CASES OR ARTICLES - AUTHORS' INCENTIVES AND DRAWBACKS

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Abstract

Purpose - The purpose of this paper is to investigate why Universities gives incentives to Authors to write articles. And why to articles and not case studies.

Methothology - The method used in this paper is qualitative secondary research from databases. The databases used are Web of Science, Scopus, Diva, Google scholar and Emerald insight. Other secondary data are from research literature and some popular science sources.

Implications/Findings – According to this review Universities wants articles from their employees because it gives an "objective" indicator to where the "best" research is being done. By determine where the best research is being done universities are able to rank each other and the researcher. Case Studies hasn't gotten the same worldwide recognition in the academic world as articles. But the acceptance is growing, especially in American Universities.

Orginality/Value – This research is supposed to give accurate information about why Universities want their faculties to write articles and not Case Studies and thereby lay a good foundation to further research in this determined area.

Keywords - Universities, incentives, articles, case studies

Papertype - Research paper

Introduction

Universities battle each other to get people to start studying at their institution. But how do they stand out among all other universities and make the students to choose their University? One way is to hire well known and prominent professors and lecturers who publishes their research in top-tier journals. That results in that the University climbs the ranking of the world's best Universities. But why does Universities only want articles? And not other forms of research such as case studies?

Method

The goal of this research is to see why Universities wants Articles and not Case studies. The problem I used was that many universities do not give incentives for authors to write cases. Instead they want articles.

Qualitative secondary research

The method used to answer the research questions is a qualitative secondary research, mainly on databases such as Web of Science, Scopus, Diva, Emerald insight and Google scholar. Research books and some popular scientific sources were also used.
According to Jacobsen (2002) its important to be critical of the sources when doing a Quality secondary research.
When analyzing secondary data, you analyze data that was collected by someone else for another primary purpose (Smith, Ayanian, Covinsky, Landon, McCarthy, Wee & Steinman, 2011).

The search words that were used on the databases to find relative previous research where *Universities, incentives, articles, case studies*.

Literature Review

Scientific Articles

Definition of a scientific article by Day, (1989):
"To properly define "scientific paper," we must define the mechanism that creates a scientific paper, namely, valid publication. Abstracts, theses, conference reports, and many other types of literature are published, but such publications do not normally meet the test of valid publication. Further, even if a scientific paper meets all of the other tests, it is not validly published if it is published in the wrong place. That is, a relatively poor research report, but one that meets the tests, is validly published if accepted and published in the right place (a primary journal, usually); a superbly prepared research report is not validly published if published in the wrong place. Most of the government report literature and conference literature, as well as house organs and other ephemeral publications, do not qualify as primary literature."

Tian, Su, & Ru (2016) has investigated the quick expansion of publication of articles at universities. They found that one important criteria were the University's internationally indexed publications and citations. These indexed citations and publications are "objective" indicators guiding institutions to where the "best" research is being done. Tian, Su, & Ru (2016) continues and states that too boost their research productivities and indirect also the University's ranking in different league tables, Universities introduces different evaluation processes and reward policies. A Professor's recruitment, tenure and promotion are increasingly determined by the number of publications he has in a selective list of journals relevant to discipline and university rankings.

Qiu, J (2010) writes in her article that Universities in China are giving faculty "cash prizes, housing benefits or other perks on the basis of high-profile publications"
Alvesson & Sandberg (2013) agrees with Tian et al. (2016) and states that the more frequent use of research assessment reviews for analyzing research performances are also central drivers behind the fast growth of articles published. Those "publish or perish" reviews forces academics to publish on a regular basis – ideally in highly esteemed journals – because it will enhance the academic rankings for the University in question and the status of the researcher.
Alvesson & Sandberg (2013) continues and says that editors and leading scholars such as (Grey, 2010; Oswich, C. Fleming, P & Hanlon, G. 2011; Starbuck 2006) and researchers of our top prominent journals has been starting to express their strong concerns about the lack of more innovative and influential articles. Starbuck (2006) for example states in his examination about knowledge production within the social science that:
"years pass with negligible gains in usable knowledge; successive studies of topic appear to explain less and less" and *"too much effort goes into generating meaningless research "findings", and the flood of meaningless "contributions" probably obscure some discoveries that would really be useful" -Starbuck (2006)*

Researches and professors are also supposed to show off their published articles in top-ranked journals in their résumé's according to Saunders (2001).
"Since tenure and promotion are evaluated by professionals in disciplines other than yours, the rankings of journals in your discipline often serve as surrogate measures of quality. If you have published in top-ranked journals, be sure to highlight the ranking of those journals in your promotion and tenure packets." –Saunders (2001)

Macdonald & Kam (2007) agrees with the foregoing that Universities uses publishing's in top journals to climb up in rankings. Macdonald & Kam (2007) draws similarities to "carrot and stick" motivation. Some University's insist that their employees submit their research only to approved journals. Others pay their employees for each paper published in quality journals. Macdonald & Kam (2007) thinks this is a logical

solution, but the Universities is not that eager to share that they use these kinds of motivations. According to Macdonald & Kam (2007) some French institutions pays €12,000 for a publication in a quality journal. The same is reported from Australian Universities. Melbourne Business School pays $A15,000 cash for every paper published in the Top 40 list compiled by the *Financial Times*.
Bok (2006) and Gumport (2011) is on the same track as the foregoing writers. They both says that peer-reviewed journal articles in top-tier journals gets more status and attention. And that Universities use this for promotion for their institutions. Fairweather (2005) agrees with Saunders (2001) that publication in top-tier journals are tied to higher faculty salaries. This is something that according to Hurtado, Eagan, Pryor, Whang & Tran (2012) is causing stress for the faculty. 71% is reporting that they feel stressed because of this publication process. Faculty that are leaving their positions has often cited this reason as one of the main reasons of why they're quitting (O'Meara, Lounder, & Campbell, 2014)

Haddad, Singh, Sciglimpaglia & Chan (2014) states that in the recent years, the use of rankings for the journals where the articles are published can reflect how much the article contributes to the body of knowledge. This is considered to be an objective way to evaluate academic faculty members and inferring the ranking of academic departments and institutions.
Coe & Weinstock (1983) argues that "the most important source of information for evaluating the merits of journal articles is found to be the journal in which the articles appear." And Steward & Lewis (2010) ". . . at universities where the expectation is for research to be published only in the top four or five journals, the quality is assumed"
According to Pierce & Garven (1995) Surveys of Management Studies journals had an overall rejection on articles of 72.8% in 1970. That number has risen to nearly 90% in 2006 (Clark, Floyd, & Wright, 2006). The Harvard Business Review has reported that their overall rejection is approaching 99% according to Podsakoff, MacKenzie, Bachrach & Podsakoff, (2005).
This rejection rate is according to Donovan (1998); Kirkpatrick & Locke (1992) an important way to keep the quality in journals: The higher the rejection rate, the higher the quality on the journals.

Case Studies
According to Søilen & Huber (2006) case studies are a pedagogical tool with the intention to provide background material to a discussion about a practical problem. The overall goal of a case study is to reach a decision. Flyvbjerg (2003) states that case studies can be useful in the prior stages of a research because it provides hypotheses, which can be tested.
Søilen & Huber (2006) continues with that case studies is used all over the world, at the most universities and institutions. Some Universities encourage the use of case studies more than others, and they have developed an industry to sell these in the same way as universities sells other types of research papers. This is especially for American

Universities. Harvard-University is the most renowned producer of case studies. They use this type of research process in a wide variety of faculties.
Researchers has the opportunity to publish their case studies in journals such as Case Research Journal and Journal of Strategic Management education. But case studies as a research project is still undervalued in our part of the world. The explanation to this could be that European Universities doesn't value and reward this type of academic work at the same extent compared to other forms of research (Søilen & Huber, 2006)

In the article by Johnson, Wagner & Reusch (2016) they compare the amount of quantitative research against qualitative research. The percent distribution is 60.6% quantitative research and 27.6% qualitative research. The remaining 11.8% are mixed methods. (their limitations where only higher education faculty and institutions in the US).
Patton (2015) argues that qualitative researchers struggles for equal validity in the institutions of higher education. And it may occur increased difficulty to publish qualitative research in top tier journals. Quantitative research has a long history of being the "standard" methodology, it is at least more prevalent and perhaps more widely accepted (Creswell, 2013).
Johnson, Wagner & Reusch (2016) stresses the fact that paradigmatic and credibility concerns with qualitative research may still exist in the institutions, this can potentially make it harder to get published in top-tier journals. Patton (2015) states that the acceptance of qualitative research is growing, but it still struggles to get the same attention as quantitative research.

