

دفتر العيد

Research

Sec
Semester
2024



Engineering

Research

Research.

Introduction to research.

* Business research.

↳ systematic + organized effort to investigate a specific problem encountered at work which needs solution

- ① **know** where problem areas exist.
- ② **Identify** problem as clearly as possible.
- ③ **determine** the factors that are associated.
- ④ **gather** info.
- ⑤ **Analyse** the data.
- ⑥ **Develop** explanation for the problem.
- ⑦ **solve** problem by taking necessary corrective measure.

entire process is called Research.

- Carried out
- Systematically
 - Logically
 - Critically
 - Objectively

* we have to implement the correct course of action.

* Research provides necessary info. that guides managers make informed decisions

Primary

data gathered first hand

secondary

data that are already available

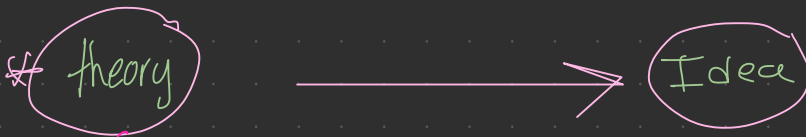
quantitative

qualitative

* data in the form of numbers

data in form of Words

* data gathered through Questions



↳ concept ; helps them to think about or solve a problem, better understanding.

- describes a phenomenon.

* we can solve a prob. faced by managers in work setting / demanding a timely solution

* why are products not selling well ?!

* generate a body of knowledge by understanding how problems can be solved. ← basic fundamental pure research

SOME COMMONLY RESEARCHED AREAS IN BUSINESS

1. Employee behaviors such as performance, absenteeism, and turnover.
2. Employee attitudes such as job satisfaction, loyalty, and organizational commitment.
3. Supervisory performance, managerial leadership style, and performance appraisal systems.
4. Employee selection, recruitment, training, and retention.
5. Validation of performance appraisal systems.
6. Human resource management choices and organizational strategy.
7. Evaluation of assessment centers.
8. The dynamics of rating and rating errors in the judgment of human performance.
9. Strategy formulation and implementation.
10. Just-in-time systems, continuous-improvement strategies, and production efficiencies.
11. Updating policies and procedures in keeping with latest government regulations and organizational changes.
12. Organizational outcomes such as increased sales, market share, profits, growth, and effectiveness.
13. Consumer decision making.
14. Customer relationship management.
15. Consumer satisfaction, complaints, customer loyalty, and word-of-mouth communication.
16. Complaint handling.
17. Delivering and performing service.
18. Product life cycle, new product development, and product innovation.
19. Market segmentation, targeting, and positioning.
20. Product image, corporate image.
21. Cost of capital, valuation of firms, dividend policies, and investment decisions.
22. Risk assessment, exchange rate fluctuations, and foreign investment.
23. Tax implications of reorganization of firms or acquisition of companies.
24. Market efficiency.
25. Banking strategies.
26. Behavioral finance: overconfidence, bounded rationality, home-bias.
27. Executive compensation.
28. Mergers and acquisitions.
29. Portfolio and asset management.
30. Financial reporting.
31. Cash flow accounting.
32. Accounting standards.
33. Outsourcing of accounting.
34. Sustainability reporting.

* **applied research**: intention of applying the result of findings to solve **specific problems** currently being experienced.

* **basic fundamental pure research**:

research done chiefly to make contribution to the building of knowledge

→
* findings contribute to various functional areas of business.

* teach us something we don't know.

* once generated will be applied in organizational settings for problem solving.

→ **main difference** **

① **applied** → specifically aimed to solve a problem that is currently being experienced with specific organization.
حل المشكلة
حل
Solution

② **basic** → generating knowledge to help us understand phenomena of a problem that occur in various organizational settings.
معرفة
معرفة

(*) being knowledgeable about research helps managers to:

خی آیش
دساعد
!!!

1. Identify and effectively solve minor problems in the work setting.
2. Know how to discriminate good from bad research.
3. Appreciate and be constantly aware of the multiple influences and multiple effects of factors impinging on a situation.
4. Take calculated risks in decision making, knowing full well the probabilities associated with the different possible outcomes.
5. Prevent possible vested interests from exercising their influence in a situation.
6. Relate to hired researchers and consultants more effectively.
7. Combine experience with scientific knowledge while making decisions.

(*) when hiring managers we should make sure that:

To summarize, while hiring researchers or consultants the manager should make sure that:

1. The roles and expectations of both parties are made explicit.
2. Relevant philosophies and value systems of the organization are clearly stated and constraints, if any, are communicated.
3. A good rapport is established with the researchers, and between the researchers and the employees in the organization, enabling the full cooperation of the latter.

Internal consultants

advantages

cost less

(+)

1. The internal team stands a better chance of being readily accepted by the employees in the subunit of the organization where research needs to be done.

CHAPTER 1 INTRODUCTION TO RESEARCH 11

2. The team requires much less time to understand the structure, the philosophy and climate, and the functioning and work systems of the organization.
3. They are available to implement their recommendations after the research findings have been accepted. This is very important because any "bugs" in the implementation of the recommendations may be removed with their help. They are also available to evaluate the effectiveness of the changes, and to consider further changes if and when necessary.
4. The internal team might cost considerably less than an external team for the department enlisting help in problem solving, because they will need less time to understand the system due to their continuous involvement with various units of the organization. For problems of low complexity, the internal team would be ideal.

- less time
- cost ↓
- available to implement

disadvantages

1. In view of their long tenure as internal consultants, the internal team may quite possibly fall into a stereotyped way of looking at the organization and its problems. This inhibits any fresh ideas and perspectives that might be needed to correct the problem. This is definitely a handicap for situations in which weighty issues and complex problems are to be investigated.
2. There is scope for certain powerful coalitions in the organization to influence the internal team to conceal, distort, or misrepresent certain facts. In other words, certain vested interests could dominate, especially in securing a sizable portion of the available scant resources.
3. There is also a possibility that even the most highly qualified internal research teams are not perceived as "experts" by the staff and management, and hence their recommendations may not get the consideration and attention they deserve.
4. Certain organizational biases of the internal research team might, in some instances, make the findings less objective and consequently less scientific.

• Stereotyped way of looking at the organization.

• not seen as experts

• make findings less objective, less scientific

External consultant

+ advantages

1. The external team can draw on a wealth of experience from having worked with different types of organizations that have had the same or similar types of problems. This wide range of experience enables them to think both divergently and convergently rather than hurry to an instant solution on the basis of the apparent facts in the situation. They are able to ponder over several alternative ways of looking at the problem because of their extensive problem-solving experience in various other organizational setups. Having viewed the situation from several possible angles and perspectives (divergently), they can critically assess each of these, discard the less viable options and alternatives, and focus on specific feasible solutions (think convergently).

RESEARCH METHODS FOR BUSINESS

2. The external teams, especially those from established research and consulting firms, might have more knowledge of current sophisticated problem-solving models through their periodic training programs, which the teams within the organization may not have access to. Because knowledge obsolescence is a real threat in the consulting area, external research institutions ensure that their members are conversant with the latest innovations through periodic organized training programs. The extent to which internal team members are kept abreast of the latest problem-solving techniques may vary considerably from one organization to another.

- disadvantages

• more knowledge

• more experienced

Disadvantages of external consultants/researchers

The major disadvantages in hiring an external research team are as follows:

1. The cost of hiring an external research team is usually high and is the main deterrent, unless the problems are critical.
2. In addition to the considerable time the external team takes to understand the organization being researched, they seldom get a warm welcome, nor are readily accepted by employees. Departments and individuals likely to be affected by the research study may perceive the study team as a threat and resist them. Therefore, soliciting employees' help and enlisting their cooperation in the study is a little more difficult and time-consuming for external researchers than for internal teams.
3. The external team also charges additional fees for their assistance in the implementation and evaluation phases.

- • additional fees

• takes more time

• expensive

Ethics and Business Research

↳ in business Research

* it is a code of conduct for behaviors while conducting research.

* Applied to

- ↳ organizations + members that sponsor the research.
- ↳ researchers that undertake the research.
- ↳ responders who provide with data.

* the ethics should be used in all Research steps:

- data collection.
- data analysis
- reporting
- dissemination of info. on internet.

confidential info.

↳ Safely guarded by business ethics

End of chap 1 #

;-)

The scientific approach.

chapter 2

hallmarks or main distinguishing characteristics of scientific research

- 1] Purposiveness.
- 2] Rigor
- 3] Testability
- 4] Replicability
- 5] Precision and confidence.
- 6] Objectivity.
- 7] Generalizability.
- 8] Parsimony

1) Purposiveness هدف

↳ Manager has started the research with a purpose / Aim.

2) Rigor دقة

- ↳ a good theoretical base
- ↳ a sound methodological design.

* we can say that the scientific Research lacks Rigor if:

- 1) The conclusions are incorrectly drawn
- 2) framing and addressing the questions could have introduced bias or incorrectness in the responses
- 3) There might be many other impo. influences on organizational commitment that the researcher failed to include.

أو قاصدا من هدف
تطبيقا لجميع مقومات
Research

3) Testability

hypothesis is an ^(not certain) tentative, yet stable; which predicts what you expect to find in your empirical data.

a scientific hypothesis must be testable.

4) Replicability:

it means that our hypothesis have not been supported merely by chance, but are reflective of the true state of affairs in the population.

the results of the hypothesis should be supported again and again when the same type of research is repeated in similar circumstances only.

5) Precision and confidence

closeness of the findings to reality based on a sample.

Precision: reflects the level of accuracy.

makes sure that the results on the basis of the sample really exists in the universe.

Confidence: probability that our estimations are correct.

Generalizability:

scope of applicability of the research findings in one organization setting to other settings.

the more generalized the research, the greater its usefulness and value. However, not many research findings can be generalized to all other settings, situations or organizations.

in a elaborate sampling \uparrow generalizability \uparrow cost of research.

parsimony:

Simplicity in explaining the phenomena or problem that occurs and in generating solutions for the problems, is preferred.

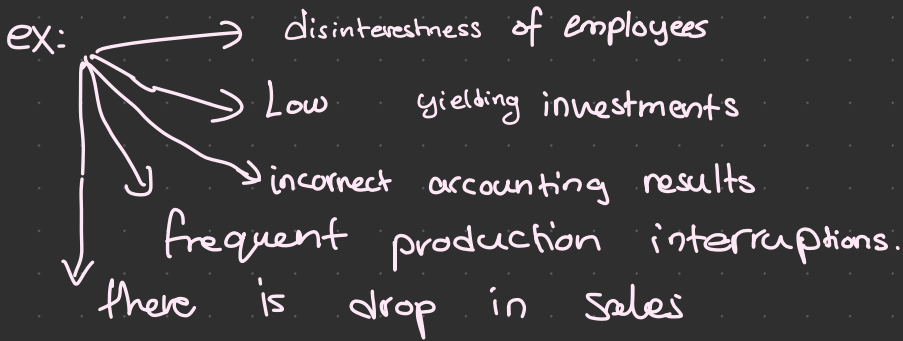
Economy in research models is achieved when we can build into our research framework a lesser number of variables that explain the variance far more efficiently than a complex set of variables that only marginally add to the variance explained.

Hypothetico deductive method: step by step organized method to find a solution to a problem. It provides a systematic approach for generating knowledge to solve problems.

The seven step process in the hypothetico deductive method

- ① Identify a broad problem area
- ② define a problem statement
- ③ develop a hypothesis
- ④ Determine measures.
- ⑤ Data collection
- ⑥ Data analysis
- ⑦ Interpretation of data.

① Identify a broad problem area



② Define the problem statement:

The general objective and research questions of the research

③ Develop a hypotheses

by explaining how the problem

occurs and how can it be solved.

* → a hypothesis meet two requirements

① testable : as discussed before.

② falsifiable : possible to disprove the hypothesis

④ Determine measures:

Unless the variables in the theoretical framework are measured in some way, we will not be able to test our hypothesis.

⑤ Data collection:

after determining the measures data with respect to each variable must be measured.

⑥ Data analysis

The data gathered are statistically analyzed to see if the hypotheses that are generated have been supported

* hypothesis are tested through appropriate statistical analysis.

⑦ Interpretation of data.

decide whether our hypotheses are supported or not by interpreting the meaning of the results of the data analysis.

Review of the hypothetic deductive method.

- The scientific method uses reasonings to test a theory about a topic of interest.
- in deductive reasoning we work from general to more specific.
- inductive reasoning works in other direction; from specific to general.
- both inductive and deductive reasonings are used in both fundamental and applied research.
- theory generation and theory testing are essential parts of the research process.

Some obstacles to conducting scientific research in the management area

In the management and behavioral areas, it is not always possible to conduct investigations that are 100% scientific, in the sense that, unlike in the physical sciences, the results obtained will not be exact and error-free. This is primarily because of difficulties likely to be encountered in the measurement and collection of data in the subjective areas of feelings, emotions, attitudes, and perceptions. These problems occur whenever we attempt to measure abstract and subjective constructs. Difficulties might also be encountered in obtaining a representative sample,

ALTERNATIVE APPROACHES TO RESEARCH ♥

① POSITIVISM :

- Science and scientific research is seen as the way to get the truth.
- it is concerned with **rigor** and replicability of their research, the reliability of observations and the generalizability of findings.
- They use deductive reasonings to put forward theories that can be tested by means of fixed, predetermined research design and objective measures.
- The key approach of the positivist is the researchers in the experiment.
- Positivists see that the goal of research is only to describe phenomena; for them knowledge of anything beyond that such as emotions, feelings and thoughts is **impossible**.

② CONSTRUCTIONISM:

- it criticizes positivists belief that there is an objective truth.
- the world as we know it is fundamentally mental or mentally constructed; the aim to understand the rules people use to make sense of the world.
- Their research method is more qualitative in nature.
- they are more interested in understanding a specific case than in a generalization of their findings.

③ CRITICAL REALISM

- an external reality "(objective truth)" with the rejection of the claim that this is external reality can be objectively measured.
- it is our ability to understand the world with certainty.

④ P R A G M A T I S M

- do not take on a particular position on what makes a good research.
- it believes that both objective observations and subjective meanings can lead to valuable knowledge, depending on the study's questions.
- it focuses on practical / Applied Research. Specially in solving real world problems like business.
- it recognizes that research is socially constructed, meaning different perspectives and theories contribute to the understanding of the world.
- it values theories as tools for practical applications, research results are tentative and subject to change over time.

End of
chap 2 #

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Defining and refining the problem (Ch. 3)

Introduction

- ✧ Business research is a systematic and organized effort to investigate a specific problem encountered in the work setting.
- ✧ It involves managers being alert and responsive to what is happening within their organization and its environment to make effective decisions and develop effective courses of action.
- ✧ Most research originates from the need to understand issues, concerns, and conflicts within the company or its environment; Therefore, research typically begins with a problem.

The broad problem Area:

- ✧ “problem” does not necessarily mean that something is seriously wrong with a current situation that needs to be rectified immediately.
- ✧ A problem could also indicate an interest in an issue where finding the right answers might help to improve an existing situation. Thus, it is fruitful to define a problem as any situation where a gap exists between an actual and a desired ideal state

Examples of problems

- ★ Long and frequent delays lead to much frustration among airline passengers. These feelings may eventually lead to switching behavior, negative word-of-mouth communication, and customer complaints.
- ★ Staff turnover is higher than anticipated.
- ★ The current instrument for the assessment of potential employees for management positions is imperfect.
- ★ Minority group members in organizations are not advancing in their careers.
- ★ The newly installed information system is not being used by the managers for whom it was primarily designed.
- ★ The introduction of flexible work hours has created more problems than it has solved.
- ★ Young workers in the organization show low levels of commitment to the organization.

Note

- ★ these problems also have in common is that they still have to be transformed into a researchable topic for investigation. Indeed, once we have identified the management problem, it needs to be narrowed down to a researchable topic for study. Very often much work is needed to translate the broad problem into a feasible research topic.

* It is very important that symptoms of problems are not defined by the real problem.

~ WHY ? ~

to get to the root cause (the most basic cause) of a problem (via preliminary research). Developed by the Japanese industrialist Sakichi Toyada, the idea is to keep asking "Why?" until the most basic cause is arrived at.

- Why? Because they are not satisfied with their jobs.
- Why? Because they do not find a challenge in their jobs.
- Why? Because they do not have control over their work

* We should address the true causes and NOT symptoms of these causes.

* asking why 5 Times is a general guideline but not a must; can be asked 3, 4, 7... times, as much as we need to ask WHY? to get to the root cause problem.

* the selection of a particular (academic) perspective on the problem will allow us to draw upon a rich body of literature to help us formulate a feasible problem statement

Selecting an academic perspective will help us narrow down our research.

↳ How??

provide us with a vast body of knowledge that will help us to shape our own thinking and spark valuable insights on the problem under study.

So basically → we need to transform a broad management problem into a feasible topic for research.

↳ preliminary information gathering will help us to make the necessary transformations

★ Three initial stages of the research process; how to get from broad management problem to a feasible topic for research



1. Identification of the problem:

The awareness and understanding of the current work and view points in the subject area may change your perspective on what the problem area is and encourage you to refine the problem statement.

2. Preliminary Research

- Once we have identified the broad problem area preliminary research should help the researcher to gain a better understanding of the problem and to narrow the problem down to researchable topic for study.
- It helps researchers find answers to questions such as "What is the problem?!" "Why does the problem exist!?" "Is the problem important?!" "What are the benefits of solving the problem?"
- exact nature of the information needed for this purpose depends on the type of the problem one is addressing.

classified into
two headings

information on the organization and its environment, that is the context factors.
(discussed in the next page)

information on the topic of interest

(discussed in page 26)

→ Nature of Information gathered.
(background information on the organization)

⊗ useful in talking knowledgeably with managers and other employees in the company.

⊗ raising appropriate issues related to the problem.

⊗ understanding of these factors might be helpful in arriving at a precise problem formulation.

Contextual factors:

1. The origin and history of the company – when it came into being, business it is in, rate of growth, ownership and control, and so on.
2. Size in terms of employees, assets, or both.
3. Charter – purpose and ideology.
4. Location – regional, national, or other.
5. Resources – human and others.
6. Interdependent relationships with other institutions and the external environment.
7. Financial position during the previous five to ten years, and relevant financial data.
8. Information on structural factors (for instance, roles and positions in the organization and number of employees at each job level, communication channels, control systems, workflow systems).
9. Information on the management philosophy.

Contextual information → may be obtained through various primary and/or secondary data collection

Secondary data → data collected by others for another purpose than the purpose of the current study.

⇒ Criteria for evaluating secondary data:

- ① **Timeliness** of the data: when were the data collected? impo. that the data is up to date. (Newest)
- ② **Accuracy** of the data: what is the purpose of presenting the data? (who collected and how?)
- ③ **Relevance** of the data: Not all the data you will find will be relevant to your research
- ④ **Costs** of the data.
 - How much does the data cost?
 - Do the benefits outweigh the cost?
 - Are you better off collecting other data?
 - Primary data methods better way??!

↙
data collected first hand for specific purpose.

Information on the topic or subject Area

⊗ The literature: the body knowledge available to you as a researcher.

(Textbooks, journal articles, published/unpublished material.)

⊗ helps you to structure your research on the work already done and to develop the problem statement with precision + clarity.

⊕ helps you make informed decisions about your research approach

3. Defining the problem statement :

after gathering preliminary information, the researcher is in a position to narrow down the problem from its original broad base and define the issue of concern more clearly.

The problem statement is

- unambiguous
- specific
- focused
- addressed from academic perspective

Note: No amount of good research can find solutions to the situations if the critical issue or the problem is not clearly pointed.

What makes a good problem statement :

- includes research objectives
- // research questions.

The ultimate aim of applied research :

change something in order to solve a specific problem encountered in the work setting.

Remember: The statement of the research objectives should be brief, but should communicate clearly the focus of the project.

* Examples of the research objectives:

Examples of research objectives

- To find out what motivates consumers to buy a product online.
- To study the effect of leadership style on employees' job satisfaction.
- To investigate the relationship between capital structure and profitability of the firm.
- To establish success factors regarding the adoption and use of information systems.
- To determine the optimal price for a product.
- To investigate the influence of the in-store shopping environment on impulse buying.
- To establish the determinants of employee involvement.
- To understand the causes of employee absence.

* Once the purpose of the study has been identified, one is able to formulate the research question(s) of the study.

* the research questions specify what we learn about the topic.

* research questions are translation of the problem of the organization into a specific need for information.

BOX 3.6

BUSINESS PROBLEM TRANSLATED INTO PROBLEM STATEMENT

Problem	Problem statement	
	Research objective	Research questions
Frequent and long delays may translate into much frustration among airline passengers, to switching behavior, and to negative word-of-mouth communication. These feelings and behaviors eventually have negative effects on the performance and the profitability of the firm.	The purpose of this study is twofold: (1) to identify the factors that influence the passengers' waiting experience and (2) to investigate the possible impact of waiting on customer satisfaction and service evaluations.	<ol style="list-style-type: none"> 1. What are the factors that affect the perceived waiting experience of airline passengers and to what extent do these factors affect the perception of waiting times? 2. What are the affective consequences of waiting and how does affect mediate the relationship between waiting and service evaluations? 3. How do situational variables (such as filled time) influence customer reactions to the waiting experience?

There are Three criteria to accessing the quality of the problem statement:

① relevant: meaningful from a managerial perspective, academic perspective or both

managerial perspective:

area that the manager believes needs to be improved in the organization

problem currently exists in organizational setting

academic perspective:

nothing is known about a topic

much is known about the topic, but the knowledge is scattered and not integrated.

much research on the topic available but the results are partly contradictory

established relationships do not hold in certain situations

② feasible: if you are able to answer the research questions within the restrictions of the research project. These restricts are possibly related to time and money, but also available to respondents "(the expertise of the research)".

③ interesting

* research is time consuming

* many ups and downs present in the final version of your research

* vital that you are interested in the problem statement, that you are trying to answer.

↳ (stay motivated).

EXAMPLE

Well-defined research questions

1. To what extent do the structure of the organization and type of information systems installed account for the variance in the perceived effectiveness of managerial decision making?
2. To what extent has the new advertising campaign been successful in creating the high-quality, customer-centered corporate image that it was intended to produce?
3. How has the new packaging affected the sales of the product?
4. Has the new advertising message resulted in enhanced recall?
5. How do price and quality rate on consumers' evaluation of products?
6. Is the effect of participative budgeting on performance moderated by control systems?
7. Does better automation lead to greater asset investment per dollar of output?
8. Does expansion of international operations result in an enhancement of the firm's image and value?
9. What are the effects of downsizing on the long-range growth patterns of companies?
10. What are the specific factors to be considered in creating a data warehouse for a manufacturing company?

Basic Types of questions :

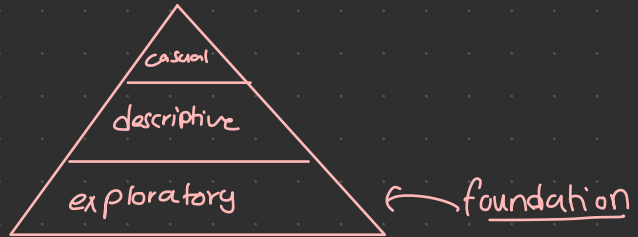
- ① exploratory : • developed when
- a) not much is known about a particular phenomenon
 - b) existing research results are unclear, suffer from serious limitations
 - c) the topic is highly complex.
 - d) there is not enough theory available to guide the development of a theoretical framework.

- it relies on qualitative approach.
- it is flexible in nature
- Activities similar to activities of inspector.
- focus on the research is broad at start then it becomes narrower as research proceeds.
- results are typically not generalizable to the population.

- ② descriptive : it is to obtain data that describes the topic of interest.
- research questions
- either quantitative or qualitative in nature.
 - it may help researchers to:
- ① understand the characteristics of group in given situation.
 - ② Help make certain / simple decisions.
 - ③ Think systematically about aspects in given situation
 - ④ Offer ideas for further probing and research.

- ③ Casual research questions
- tests whether or not one variable causes another variable to change.
 - researcher is interested in delineating one or more factors that are causing a problem.
 - problem X (is altered, removed) → problem Y is solved.
 - in order to establish a casual relationship:
 - ① the dependent and independent variable should covary.
 - ② independent variable (presumed casual variable) should proceed the dependent variable.
 - ③ No other factor should be possible cause of the change in the dependent variable.
 - ④ A logical explanation (theory) is needed and it must explain why the independent variable affects the dependent variable.

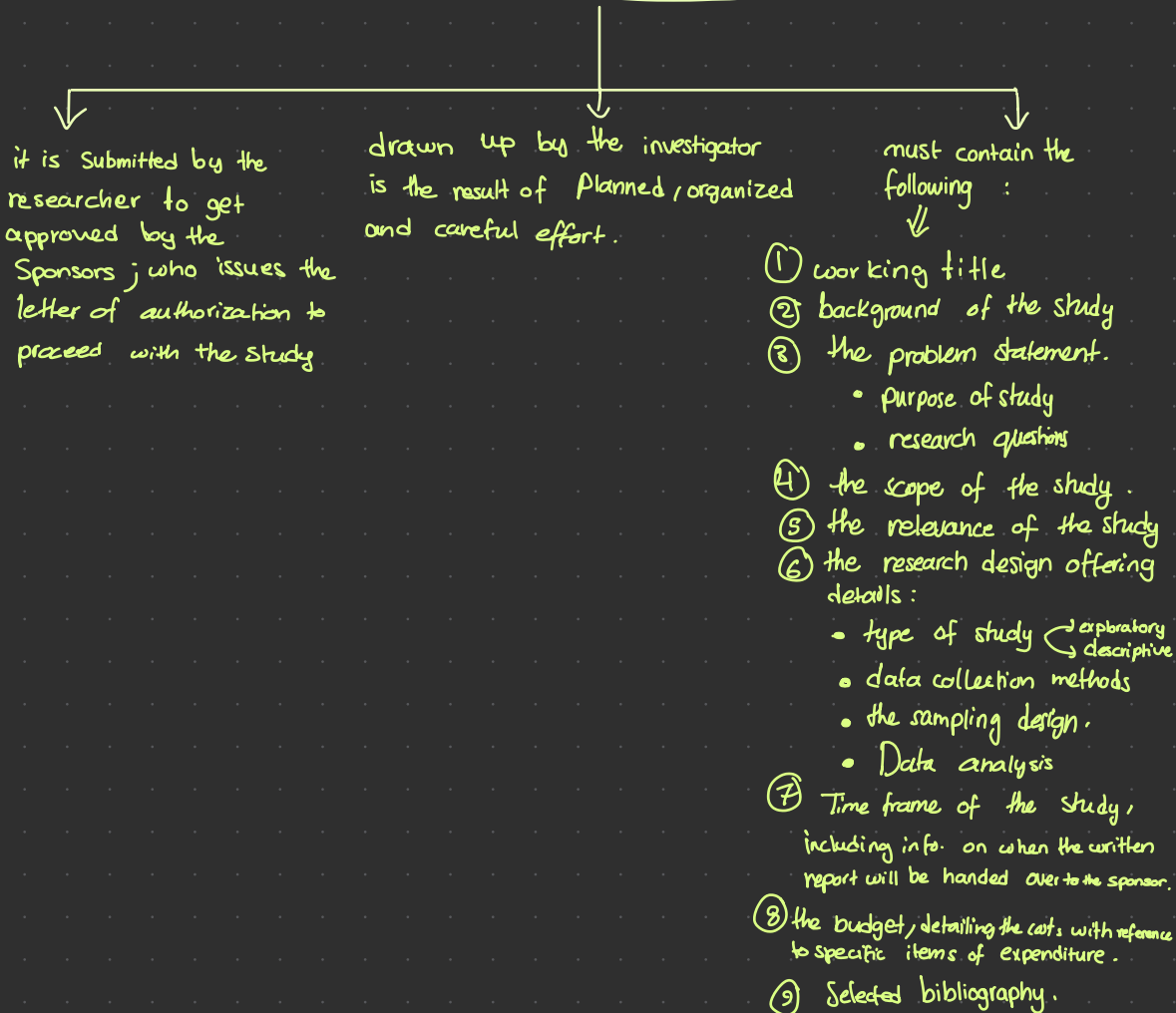
- Note:
- ① common to conduct exploratory research before moving to descriptive or casual studies in order to develop a thorough understanding of the phenomenon under study
 - ② the three types of research are often viewed as building blocks, where exploratory lays the foundation for descriptive and casual research builds on descriptive research.



The Research proposal :

The agreement between the person who authorizes the study and the researcher as to the problem to be investigated, methodology to be used, the duration of the study, its costs.

To insure that there is no misunderstanding ⇒ accomplished by research proposal.



Research proposal to study retention of new employees

Purpose of the study

To find a solution to the recurring problem of 40% employee turnover within the first three years of their recruitment, and more specifically to:

1. Draw up a profile of the employees who quit;
2. Assess if there are any special needs of the new recruits that require to be met; and
3. Determine the reasons for employees leaving the organization in the first three years.

Research question

How can small to medium-sized firms increase the organizational commitment of their employees?

Scope of the study

This research analyzes the problem of high turnover of employees within *small to medium-sized firms*.

Relevance of the study

The cost of employee turnover to firms has been estimated to be up to 150% of the employees' remuneration package (Schlesinger & Heskett, 1991). There are both direct and indirect costs involved. Direct costs relate to leaving costs, replacement costs, and transition costs, while indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime, and low morale. The results of this study provide managers with the means to decrease the costs of employee turnover.

The research design (i.e., details of the study)

Survey instruments. First, we will interview a small number of employees who have joined the company in the previous three years. Based on these exploratory findings, we will administer a questionnaire to all of the employees who have joined the company in the past three years.

Data collection. The interviews will be conducted during office hours in the conference hall of the organization at a prearranged time convenient to the interviewees. The questionnaire will be given to the employees to be completed by them in their homes and returned anonymously to the box set up for the purpose by the specified date. They will all be reminded two days before the due date to return their questionnaires, if not already done.

Time frame

The time frame necessary for completion of this research project is approximately five months. During these five months, periodic reports will be provided on the progress being made.

