early 2000's there were articles published on international airlines (Bowden, 2003) and international exchanges (Saleh & Ali, 2009). International business has been examined through a range of perspectives including family firms (Du, Zeng & Chang, 2018), alliance structure (Salvoldi & Brock, 2023) and emerging market multinationals (Deng, Liu, Gallagher & Wu, 2020). Much of the focus has been on exploring experiences of international students (Dunwoodie & Ainsworth, 1999) and international marketing (Patterson, 2000).

In the future, the topic of internationalisation is likely to continue to be a research topic but there has been a rise in interest in deinternationalisation. Combined with the focus on geopolitics, international business researchers will continue to be innovative in how they research topics. Given recent wars and crises it is likely more articles on these topics will be submitted to the journal for peer review. This will help to extend the existing research on international business with new research avenues.

## Leadership

Leadership is a perennially popular topic due to the way it influences organisational performance. Naturally there have been a range of studies published in the journal on how to lead an organisation and to become a better leader. Different ways to analyse leadership have been evident in published articles such as through a pragmatic approach (Ruwhiu & Cone, 2013), transformations (Tipu, Ryan & Fantazy, 2012) and relationships (Roche et al., 2023). The way leadership is defined and understood has changed over the years and this is reflected in publishing practices. Certain types of leadership have become more popular due to societal factors. This includes authoritarian leadership (Duan et al., 2018), creative leadership (Ibbotson & Darsø, 2008) and authentic leadership (Lux & Lowe, 2024). Research by Tourish (2019) discussed how to define 'ethics' in ethical leadership. This was followed up by Dodamgoda, Roche, Sibunruang and Williamson (2025) who reviewed ethical leadership types and by Lin and Yi (2025) who did a meta analysis on entrepreneurial leadership. In the future, new types of leadership are likely to gain ascendancy that draw on theories and practices in other fields. This means leadership styles are likely to change based on lived experiences and aspirations of managers.

## Conclusions

This perspective article aims to provide a summary of key themes and contributions published in the JMO over the past thirty years. The hope is that this will inspire new research and practice based on existing literature. The key research themes were identified but this is not exclusive but provides the best way of summarising key themes. Management research will always be based on practice and relevant to business. Ongoing changes in the economic environment will likely influence how and why management research is conducted. Management research is amongst the most popular and useful in the general social science field and influences many other areas of study. Key theories developed in the management field are often branched out to other areas.

Research on management and organisations must stay relevant and integrate emerging areas of study. This includes recent developments regarding changing societal conditions made possible from working from home and the use of artificial intelligence. All management stakeholders including employees, customers, government providers, the community and others need to be considered in management research. Escalating concerns regarding workplace practices should be considered in order to understand socio-cultural influences. Management led research should explore societal implications and support sustainable business practices. At JMO the aim is to support, test and adapt existing and new theory that is business relevant. Management research should be positioned as competitively relevant and innovative. I hope this perspective article commemorating JMO's 30<sup>th</sup> birthday provides exciting thoughts about the future. This will deepen our knowledge about management and organisational research that is practically relevant.



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