Drawing on translation studies to advance cross-language research in organisation studies: Enriching transdisciplinary dialogue

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Abstract:

Despite longstanding calls for more transdisciplinary dialogue, there is still much to be gained from a closer collaboration between translation and organisation studies scholars. In this paper, we discuss how insights from translation studies can help advance cross-language research in organisation studies. We demonstrate how translation studies can provide valuable theoretical approaches, as well as concrete conceptual and methodological tools, to enrich the study of the movement and transformation of ideas and practices across cultures and languages. We also unpack how the nuanced approaches to translation developed in translation studies can be used to enhance what we call 'translatorial awareness' in organisation studies. This has significant implications for scholars, not only for designing, conducting and reporting cross-language research but also for theorising. We conclude by suggesting how translation studies scholars might seek motivation from our paper to engage in transdisciplinary work with organisation studies scholars and other social science disciplines.

1. Introduction

In this paper, we respond to Zwischenberger's (2023) call to examine what translation studies has to offer to other social science disciplines that use the concept of translation, including organisation studies. We also recognise other related calls asking for a stronger engagement between translation studies and organisation studies (e.g., Koskinen 2020; Piekkari et al. 2020; Tietze et al. 2022). These calls raise concerns that, although organisation studies scholars frequently conduct cross-language research and explore how practices and concepts travel across cultures and languages, this work is often accomplished without much attention being paid to the rich insights on inter- and intralingual translation practices offered by translation studies scholars. In this paper, we first explore how translation studies can help give momentum and a stronger conceptual foundation to the language-sensitive translation turn in organisation studies. More specifically, we argue that translation studies can provide conceptual and methodological tools to enrich the study of how ideas and practices move and transform across cultures and languages. Secondly, we suggest that the nuanced approaches to language and translation processes developed in translation studies can be used to enhance what we refer to as 'translatorial awareness' in organisation studies scholars. This has significant implications not only for designing, conducting and reporting cross-language research in organisation studies but also for theorising. Throughout this discussion, we intend to demonstrate why and how translation studies scholars might collaborate with other social science disciplines to address similar translation gaps.

Our aim to encourage stronger collaboration between organisation studies and translation studies is further aligned with Massey's (2021, 51) call for a move from interdisciplinarity to transdisciplinarity in applied translation studies and investigations of translation practices through "in situ, workplace-based, organization-oriented research." Massey (2021, 52) suggests that "transdisciplinarity goes beyond interdisciplinarity in offering

a viable framework for (action) research in professional contexts and settings" and entails "generating knowledge by bringing together researchers, communities of practice and their organizations in active, collaborative problem-solving directed at real-world issues." He sees this move as the next logical step in the evolution of applied translations and as necessary in recognition of the changing nature of the role of translators in modern, diverse work contexts. Indeed, Massey and Wieder's (2019) research into the interaction between translation, organisational communication and international corporate communications has highlighted the important role that translation and translators can play in this context. Interestingly, a parallel nascent stream of workplace-based research started to emerge in organisation studies (e.g., Ciuk and James 2015; Ciuk et al. 2019; Piekkari et al. 2019; Westney et al. 2022) with a focus on leaders and managers as paraprofessional translators and their role in organisational knowledge-transfer processes, again resonating with the emergent work on paraprofessional translators and interpreters in translation studies (e.g., Pym 2011; Antonini et al. 2017; Davier and Convey 2019; Munoz Gomez 2020; Penttilaa et al. 2021; Jakkula 2024).

We propose that closer transdisciplinary work between translation studies and organisation studies, with richer and deeper cross-fertilisation of ideas, will be of significant benefit to both disciplines. In the following sections of this paper, we first explore how organisation studies has so far approached translation and how closer collaboration with translation studies can help enrich our understanding of the movement and transformation of ideas and practices across languages and cultures. We then discuss methodological avenues for transdisciplinary work to study translation trails in workplace-based research settings. Finally, we propose that this transdisciplinary work between translation studies and organisation studies can also help to build greater translatorial awareness in research outside translation studies and offer important opportunities for other social science disciplines engaged in cross-language research.

2. Setting the scene for transdisciplinary collaboration: Studying the movement and transformation of ideas and practices across languages and cultures

Organisation studies is a diverse, interdisciplinary field that seeks to analyse and critically evaluate various facets of organising, often paying close attention to discourse, communication and the strategic usage of language. Among other things, it has explored in great depth the role of discourses and metaphors (Tietze et al. 2022) as well as the communicative constitution of organisations (Putnam and Nicotera 2009). A sub-field of organisation studies research is focussed on what has been termed translation theory (Waeraas and Nielsen 2016), where translation is referred to as a "metaphor in order to describe the transformation and movement of organizational practices across institutional contexts" (Piekkari et al. 2020, 1311). Translation is defined in this strand of work as "a complex process of negotiation during which meanings, claims and interests change and gain ground" (Waeraas and Nielsen 2016, 237). Originating in work by Callon (1986) and Latour (1985, 1987), this rich field provides an important analytical lens when examining how practices and ideas travel and transform across contexts (Czarniawska and Sevón 2005), drawing particular attention to the political, geometric and semiotic meaning of such translation processes (Waeraas and Nielsen 2016). This stream of organisation studies research extends and transforms the meaning of translation beyond linguistics to encompass a broader spectrum of semiotic systems (Mahasneh and Abdelal 2022). However, with a few exceptions (e.g., Ciuk and James 2015; Tietze et al. 2017; Ciuk et al. 2019; Piekkari et al. 2020), this change in meaning of the term translation has resulted in insufficient attention being paid to interlingual translation as part of the travel and transformation of meanings, thus inadvertently limiting the field's potential to fully unpack the complex role of language.

Tietze and Piekkari (2020) note that up to the early 2010s, language was largely a sideshow in discursively oriented organisation studies research. They trace the mounting

interest for language in organisation studies and international business studies to the rise in studies of multinational corporations (MNCs) where, for example, Marschan et al. (1997) and Luo and Shenkar (2006) explored the role of language for communication, control and coordination. These, and other similar studies, have highlighted the role of language in MNCs as a strategic choice, by scrutinising the powerful relations between corporate linguistic repertoires and other, local languages (Vaara et al. 2005). Further research on the role of language has problematised the invisibility of inter- and intralingual translation and language issues in management and organisation studies publications (Steyaert and Jannsens 2013). Since 2015, a language-sensitive research stream in organisation studies and international business has been developing, with an "emphasis on language diversity, including linguascaping, hegemonic use of language, language-based positions such as language agents, structures, and translation" (Tietze and Piekkari 2020, 10).

Whilst much of this research stream explores multilingualism in the workplace, Tietze and Piekkari (2020) note a limited, yet important, emerging intellectual shift towards a focus on interlingual translation in organisation studies research. A few studies have focussed on high-profile paraprofessional translations of core organisational documents, both as a text and a process. They have highlighted the crucial role of interlingual and metaphorical translation processes (Piekkari et al. 2020) accomplished by organisational leaders and managers. These include editing organisational documents during translation processes (Helin and Sandström 2010) as a form of resistance to corporate control (Logeman and Piekkari 2015) and as a means of influencing the sensemaking and behaviours of others (Ciuk and James 2015; Ciuk et al. 2019). Other research has explored translation in cross-cultural management (Holden and Von Kortzfleisch 2004; Steyaert and Jannsens 2015); translation behaviour (Piekkari et al. 2013); individual translators (Tietze et al. 2017), and translation ecosystems (Westney and Piekkari 2020; Westney et al. 2022). This work has demonstrated that paying attention to the mutually

interdependent processes of linguistic and metaphorical translation (Piekkari et al. 2020) allows us to shed light not only on how ideas travel but also on the different forms of translatorial agency within organisations. It opens up new avenues for research exploring the nature of, and potential tensions between, these interdependent translation processes. Without paying attention to inter- and intralingual translation, its interaction with the metaphorical use of the translation concept in organisation studies, and making visible the "translators' agentic role and active involvement in meaning-making" (Tietze et al. 2022, 131) within a translation ecosystem, there is a danger that social phenomena are misinterpreted and misrepresented across languages and cultures.

We seek to support this language-sensitive translation turn in organisation studies and echo calls for more transdisciplinary collaboration between organisation studies and translation studies (e.g., Zwischenberger 2017, 2019; Piekkari et al. 2020; Massey 2021) to overcome the often encountered interlingual translation blindness in the wider field of organisation studies (Tietze 2018; Tietze et al. 2022) and "make translation central to cross-language research accounts as an epistemological challenge" (Wilmot and Tietze 2023, 63). We also note important voices underscoring the need for this language-sensitive translation turn in organisation studies (Steyaert and Janssens 2013; Koskinen 2020; Piekkari et al. 2020; Piekkari et al. 2021; Tietze et al. 2022) to enhance the rigour and quality of conceptualisations of complex organisational phenomena. We therefore look towards translation studies to provide organisation studies scholars with novel theoretical approaches to the study of inter- and intralingual translation and useful conceptual and methodological tools that can help us put translation centre stage.

3. Insights from translation studies to strengthen a language-sensitive translation turn in organisation studies

We argue that translation studies can provide sophisticated approaches to theorising translation —its conditions, processes and outcomes—that will enrich the language-sensitive translation turn in organisation studies research. Rather than seeing language and inter- and intralingual translation as a sideshow and a mechanistic, unavoidable task when researching multilingual workplaces (Tietze et al. 2022), a translation studies perspective foregrounds translation's central role in "mediating linguistic difference in all aspects of social life" (Chen 2023, 477).

To start with, we see a lot of potential in the sociological turn in translation studies (Wolf and Fukari 2007; Wolf 2010). Its focus on translation as a relational practice encourages us to pay attention to the transformational power and politics of translation. Bielsa's (2023, 59) recent proposition of a translation sociology stresses the significant impact that translation has in shaping "both social reality and the sociological knowledge." This theoretical perspective challenges reductionist approaches that see translation as word substitution, and downplay its social, cultural and political implications (Chen 2023). Importantly for organisation studies scholars, Bielsa (2023) stresses the need to go beyond metaphorical use of the translation concept in organisation studies and instead encourages us to see translation as a socially situated activity that entails complex considerations and decisions by the translator. Informed by recent organisation studies research (Helin and Sandström 2010; Ciuk and James 2015; Logeman and Piekkari 2015; Ciuk et al. 2019), we see value in transdisciplinary collaboration between organisation studies and translation studies studying the mutually interdependent processes of inter- and intralingual and metaphorical translation (Piekkari et al. 2020) to gain a deeper understanding of how ideas and meanings travel across languages and cultures, and the role that translatorial agency plays within this.

As highlighted earlier, organisation studies researchers have so far largely conceptualised and studied translation as a metaphor for the movement of ideas and practices across contexts (Waeraas and Nielsen 2016). When researching such journeys across languages and cultures, organisation studies scholars may not readily appreciate the complexity of cultural transfer that is involved in inter- and intralingual translation processes. The processes of cultural transfer are complex and entail a multitude of symbolic forms including "the transfer of idea, artefacts, cultural artifacts, practices, and institutions from one specific system of social patterns of action, behavior, and interpretation to another" (Lüsebrink, 2016, 143). Drawing on the concept of transculturality, van de Pol-Tegge (2023, 148) adds that cultures are not entirely autonomous but penetrate each other, where "foreign cultural elements" are interwoven with the local culture and "contribute to its construction." It is here that the concepts of transcreation, translatorial agency and translatorial habitus—as explored below—will be of help to organisation studies scholars in understanding the complexity of inter- and intralingual translation further.

Transcreation sees translation as a socially and culturally situated activity where ideas and messages are transferred from one culture to another "with its own distinct set of agent roles, processes and skill sets" (Massey 2021, 58). It is concerned with "a translation-related activity that combines processes of linguistic translation, cultural adaptation and (re-)creation or creative re-interpretation of certain parts of a text" (Diaz-Millon and Olvera-Lobo 2023, 347). At present, scholars without deeper knowledge of intra- and interlingual translation may seek to translate based on equivalence (Tietze 2018)—itself a controversial concept in translation studies (Panou 2013). Being introduced to the principles of transcreation processes may help organisation studies scholars understand the nuanced process of intra and inter-lingual re-interpretation of a source text with the needs of the target audience in mind (Diaz-Millon and Olvera-Lobo 2023). It highlights to organisation studies scholars the need for the

translator to summarise, elaborate and explain "information in another language in such a way that the meaning is conveyed successfully in the interlocutor's language and the target cultural setting" (Jakkula 2024, 55). Quite opposite to the current tendency of organisation studies scholars to translate small passages, transcreation may entail moving away from the original text to fit the purpose of cultural adaptation, and where needed "come up with new conceptual, linguistic and cultural constructs to make up for the lack (or inadequacy) of existing ones" (Diaz-Millon and Olvera-Lobo 2023, 357).

A transcreation approach further highlights the role of a translator's translatorial agency and wider socio-cultural and political influences on this agency. From an organisation studies perspective, this is an important insight as the exploration of context is crucial for the study of how ideas travel, which has previously been critiqued for paying insufficient attention to the role of translators' agency in these processes (Tietze 2018). Van de Pol-Tegge (2023) explores the complex, plural and multi-directional mediation activities involved in the selection, translation and reception processes of translations and the important roles that decision-makers and authoritative actors in the target and source cultural context play. She draws on Roig Sanz and Meylaerts (2018, 3) to define "the cultural mediator, as a cultural actor active across linguistic, cultural and geographic borders, occupying strategic positions within large networks and being the carrier of cultural transfer." We see an opportunity for organisation studies scholars in actively exploring the translatorial agency of paraprofessional translators as cultural mediators in organisational contexts. Much insight may be gained by tracing translatorial action (Holz-Mänttäri 1984) and exploring translatorial imprints in organisational contexts through the lens of translation norms and cultural (and political) expectations of actors in the source and target contexts. Indeed, whilst organisation studies scholars have studied the movement of ideas in given cultural settings, these new insights into translatorial agency and translation as transcreation can positively impact their research design and theorising. For example, it may

enable organisation studies scholars to trace how inter- and intralingual translation practices are used as a means of a particular transformation of ideas; how they relate to resistance to new ideas and practices and reveal power struggles; and how translation is used strategically for political ends.

To bring the complex role of the translator further out of the shadows, we draw on the concept of translatorial habitus, which will help organisation studies scholars to develop a deeper understanding of the importance of translation strategies and situated translation norms. Drawing on Bourdieu's notions of field and habitus (Bourdieu 1977; 1990), Inghilleri (2003) and Prunč et al. (2024) suggest seeing and analysing translation and interpreting as a norm-governed, socially constituted activity. A focus on translatorial norms can illuminate what counts as legitimate meaning and translation in a given cultural, historical and political context. Bourdieu's concept of habitus directs our attention to how this context is located within social structures and institutions. Prunč et al. (2024, 5) define habitus as "a sociocognitive construct that represents how agents internalize the rules of the game in a particular field" and is a result of interactions by groups within that field. Inghilleri (2003) further highlights the impact of translatorial habitus on translational actions and importantly "on the role of the translator in producing or maintaining normative practices" (Inghilleri 2003, 244). As such, translators doing translation produce and reproduce cultural meanings rather than mere texts. They are influenced in their decisions on source text, cultural transfer and target reception by norms at a cultural/linguistic habitus level of both source and target context (such as official language policies, social/linguistic practices etc.), and a local operational level (such as linguistic habitus of translators and codes of ethics). Inghilleri (2023, 255) suggests that the translated text is "the visible product of the impact of norms" on translation activities and the "observable site in which norms are adopted, adapted, negotiated and contested."

These insights into translatorial habitus have not been explored in organisation studies research but may be of great importance when trying to understand the work of paraprofessional translators in workplace-based contexts. When ideas travel in organisations, inter- and intralingual translation is likely to take place in a collective form either simultaneously (see e.g., Helin and Sandström 2010; Ciuk and James 2015; Ciuk et al. 2019) or concurrently with different (groups of) actors undertaking different forms of translation of various texts, artefacts and ideas depending on their translatorial habitus. It is important to note that the translatorial habitus of paraprofessional translators is likely to be quite different from that of professional translators (Jakkula 2024), as the professional translators' habitus is more closely enmeshed with their professional role, position, and identity. Nevertheless, the translatorial habitus will be enacted differently depending on organisational context; intergroup dynamics; the skopos of the translation; what is being translated and for whom. We therefore see potential for transdisciplinary workplace-based research by organisation studies and translation studies researchers into the translatorial habitus of paraprofessional translators.

In summary, insights into transcreation processes, translatorial agency and translatorial habitus will help organisation studies scholars explore inter- and intralingual translation as a cultural, socially situated activity, closely enmeshed with the transformation of ideas as they traverse cultures and languages. It highlights the theoretical possibilities of drawing on translation studies insights to further organisation studies scholars' understanding of both the multiple, multidirectional influences on translation processes and translatorial decisions, and the power dynamics and influence of translation norms. We next reflect on methodological implications of a language-sensitive translation turn.

4. Methodological implications of a language-sensitive translation turn in organisation studies

Translation studies has developed nuanced approaches to the study of shifts in texts and the study of translation as a culturally situated process (Massey 2021). Of particular interest here are comparative textual analyses that entail the comparison of source text and its translation to a target language and audience as a means to revealing translation processes, strategies and the potential impact of cultural mediators and translation norms (van de Pol-Tegge 2023). We propose that this processual approach to studying translation can help organisation studies scholars explore how staff in organisational contexts make sense of key organisational source texts and how they enact their approaches to translation.

We are particularly interested in how applied translation studies research has combined "ethnographic observational methods (field notes, audio recordings, video recordings, etc.)" and "self-report (surveys, interviews, focus groups, activity logs, etc.)" methods in the study of workplaces (Massey 2021, 62). Whilst ethnographic observational methods have a long-established tradition in organisation studies, they tend to focus on spoken discourse, interactions and practices. Typically, less attention is paid to texts, their translations and the associated evolutions of meaning, although ethnographies of communication have also started to attract more attention (e.g., Kalou and Sadler-Smith 2015). Of particular interest, therefore, is translatorial linguistic ethnography (e.g., Creese 2010; Koskinen 2020), where researchers follow texts through the translation process and trace the travels of meaning both within an organisational context and the research process itself. Translatorial everyday practices undertaken by organisation members are often overlooked even though they are a natural daily occurrence in multilingual settings. Koskinen (2020, 66) suggests that researchers (a) follow the translation trail and differentiate between the translation event (such as interview or analysis) and the translation act, and (b) engage deeply with translation data by doing

comparative analyses between source and target texts and paying close attention to "tangible evidence of power relations, politeness issues, taboos, cultural differences and so on." In a similar vein, Pedersen (2016, 2019) has employed "ethnographic observation methods to explore transcreational processes, spaces and interactions at a marketing implementation agency" (Massey 2021, 62-63).

We see considerable scope for transdisciplinary collaboration between translation studies and organisation studies scholars to shed new light on inter- and intralingual translation and transcreational processes as part of everyday organising in multilingual settings. Indeed, this is where the rich traditions of inter- and intralingual translation, discursive analyses (including metaphorical use of the translation concept in organisation studies) and use of semiotic methods across the two disciplines can come together and produce innovative, insightful workplace-based research.

5. A case for translatorial awareness in organisation studies research

Having explored in detail the potential benefits of bringing translation studies concepts and approaches into the organisation studies discipline, we argue that there is a need to embed these in researcher training for organisation studies scholars. Despite the multilingual nature of much research carried out in organisation studies and its focus on talk, discourse and communication, it is largely a monolingual discipline where research is published in English and the translatorial actions of individual researchers and research teams tend to be glossed over, stubbornly remaining underreported and underproblematised (Steyaert and Janssens 2013; Tietze et al. 2022; Couper and Piekkari, 2025).

