

# Experiences with Publishing in the *Academy of Management Journal*:

## Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity

### Climates to Teams' Effectiveness

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# AMJ mission

*“AMJ papers typically change, challenge, or fundamentally advance theory .... to be published in AMJ, a manuscript must make strong empirical and theoretical contributions and highlight the significance of those contributions to the management field.”*

# Manuscripts Submitted to *AMJ* Annually (Rynes et al., 2005)

- 800-900 new submissions per year
- 200-300 revisions of prior submissions
- 30% of submissions to *AMJ* receive desk rejections
- 16% of initial submissions receive invitations for revision and resubmission
- 9% of revised papers receive a second invitation for revision and resubmission (or a conditional acceptance)
- Acceptance rate of approximately 7%
- Focuses less on the least promising papers, leaving more time to develop the most promising ones

# What is the Turnaround Time? (Rynes et al., 2005)

- Average response time is 48 days
- 5 days for desk-rejected manuscripts and 72 days for fully reviewed articles
- Not desk rejected submissions are read by five individuals: editor, associate editor, and three reviewers

# Who makes the final decision? (Rynes et al., 2005)

- An associate editor has sole authority to make publication decision
- Reviewer recommendations are not votes
- In a few cases a paper that receives somewhat positive reviews might be rejected, while a paper that is seen more negatively by reviewers might receive an opportunity to revise and resubmit
- Reviewers with different types of expertise are called upon to address different aspects of a manuscript: in our case the paper was evaluated by a qualitative research expert, expert on team learning, expert on cross-cultural management

# Qualitative research & AMJ (Bansal & Corley, 2011)

- 11% of articles based exclusively on qualitative research published in AMJ from 2001-2010
- 12% of submissions are qualitative
- 3 of 8 papers (2003-2010) awarded AMJ's "Best article award" were based exclusively on qualitative data

# Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **The Team**

Aida Hajro



Cristina Gibson



Markus Pudelko



# Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **The Journey**

- Journey of discovery that started in 2005 with a very broad research question:
  - “How does organizational context impact cross-cultural interactions in multicultural teams and how do these cross-cultural interactions result in team performance?”
- Research study first conducted at Henkel, VA TECH & K&M International and then at Siemens, Raiffeisen Bank, IBM, Cemex, Bombardier, Oracle etc. (14 companies, 184 interviews, 304 hours in the field)



# Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **Initial Target**

- Our initial target: ASQ
- ASQ: Impact Factor:3.333 & 5-Year Impact Factor:7.313
- AMJ: Impact Factor: 6.448 & 5-Year Impact Factor: 9.812
- Decision on ASQ manuscript in 2012:

