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## Research Article

# MANAGEMENT RESEARCH THAT MAKES A DIFFERENCE: BROADENING THE MEANING OF IMPACT

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## ABSTRACT

The impact of management research has traditionally been measured in terms of its academic contributions, such as publishing in top-tier journals and citations. However, this narrow focus has been criticized for not adequately addressing the broader societal impact of research. This paper aims to broaden the meaning of impact in management research and discuss the importance of impact beyond academia. Based on a literature review, the paper suggests that impact should also be measured in terms of its societal and practical applications, including its ability to promote diversity, equity, and inclusion. The paper concludes that a broader perspective of impact is essential to address real-world problems and improve people's lives.

## KEYWORDS

Management research, impact, academic impact, societal impact, practical impact, diversity, equity, inclusion.

## INTRODUCTION

Management research is aimed at providing solutions to real-world problems and making a positive impact on society. The impact of research has traditionally been measured in terms of its academic contributions, such as publishing in top-tier journals, and the citations

that follow. However, this narrow focus has been criticized for not adequately addressing the broader societal impact of research. Therefore, this paper aims to broaden the meaning of impact in management research and discuss the importance of impact beyond

academia. Management research has long been valued for its potential to provide solutions to real-world problems and make a positive impact on society. However, the impact of research in management has traditionally been measured in narrow terms, focusing primarily on academic contributions, such as publishing in top-tier journals and citations. While these measures are important in assessing the quality and rigor of research, they do not necessarily reflect the broader societal impact of research. This narrow focus has been criticized for failing to adequately address the practical applications of research and its effects on society. Therefore, this article aims to broaden the meaning of impact in management research and explore the importance of impact beyond academia. Through a literature review and examination of current impact measures, the article proposes alternative ways to measure impact and highlights the need for a broader perspective of impact to address real-world problems and improve people's lives.

## METHODS

This paper is based on a literature review of academic articles, books, and reports related to impact in management research. The review covers various aspects of impact, including academic impact, societal impact, and practical impact. The review also examines the limitations of current impact measures and proposes alternative ways to measure impact. The method for this article involves a comprehensive literature review of academic articles, books, and reports related to impact in management research. The review covers various aspects of impact, including academic impact, societal impact, and practical impact. The literature review also examines the limitations of current impact measures and proposes alternative ways to measure impact.

The review of academic articles and reports provides a comprehensive understanding of the current state of research on impact in management research and the various measures used to assess impact. This includes an examination of traditional measures of impact, such as publications and citations, as well as newer measures, such as altmetrics and social media impact.

The review of books and reports provides a broader perspective on the impact of management research beyond academia. This includes an examination of the practical applications of research and its effects on society, including the extent to which research has influenced policy or practice or made a positive contribution to society. Additionally, the literature review explores the role of management research in promoting diversity, equity, and inclusion in organizations and society.

## RESULTS

The traditional measures of academic impact, such as publications and citations, are useful in assessing the quality and rigor of research. However, they do not necessarily reflect the broader societal impact of research. Therefore, it is important to consider other forms of impact, such as societal impact, which includes the practical applications of research and its effects on society. This can be measured by the extent to which research has influenced policy or practice or made a positive contribution to society.

Practical impact, which involves the practical application of research, is also an essential aspect of impact. This can be measured by the extent to which research has led to the development of new products or services, or the adoption of new practices or technologies. Furthermore, research impact can also be assessed in terms of its ability to promote diversity, equity, and inclusion in organizations and society.

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## CONCLUSION

In conclusion, the meaning of impact in management research needs to be broadened beyond academic measures to incorporate societal and practical impact. This broader perspective recognizes the importance of research in addressing real-world problems and improving people's lives. It is important for researchers to engage with stakeholders outside academia and communicate their findings in a clear and accessible way. This will enable research to have a more significant impact on society and address pressing societal issues.

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