Budget

The budget for this project is in Appendix A.¹

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¹Please note that Appendix A has not been included as Model 3.1 is an example only.

Managerial Implications: ●●●

- Managers sometimes look at the **symptoms** in problematic situations and treat them as if they are the **real problems**, getting frustrated when their remedies do not work.
- Understanding the **antecedents–problem–consequences** sequence and gathering the relevant information to get a real grasp of the problem go a long way towards pinpointing it.
- Managers' **inputs** help researchers to define the broad problem area and to **narrow down** the **broad problem** into a feasible topic for research.
- Managers who realize that **correct problem definition** is critical to **ultimate problem solution**
 - to make sure that the objectives of the study are actually being achieved, managers **must stay involved throughout the entire research process**.
- Information exchange between the manager and the researcher during all the important stages of the research process **will** definitely **enhance the managerial relevance** and the **quality of the research effort**.

Ethical Issues in Preliminary Stages of Investigation

- 1 Preliminary information is gathered by the researcher to narrow the broad problem area and to define a specific problem statement
- 2 Once a problem is specified and a problem statement is defined, the researcher needs to assess his or her research capabilities; if the researcher does not have the skills or resources to carry out the project, he or she should decline the project.
- 3 If the researcher decides to carry out the project, it is necessary to inform all the employees particularly those who will be interviewed for preliminary data gathering through structured and unstructured interviews of the proposed study
- 4 The element of unpleasant surprise will thus be eliminated for the employees.
- 5 It is also necessary to assure employees that their responses will be kept confidential by the interviewer/s and that individual responses will not be divulged to anyone in the organization. These two steps make the employees comfortable with the research undertaken and ensure their cooperation. Employees should not be forced to participate in the study.
- 6 When employees are willing to participate in the study, they have the right to be protected from physical or psychological harm.
- 7 They also have a right to privacy and confidentiality. Attempts to obtain information through deceptive means should be avoided at all costs.

EXAMPLE

Checklist for dealing with ethical considerations and dilemmas during the first stages of the research process

- Why is this research project worth doing?
- How does the organization benefit from this project?
- What impact, if any, does your research have on the organization?
- Do you have the skills and resources to carry out this research project?
- Have you informed all the employees of the research project? Why not?
- Do you explain the purpose of your research to the participants? Why not?
- Are participants given the opportunity to decline participation?
- Are participants able to withdraw their consent at any point? How?
- Does the research cause you to have access to sensitive information? How will you ensure the confidentiality of this information?
- How will you ensure individual respondents cannot be identified from any research reports or papers that are produced?
- Are there any possible negative effects (long or short term) on your participants (including any physical or psychological harm)?
- How will you report back from the research to your participants?
- Where ethical dilemmas have arisen, what steps have you taken to resolve these?

End of
Chap. 3 #
;

The critical literature View

→ it is the selection of available doc. both (published / unpublished) on the topic, which contain information, ideas, data and evidence written from a particular Standpoint. → to fill certain aims or express certain Views on the nature of topic and how it is to be investigated and the effective evaluation of these documents in relation to the research being proposed.

→ literature review insures that :

- 1 • research effort is positioned relative to existing knowledge and builds on this knowledge.
- 2 • you can look at the problem from specific angle, it shapes your thinking and sparks useful insights on the topic of your research.
- 3 • Not run the risk of "reinventing the wheel", that is, wasting effort on trying to rediscover something that is already known.
- 4 • introduce relevant terminology and to define key terms used in your writing. (this is impo. bcz → the same term may have different meanings, (depending on context) → definitions will also help in giving structure to your essay.
- 5 • You obtain useful insights of the research methods that others have used to provide an answer to similar research questions. Knowledge of the research methods helps you replicate existing research (helps relate your findings to others findings).
- 6 • The research effort can be contextualized in wider academic debate. It allows you to relate your findings to the findings of others.

- In summary:**
- A critical review of the literature will spark many useful insights on your research topic.
 - It will allow you to work in an expert manner to make informed decisions and benefit from existing knowledge in many ways.

How to approach the literature review: (data sources)

Textbooks: → they can cover broad area of the topic (much more than articles.)
→ offer good starting point from which to find detailed resources (journals, articles, theses ...).

Theses: These often contain exhaustive review of literature in specific area.
• Most PhD theses include several chapters.
• These chapters have same structure and characteristics as academic journals and articles.
→ NOT every empirical chap. of thesis is published in an academic journal.

Un published manuscripts

→ any source not "officially" released by an individual, publishing house or other company
→ they are very up to date.

Newspaper: up to date information
opinions in newspaper are not always unbiased
→ useful source of specific market, industry, company information.

Reports: government departments and corporations commission or carry out a large amount of research.
→ provide useful source of specific market, industry, company information.

Journals: both academic and professional journals are important sources of up-to-date info. may or may not contain meta analysis: which is a type of analysis in which the results of several studies are combined and analyzed as if they are the result of large study.

- Summarize previous research findings to inform reader on the state of existing research.
- provide overview of all impo. research in specific area.
- Research Articles are reports of empirical research.
- Provide a compact overview of relevant literature.
- detailed description of the purpose, methods, results.
- They may provide you with a feel for the practical research.