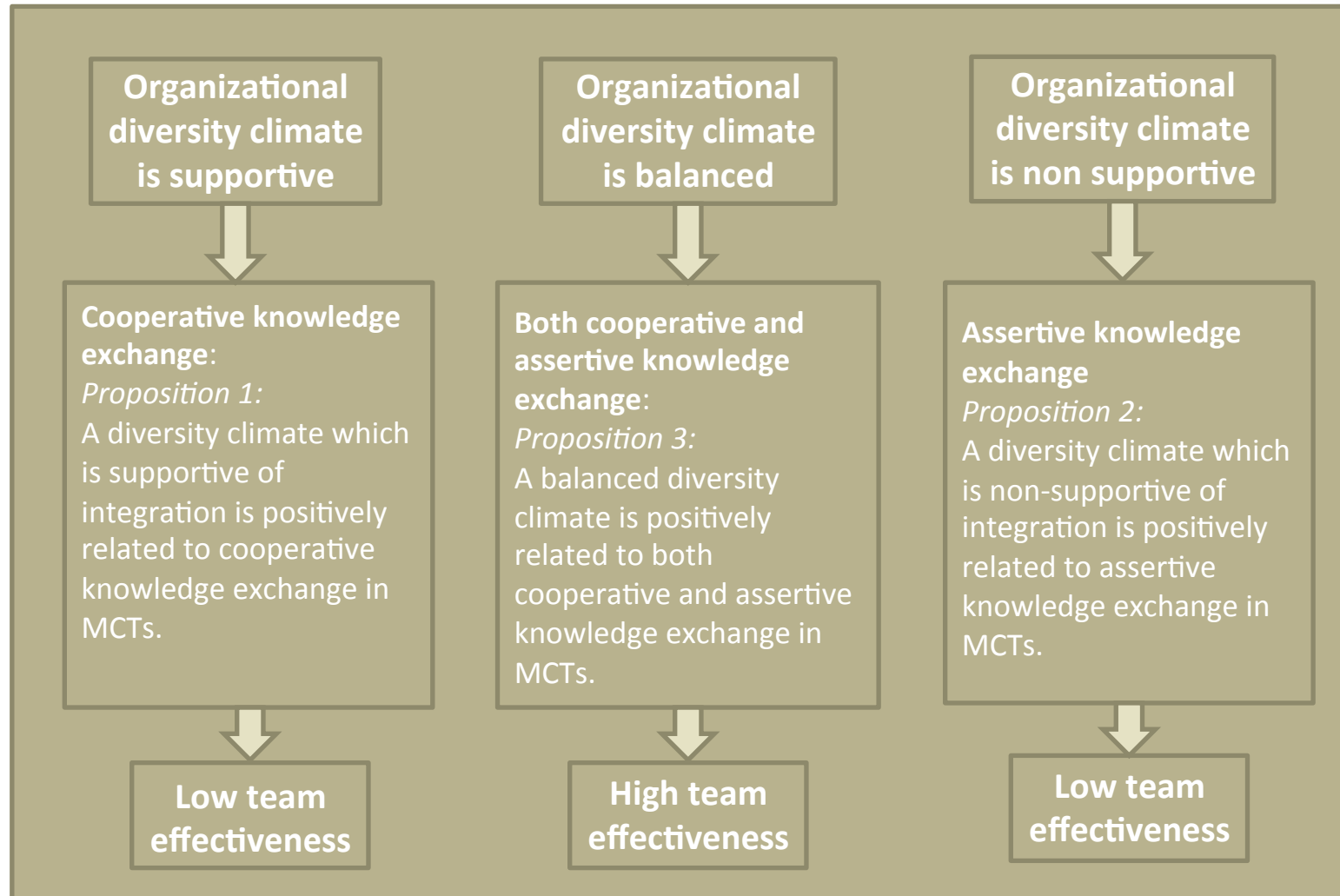
*“The primary issue identified in the three reviews is expressed well by Reviewer #1, Comment 1: ‘A central issue is that the paper is way too ambitious for a journal article. In fact, there are multiple papers here, none of which gets enough attention, resulting in the whole being less than the sum of the parts.’”*

# Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **New Research Question**

- Research question as formulated in the original submission:

*(1) How does organizational diversity climate affect the effectiveness of multicultural teams? and (2) What role do knowledge exchange processes play in this relationship?*

# Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **Theoretical Model - May, 2014**



Company	Knowledge exchange processes					
	Cooperative		Assertive		Both cooperative and assertive	
	High team effectiveness	Low team effectiveness	High team effectiveness	Low team effectiveness	High team effectiveness	Low team effectiveness
<b>Balanced Diversity Climates</b>						
GCC		Team 5	Team 4		Teams 1,2,3	
AOC			Team 33		Teams 32,35	Team 34
ABC		Team 41	Team 38	Team 36	Teams 37,39,42	Team 40
CTC				Team 31	Team 30	
<b>Total Balanced Climates</b>	<b>0</b>	<b>2 Teams</b>	<b>3 Teams</b>	<b>2 Teams</b>	<b>9 Teams</b>	<b>2 Teams</b>
<b>Non-Supportive Diversity Climates</b>						
AGEC	Team 16	Team 17	Team 18	Teams 15		
AFTC		Team 21		Teams 19	Team 20	
MCC		Team 24		Teams 23, 25	Team 22	
GEC		Team 28	Team 27	Teams 26, 29		
ARC	Team 47			Teams 36,48		
<b>Total Non-Supportive Climates</b>	<b>2 Teams</b>	<b>4 Teams</b>	<b>2 Team</b>	<b>8 Teams</b>	<b>2 Teams</b>	<b>0</b>
<b>Supportive Diversity Climates</b>						
AEC	Teams 9, 12, 13	Teams 7,10, 14			Teams 6,8,11	
FCC	Team 44	Team 45		Teams 43		
<b>Total Supportive Climates</b>	<b>4 Teams</b>	<b>4 Teams</b>	<b>0</b>	<b>1 Teams</b>	<b>3 Teams</b>	<b>0</b>
<b>Overall total</b>	<b>6</b>	<b>10</b>	<b>5</b>	<b>11</b>	<b>14</b>	<b>2</b>

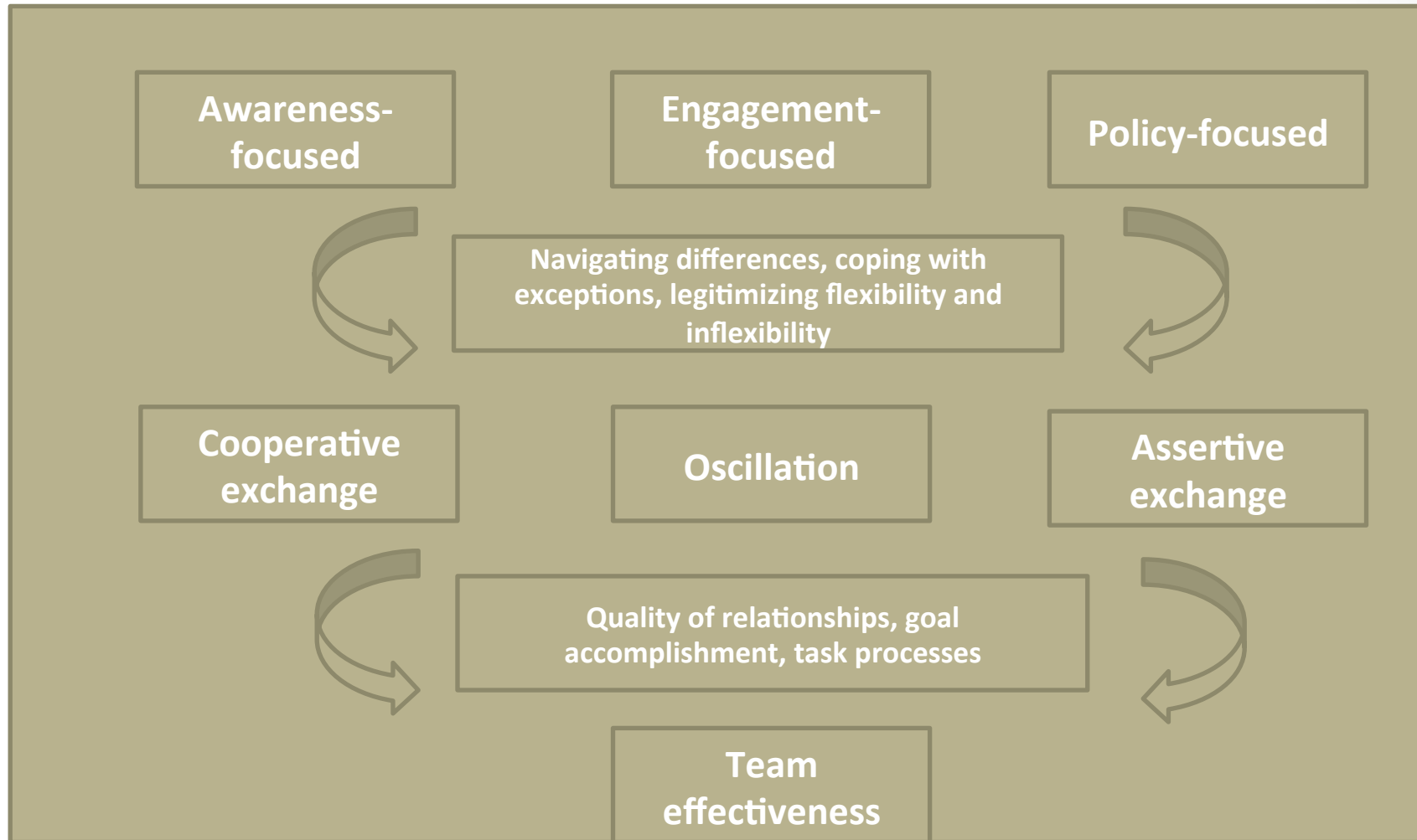
## Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **First Revision Letter**

*“Thus, I am inviting you to **revise-and-resubmit** your work for further consideration at AMJ. I hope that you are pleased by this news and that you will choose to resubmit your paper for second round review. In the spirit of forthrightness, I must emphasize that this is a **significantly high-risk revision**. As you will see, there is a great deal of work, both theoretically and empirically, that is required for you to receive positive feedback from us in the next round.”*

# Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness: **First and Second Revision Letter Feedback**

- Theoretical framing too patchy!
- I am unconvinced by the idea that your findings are counterintuitive or go against the grain of past research such as the Thomas & Ely framework!
- Why does your study address a burning issue in organizations?
- Conceptual clarity!
- Reviewer 1 (pt 3 a-f) is pushing you to stay within the qualitative paradigm that you have chosen since you state that it is the appropriate methodology to go with!
- The issue of how you might break out of the quantitative framing is also noted by Reviewer 2 in his/her comments about using your rich data to fully specify how and why organizational context drives knowledge exchange processes within teams.

