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Enry1.Positionality and Individuality in Research Process

Definition: positionality and individuality

Barney W (2010) cited positionality refers to the individual's understanding of the world, which be various according to personal values, views and location in time and space. Positionality is constituted by the groups of individuality aspects including social and spatial positions which act on the knowledge an individual has about things, both for material and abstract. Individuality is about most particular part of yourself, is your essential features (see table 1. Type of positionality). Tahir H.H (2016) describes individuality is the physical status of a person which makes him distinct from any other person which forms who you are and it depends on heredity when you were born, such as ability, perception, skin colour, those all individual's qualities combined together formed individuals.

How positionality and individuality affect research process?

Research is shaped inevitably by the actions and values of the researcher (Barney W, 2010). Compared with Jesseph's analysis on his research case, positionality has intensive influence on qualitative research but it be changed dynamically depending on the different context (Jesseph, T 2012). Barney (2010) distinguished two strategies confronted with positionality which refer to the use of third person in writing and the other is self-criticism (so as called reflexivity) to conduct value-free research towards more objectivity and neutrality research. Ann.LC(2004) mentioned that interacting with different respondents can lead researcher into the position of both "insider" or "outsider", in which position needs researcher to become a critically reflexive practitioner. (ideas extracted shown in framework1). While oppositely cited by Rose (1985) that there is no neutrality. There is only greater or less awareness of one's biases.

To be objective or subjective

Based on all those empirical evidences that emphasized the importance and influence exposed by positionality and individuality during the research process, the space between occupying the position of “insider” and “outsider” need to be considered. Sonya,C.,et al (2009) cited that being “outsider” or “Insider” makes us a different type of researcher. Compared with insider and outsider of researcher, it will cost and beneficial for researcher to do that. There is no objectivity in the social world. Everyone has multiple insider and outsider positions at the same time.

How to build up our critical thinking?

For understanding one specific topic, we need firstly read as many as relevant materials and explore practitioner positionality as part of learning and combined our own positionality to reflex ourselves under specific research context and make assumption for any proposed idea. (Mark L.,et al. 2018) Through this process, it would practice our critical thinking and collect more relevant knowledge about our own research topic.

Practical examples about critical review

when reading supported materials relevant to learning topic, first thing is supposed to obtain general idea and then break down most relevant part into mind chart to drive us think critically and lead us to form a new insight into research issues need to be done for reality. (example show as in framework 2)

Appendix1. Academic Sources of Information

1. Ann L. C (2004) *On Becoming a Critically Reflexive Practitioner*, Journal of Management Education 2004; 28; 407 DOI:10.1177/1052562904264440
2. Barney W. (2010) *Encyclopedia of Geography Positionality* Publishing Company: SAGE Publications, Inc. Print page: 2258
3. Joseph KT. (2012) *Benefits, challenges, and dynamism of positionalities associated with mixed methods research in developing countries: evidence from Ghana*, journal of mixed methods research, Volume:6 issue:4, page(s):379-391.10.1177/1558689812453332
4. Mark LT,M. et al (2018) *Approaching Critical Service-Learning: A Model for Reflection on Positionality and Possibility* Journal of Higher Education Outreach and Engagement, Volume 22, Number 2, p. 31, ISSN 1534-6104, eISSN 2164-8212
5. Rose, P. (1985) *Writing on women: Essays in a renaissance* Middletown, CT: Wesleyan University Press.
6. Sonya, C.D, Jennifer L.B (2009) *The Space Between: On Being an Insider-Outsider in Qualitative Research*, Volume: 8 issue: 1, page(s): 54-63 doi.org/10.1177/160940690900800105

Appendix2. List of Useful Websites

1. Tahir H.H (2016) 'What are the differences between personality and individuality?' ResearchGate[blog]. Available at:
[https://www.researchgate.net/post/What are the differences between personality and individuality](https://www.researchgate.net/post/What_are_the_differences_between_personality_and_individuality) (Accessed:23 March,2019)
2. