

EDITORIAL

Leading Through Uncertainty: Psychological Empowerment, Robotic Management, and Telework Performance

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Abstract

This editorial introduces the first 2025 issue of the Management Research Quarterly, which brings together diverse empirical and critical contributions addressing how organizations navigate uncertainty, complexity, and technological change. Articles in this issue span topics such as psychological empowerment in public institutions, leadership and telework in fragile states, the ethical and managerial implications of artificial intelligence, and epistemic diversity in scholarly publishing. Together, these studies emphasize the importance of context-sensitive, interdisciplinary, and inclusive approaches to understanding contemporary organizational dynamics. In doing so, this issue advances MRQ's mission to promote underrepresented voices, critical perspectives, and actionable knowledge for scholars, practitioners, and policymakers alike.

KEYWORDS

organizational change, psychological empowerment, AI supervision, epistemic diversity, telework, leadership, fragile states, critical management

This issue of Management Research Quarterly brings together a diverse range of perspectives on leadership, psychological empowerment, artificial intelligence, epistemic diversity, and teleworking, to examine how organizations respond to complexity and change in both stable and fragile environments. It draws on empirical and critical contributions from across disciplinary and geographical boundaries.

The opening article by Ganewatta and Wanniarachchi (2025) continues MRQ's ongoing focus on leadership and empowerment (see Sabbah (2024), Bu (2024), Luo (2024), Haque et al. (2024), Baio et al. (2024), Arhin and Cobblah (2024), offering a culturally embedded analysis of psychological empowerment as a driver of organizational commitment in Sri Lanka's public sector. The study highlights how locally grounded insights can inform broader managerial practices. In line with MRQ's commitment to indigenous and underrepresented scholarship (Rodriguez-Escobar 2024), illustrated by prior empirical studies based on data from Sri Lanka, Ghana (Quashigah and Amuzu 2024), and ethnic

settlements Viainon (2024), Ghayche et al. (2025) explore how telework performance is shaped by leadership styles in the fragile state of Lebanon. Their study reveals how transformational and transactional leadership differently impact employees' ability to cope with remote work under unstable conditions. Another key pillar of MRQ is the role of emerging technologies in management (Guechtouli 2024, Wang 2024, Purvis and Zhang 2024, Desmarchelier 2024), especially artificial intelligence (Chapuis and Guégan 2024, Wei 2024). Responding to calls for more critical approaches to AI in organizations (Lissillour 2024, Lissillour and Monod 2024, Sahut et al. 2023), Monod (2025) offers a compelling analysis of AI supervision and robotic management. His article interrogates how power asymmetries, organizational justice, and employee well-being are negotiated in the context of algorithmic oversight. Finally, in their research note, Charman and Bahadori (2025) delve into the epistemic tensions within Southern open-access scholarly publishing. They examine how global epistemological hierarchies shape the production and dissemination of knowledge, thereby contributing to broader debates on academic equity and discursive inclusion. In continuity with previous issues (Boyer 2024, Liu 2024), the contributions in this volume offer theoretical, methodological, and practical insights. Collectively, they not only deepen our understanding of contemporary

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organizational dynamics but also provide actionable guidance for scholars, practitioners, and policymakers seeking to navigate today's complex and evolving institutional landscapes.

AUTHOR CONTRIBUTIONS

The authors contributed to conceptualization, writing, reviewing, editing and addressing reviewer comments.

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None reported.

CONFLICT OF INTEREST

The authors declare no potential conflict of interests.

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