# Model linking diversity climate, knowledge exchange and team effectiveness: **Theoretical Model - June, 2015**



# Example of key manifestations of diversity climate

	Actions, Activities and Behaviors That Characterize Diversity Climate	Key Manifestations of Diversity Climate	Core Focus of Diversity Climate
Policy-focused	<ul style="list-style-type: none"> <li>➤ Assimilating to the dominating culture</li> <li>➤ Leaving behind one’s own national culture</li> <li>➤ Expressing conviction that only the organizational culture matters</li> </ul>	Assimilating [prompts assertive]	Navigating differences
	<ul style="list-style-type: none"> <li>➤ Not recognizing culture differences</li> <li>➤ Suppressing discussion of cultural differences</li> <li>➤ Privileging dominant culture</li> </ul>	Ignoring cultural differences [prompts assertive]	
	Awareness-focused	<ul style="list-style-type: none"> <li>➤ Connecting across cultures</li> <li>➤ Valuing good relationships</li> <li>➤ Bridging acts encouraged</li> </ul>	
<ul style="list-style-type: none"> <li>➤ Frequently discussing cultural differences</li> <li>➤ Perceiving cultural differences as enriching without knowing how to integrate</li> <li>➤ Readily adapting to others at expense of own values</li> </ul>		Celebrating cultural differences [prompts cooperative]	
Engagement-focused	<ul style="list-style-type: none"> <li>➤ Recognizing the individual (“I” statements) and individual differences within orienting principles</li> <li>➤ Actively addressing cultural particularities</li> <li>➤ Voicing country-specific values</li> <li>➤ Recognizing and legitimating the roots of cultural differences (e.g. communism)</li> </ul>	Incorporating and integrating differences [prompts oscillation]	
	<ul style="list-style-type: none"> <li>➤ Viewing cultural diversity as a source of competitiveness, change and renewal</li> </ul>	Capitalizing on cultural differences	
	<ul style="list-style-type: none"> <li>➤ Communicating need to incorporate diversity at a deeper level in markets and products not just in processes or policies</li> </ul>	[prompts oscillation]	



## Propositions: **June, 2015**

- Proposition 1: Awareness-focused organizational diversity climates encourage cooperative knowledge exchange and discourage assertive knowledge exchange processes in MCTs through processes of connecting across and celebrating differences, responding favorably to normative exceptions, and adapting extensively to specific team contexts.
- Proposition 2: Policy-focused organizational diversity climates encourage assertive knowledge exchange and discourage cooperative knowledge exchange processes in MCTs through processes of assimilating, ignoring differences, responding critically to normative exceptions, and standardizing across teams.
- Proposition 3: Engagement-focused organizational diversity climates encourage oscillation between cooperative and assertive knowledge exchange processes in MCTs through processes of incorporating, integrating, and capitalizing on differences, remaining open to normative exceptions, and adapting only within the limits of orienting principles.



HROB Female Scholars' Meeting,  
22 January 2016

# Appendix

## AMJ and Qualitative Research (Source: Bansal and Corley, 2012)

- **A Short, Multipurpose Front End:** “Qualitative researchers often have to build a case for their research question and motivate their work more strongly than quantitative researchers.”
- **A Long, Robust Back End:** “Qualitative works reserve the biggest punch for the back end. A strong Discussion section should not only summarize the findings and ultimately delineate the theoretical and practical implications, but also integrate data and theory in a way that explicitly conveys the connections between the analyzed data, the emergent theory, and the literatures at which the contribution is aimed.”
- **Comprehensive, Personal, and Transparent Methods**
- **A Unique and Inspiring Story**