The often unchallenged usage of English as lingua franca for publications, and the lack of reflections on inter- and intralingual translation processes in published work has been

criticised (Meriläinen et al. 2008; Tietze 2018; Tietze et al. 2020) and its potentially negative implications for theorising stressed. As Couper and Piekkari (2025, 4) observe, there is a pressing need to "turn the cross-language 'problem' into a unique opportunity." Translation studies scholars Penttilä et al. (2024) have also recently stressed the importance of raising awareness amongst researchers within and outside the field of translation studies that translation is ever present throughout the empirical, analytical, writing up and publication stages of a research project. They argue that noticing and tracing such translatorial actions is important as it reveals changes and shifts between the cultural, socio-political contexts of participants, researchers, and target audiences of publications.

Such voices from translation studies scholars can add further urgency to the language-sensitive translation turn in organisation studies and suggest ways forward. Nuanced understandings of translation as a socio-cultural process, as well as the conceptual and methodological tools we have highlighted so far (transcreation; translatorial agency; translatorial habitus; comparative textual analysis; translatorial linguistic ethnography), can help build a more sophisticated understanding of the nature and process of inter- and intralingual translation. These perspectives have the potential to nurture an approach that sees translation not only as a product (typically text) but also, importantly, as a situated process of intercultural mediation that entails careful decision making (van de Pol-Tegge 2023). It means moving beyond mechanistic conceptualisations of interlingual translation and busting myths of the importance of equivalence to instead see inter- and intralingual translation as a socio-cultural process of reinterpreting meaning for a target audience.

6. Building translatorial awareness

In order to develop this greater sensitivity towards inter- and intralingual translation, translation studies can help develop a greater translatorial awareness in organisation studies. We define

translatorial awareness as a nuanced understanding of inter- and intralingual translation as a socio-culturally situated process. It entails an appreciation of translatorial agency (also of researchers as paraprofessional translators), translatorial habitus and transcreation processes. We anticipate that the building of translatorial awareness will raise sensitivity to the everyday inter- and intralingual translation practices in organisations as well as cross-language research. This, in turn, will add further impetus to the language-sensitive translation turn in organisation studies.

To build translatorial awareness, organisation studies scholars have much to learn from translation studies. The latter boasts a long tradition in exploring and developing translation/al competence and ability models that set out the knowledge and skills required from professional translators (Lowe 1987; Wilss 1989; Kiraly 1995; Chesterman 1997; Hansen 1997; Kiraly 2006; PACTE 2003; Kiraly 2015). The PACTE model (PACTE 2003; 2005), for example, defines translational competence to include: bilingual; extra-linguistic; strategic; instrumental; psycho-physiological competence; and knowledge about translation. Drawing on insights from the 'Promoting Intercultural Competence in Translators' (PICT) research project, Tomozeiu et al. (2016, 251) further stress the importance of inter-cultural competence and argue that professional translators need to demonstrate "a high level of intercultural knowledge, skills, attitude and flexibility throughout his or her professional engagements." Translation studies scholars recognise that translational competence is developed over time and, according to Kiraly (2013, 207), is an embodied experience informed by "memory traces of translational experiences, results of learning and intuitions, [which] intersect in the mental handling of a particular translation problem."

Due to changes in the profession, these competence models show that professional translators need to be able to perform "non-traditional, language-related tasks" (Wu et al. 2019, 236). This increasingly entails the mastery of cutting-edge tools used in translation and

"flexibility, creativity, independence of thinking, and problem-solving skills" (Wu et al. 2019, 235). Koskinen (2020) adds that professional translators need to show empathy and flexibility to be able to see and appreciate the other's viewpoint and their emotional state whilst remaining professionally focussed (Jakkula 2024). To develop this complex mix of competencies, Beeby et al. (2003) stress the need to develop not just declarative (understanding) but crucially procedural (operative, how-to) knowledge, and to transition from novice to expert through exposure to translation experiences. Tomozeiu et al. (2016) further suggest the usefulness of engaging in wider cultural media (books, films etc.) to develop a greater understanding of a specific culture. They encourage "students to consider what other forms of communication besides text" could help to deliver "the message of the source text appropriate for the target audience (i.e. drawings, short videos)" and to evaluate their suitability for the translation project at hand (Tomozeiu 2016, 260).