Conference proceedings

Provides latest research, or research that has not been yet published.

- they are very up-to-date ⇒ that's why they are valuable.
- Not every manuscript presented in conference is eventually published in an academic journal, hence you must critically assess the quality of this information source.

The internet

- The information amount is enormous.
- it is regulated and unmonitored.
- Search engines like google and yahoo, can help you to find relevant information; example: google Scholar.

Searching for literature:

→ library nowadays have computer online systems to locate published information.

→ computerized database provide a number of advantages:

- Save enormous amounts of time.
- they are comprehensive in their listing and review of references.
- gaining access is inexpensive.

→ most libraries have the following electronic resources at their disposal

① electronic journal:

② full text database:

- Not much written about them in page: 56 in the book.

③ bibliographic database:

④ Abstract database:

Evaluating the literature:

① select relevant book, article:

② A glance of the titles.

③ The abstract of an article (overview of the study purpose, research, findings, conclusion...)

④ Articles introduction. overview of the problem addressed, it often ends with a summary.

⑤ The problem statement.

⑥ research questions / research objectives

⑦ table of contents: (also the first chapter of the book help you access the relevance of the book.

← give you feel what the researcher is studying

- To assess the quality of recent research you should ask the following questions:

- Is the main research question or problem statement presented in a clear and analytical way?
- Is the relevance of the research question made transparent?
- Does this study build directly upon previous research?
- Will the study make a contribution to the field?
- Is there a theory that guides the research?
- Is the theory described relevant and is it explained in an understandable, structured, and convincing manner?
- Are the methods used in the study explained in a clear manner (description of methods)?
- Is the choice of certain methods motivated in a convincing way (justification of methods)?
- Is the sample appropriate?
- Are the research design and/or the questionnaire appropriate for this study?
- Are the measures of the variables valid and reliable?
- Has the author used the appropriate quantitative and/or qualitative techniques?
- Do the conclusions result from the findings of the study?
- Do the conclusions give a clear answer to the main research question?
- Has the author considered the limitations of the study?
- Has the author presented the limitations in the article?

documenting the literature view:

- It is important to convince the reader that the researcher is knowledgeable about the problem area and has done the preliminary homework to conduct the research.
- The literature survey should bring together all relevant information in a cogent and logical manner instead of presenting all the studies in chronological order + pieces of uncoordinated information.
- There are several accepted methods of citing references in the literature survey section and using quotations.
 - ① the Publication Manual of American Psychological Association
 - ② the Chicago manual style.
 - ③ Turbians's manual for writers

Ethical Issues:

Research involves building on the work of others, when you summarize / add to / or challenge the work of others, you have to be careful of:

both considered
to be fraud

- ① purposely misrepresenting the work of other Authors: that's their viewpoints / ideas, findings.....
- ② plagiarism: the use of others original words, arguments, or ideas as though they were your own; even if this is done in good faith, ignorance, carelessness.

• plagiarism is a type of fraud that is taken very seriously in the academic world.

↳ bcz using the work of others as it was your own does not convey respect for the other people efforts.

• other reasons to take plagiarism seriously:

① Plagiarism makes it difficult for the reader to verify whether your claims about other authors and sources are accurate.

② You are participating in a scientific debate. you need to make your position clear by designating the authors whose work you are building on or whose ideas you are challenging.

COMMON FORMS OF PLAGIARISM

Sources not cited

1. **"The Ghost Writer"**

The writer turns in another's work, word-for-word, as his or her own.

2. **"The Photocopy"**

The writer copies significant portions of text straight from a single source, without alteration.

3. **"The Potluck Paper"**

The writer tries to disguise plagiarism by copying from several different sources, tweaking the sentences to make them fit together while retaining most of the original phrasing.

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4. **"The Poor Disguise"**

Although the writer has retained the essential content of the source, he or she has altered the paper's appearance slightly by changing key words and phrases.

5. **"The Labor of Laziness"**

The writer takes the time to paraphrase most of the paper from other sources and make it all fit together, instead of spending the same effort on original work.

6. **"The Self-Stealer"**

The writer "borrows" generously from his or her previous work, violating policies concerning the expectation of originality adopted by most academic institutions.

Sources cited (but still plagiarized)

1. **"The Forgotten Footnote"**

The writer mentions an author's name for a source, but neglects to include specific information on the location of the material referenced. This often masks other forms of plagiarism by obscuring source locations.

2. **"The Misinformer"**

The writer provides inaccurate information regarding the sources, making it impossible to find them.

3. **"The Too-Perfect Paraphrase"**

The writer properly cites a source, but neglects to put in quotation marks text that has been copied word-for-word, or close to it. Although attributing the basic ideas to the source, the writer is falsely claiming original presentation and interpretation of the information.

4. **"The Resourceful Citer"**

The writer properly cites all sources, paraphrasing and using quotations appropriately. The catch? The paper contains almost no original work! It is sometimes difficult to spot this form of plagiarism because it looks like any other well-researched document.

5. **"The Perfect Crime"**

Well, we all know it doesn't exist. In this case, the writer properly quotes and cites sources in some places, but goes on to paraphrase other arguments from those sources without citation. This way, the writer tries to pass off the paraphrased material as his or her own analysis of the cited material.