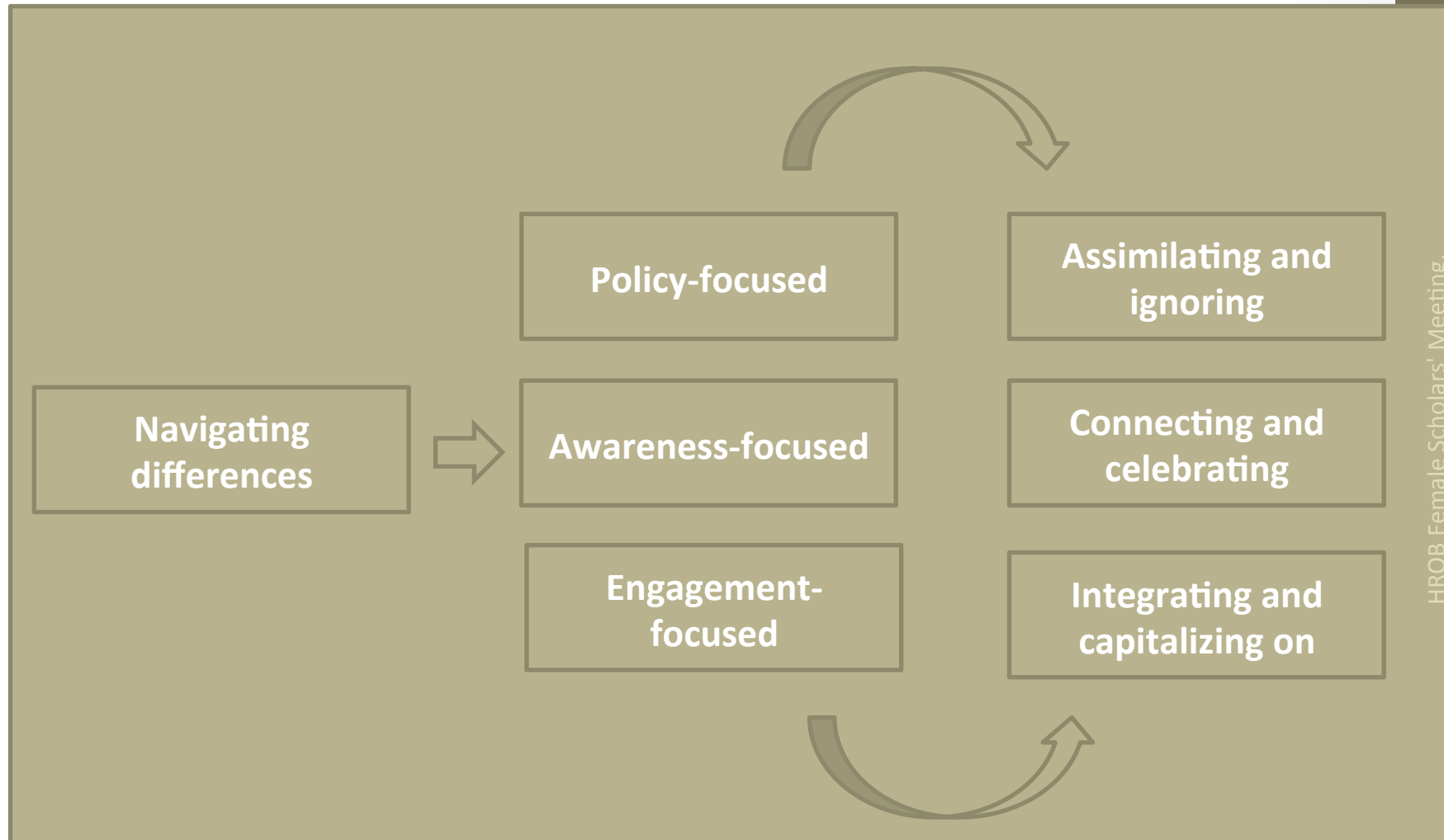
## AMJ and Qualitative Research (Source: Bansal and Corley, 2012)

**Submission: Just Another Beginning:** “Reviewers often become co-creators (but should not become anonymous co-authors) because the true scope of an inductive study’s theoretical implications cannot be fully understood until reviewers have provided feedback on the socially constructed meaning of the data.”