In order to develop translatorial awareness amongst organisation studies researchers—including PhD students—and enable them to both observe and analyse translation practices in organisations and see themselves as paraprofessional translators when doing cross-language research; we argue that researcher training needs to encompass key insights from translation studies. In practical terms, this could involve translation studies scholars being invited to contribute to cross-faculty early career and doctoral researcher training programmes. Whilst paraprofessional translators do not require all the competencies of a professional translator, Jakkula (2024, 59) suggests that particularly the PACTE sub-competence of "knowledge of translation [is] focused on both practice-based and theory-supported perceptions of translation" is of relevance to develop declarative and procedural knowledge of translation. It may also be important to nurture an understanding of cultural knowledge within researcher training, and to draw on insights from translation studies (such as Tomozeiu et al. 2016) to raise awareness of the importance of inter-cultural competence in translation. This may involve developing the

"ability to identify differences and nuances between the cultures involved in the translation process," managing such differences, and bearing in mind the consequences of their choices when transferring meaning of text into a target culture (Tomozeiu et al. 2016, 254–255). Finally, it may be valuable to introduce organisation studies researchers more widely to the organisation studies lens of translation ecosystems (Westney and Piekkari 2020; Westney et al. 2022), which highlights the situatedness of cross-language communications within everyday life of individuals working in organisations. This would not only help them to appreciate their own role and that of their participants as paraprofessional translators in multilingual settings but would also help to stress the importance of developing translation competence (Jakkula 2024).

In building this translatorial awareness, it is key to ensure organisation studies researchers appreciate the need to consider the entire source text, its discursive context, the language to be translated into, and their own translatorial agency including interpretations and negotiations of meaning, to determine how they can carry meaning across languages (Piekkari et al. 2020). The focus on the target audience requires contextualisation that "brings social and cultural elements into the equation and introduces issues such as power dynamics and status hierarchies" (Piekkari et al. 2020, 1315). We suggest researchers learn to engage in processes of transcreation, where they may draw on more than one text to accomplish their translation. However, we recognise that such methodological norms and more nuanced ways of engaging in cross-language research that remain sensitive to how we present and account for translations are yet to be developed in the organisation studies and related fields, although we note important new developments (e.g., Couper and Piekkari 2025). This shift in practice is likely to require further transdisciplinary work between translation studies and organisation studies colleagues to nurture greater reflexivity and transparency about researchers' translatorial agency in workplace and cross-language research.

7. Conclusion

In this paper, we have demonstrated the benefits of drawing on nuanced approaches to inter- and intralingual translation present in translation studies to nurture the language-sensitive translation turn in organisation studies. We have argued that raising organisation studies researchers' awareness of their own translatorial actions (Holz-Mänttäri 1984) and its consequences—what we term translatorial awareness—is crucial. By developing a more sophisticated understanding of inter- and intralingual translation, organisation studies researchers have much to gain from drawing on translation studies scholarship. In particular, we have highlighted the multiple decisions, choices, dilemmas, possibilities, and constraints entailed in translation processes and the need to account for translatorial decisions when seeking to enhance the procedural and "interpretative rigour" (Mees-Buss et al. 2022, 406) of their cross-language research. This will increase their understanding of the complexities of inter- and intralingual translation both within organisational practices and within their own research processes and enable organisation studies scholars to make it a core consideration in their research and theorising processes.

Going forward, we join Zwischenberger (2023), Koskinen (2020) and Piekkari et al. (2020) in their calls for greater transdisciplinary collaboration between organisation studies and translation studies scholars. We agree with Koskinen (2020) that such collaborative work would not only aid organisation studies scholars' understanding of how to incorporate inter- and intralingual translation into their core methodological and theoretical frameworks but also encourage translation studies scholars to proactively support disciplines in their engagement with inter- and intralingual translation and in building their translatorial awareness. We see particular opportunities in innovative transdisciplinary collaborations between organisation studies and translation studies research focussed on explorations of the interconnections of inter- and intralingual and metaphorical translation in workplace-based research and

transcreational processes of paraprofessional translators as part of everyday organising in multilingual settings.

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