Analysis

There is a lot of research that means that universities use the published articles in top tier journals to try to transcend their competition and stand out. To have Professors that is well renowned and publishes articles in top journals enhances the academic rankings for the University (Tian, Su, & Ru (2016); Qiu, J (2010); Alvesson & Sandberg (2013)
Universities rewards their employees that focuses on publishing articles with higher salaries and bonuses, this is a sort of Carrot and stick motivation. And some Universities has a set bonus rate with a certain amount of money for each published article.
(Macdonald & Kam (2007); Tian, Su, & Ru (2016); Qiu, J (2010); Bok (2006); Gumport (2011)
But what is the effect of this massive increase of articles that is getting published? The Harvard Busines Review is reporting that the overall rejection rate is approaching 99%. And by comparing that to how many that is published per year. You are able to understand how many articles that is actually being written, and that's just for one Journal.

Starbuck (2006) points out something important. He means that with the increase of publishing just to make your mark and to get your University more renowned, the essential research is the thing that's getting hurt.

"years pass with negligible gains in usable knowledge; successive studies of topic appear to explain less and less" and *"too much effort goes into generating meaningless research "findings", and the flood of meaningless "contributions" probably obscure some discoveries that would really be useful" Starbuck (2006*)

This pressure from the Universities to publish is taking its toll on its employees. Research shows that 71% feels stressed because of the publications process. And employees that has or are about to leave their positions often cites this reason as one of the main cause of why they are quiting (O'Meara, Lounder, & Campbell, 2014).
Case studies is used all over the world and the possibility to sell this type of research in the same way as articles exists. But they are not as well renowned here in Europe as in North America. Some Universities encourage the use of case studies more than others and Harvard University is one of the most frequent users of case studies in their education. But case studies as a research project is still undervalued in our part of the world. Søilen & Huber (2006)
Quantitative research such as research articles has a long history of being the standard methology and is therefore more renowned. And qualitative researches such as case studies struggle to get equal attendance, at least here in Europe. It may therefore be more difficult to publish qualitative research in top tier journals. (Patton (2015); (Creswell, 2013)

Conclusion

The purpose of this research article was to investigate why many universities doesn't give incentives for authors to write case studies. But instead wants articles.
The reason why Universities gives incentives to authors to write articles is that the University "earns" on the publicity it brings. By having a faculty who is constantly researching and producing articles in top-tier journals it shows that the University is at the cutting edge in science and consequently enhances the academic ranking for the University.
Case-studies hasn't gotten the same academic recognition as articles worldwide so the use of them isn't as widely spread. Some parts of the world, such as America, uses them more frequently than others. But publishing case studies in top Journals doesn't give the same impact as articles, yet. This research shows that the acceptance of qualitative research is growing, but still doesn't get the same recognition as articles. Top journals do accept case studies but not at the same extent as scientific articles. Case Research Journal and Journal of Strategic Management education are two of the leading academic journals that focuses only on cases.

Therefore, to answer the question on "*why Universities only give incitement for authors to write articles and not case studies?"* the answer is that because the academic world hasn't realized the potential in case studies yet, quantitative research is still more prevalent in academic Journals and is still what Universities ask for.
By encouraging this "publish or perish" behavior, Universities is publishing more articles than ever before. And this leads to an abundance of quantitative research that may result in significant research being overlooked.

Implications

According to this study case studies hasn't gotten the same recognition in the academic world, at least not here in Europe. The American Universities has started to understand the potential in case studies but the quantitative research such as scientific articles are still the cornerstone in academic journals. And therefore, the universities still only give incitements for articles and not case studies.

Suggestions of Further Research

Below is a list of suggested further research within this field:

1. The impact this "publish or perish" has on scientific research overall.
2. What opportunities are there for case studies to become more accepted in the academic world?
3. An in-depth analysis on the American Universities where case studies are popular and why they have gotten recognition there.

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