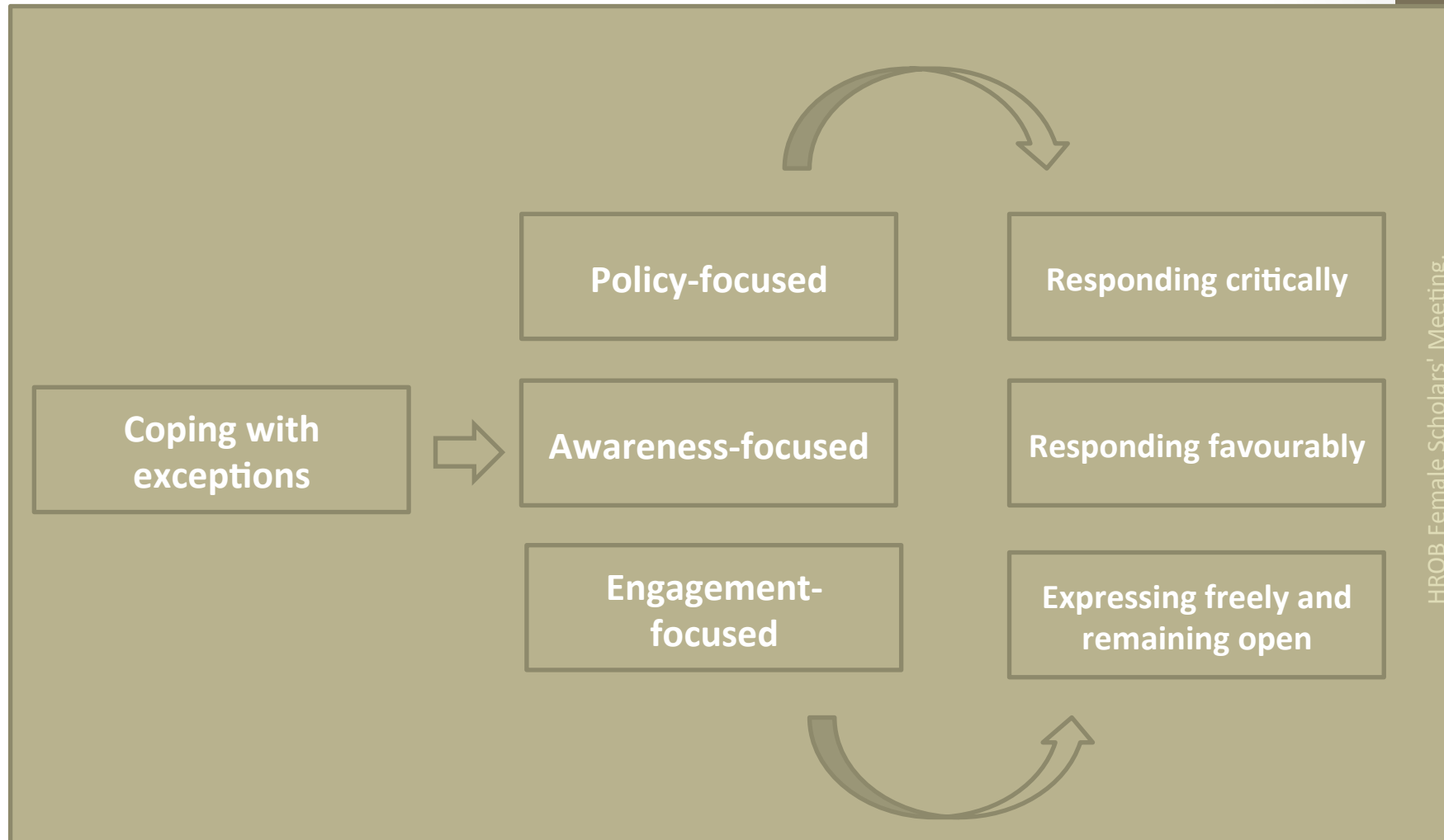
# Summary of the research objectives for the first meeting with the company representatives

<b>Managing culturally diverse human resources for knowledge-based competition: the case of Henkel CEE</b>	
<b>Objectives of the study:</b>  A, Study the learning environment at Henkel CEE in which multicultural teams operate B, Explore current processes and practices within and between multicultural teams C, Identify opportunities for employees to learn at Henkel CEE (including links to subsidiaries) D, Investigate if and how the leadership behaviour reinforces multicultural team learning E, Identify staffing decisions that contribute some of the problems that interfere with the performance of teams	<b>Method of data collection and analysis:</b>  A, Semi-structured interviews with HR professionals, team members and team leaders B, Participant observations of team meetings, workshops, corporate events C, Transcription of recorded interviews D, Qualitative data analysis with ATLAS.ti
<b>Dissemination strategy:</b>  A, Executive summary including empirical evidence and managerial implications of how to accelerate the progress Henkel CEE can make in managing multicultural teams and in developing a more diverse workforce B, Detailed presentation for Henkel CEE HRM professionals C, Poster presentations with impactful quotations (anonymisation techniques will be applied)	

# Key manifestations of diversity climate



# Key manifestations of diversity climate





# Key manifestations of diversity climate

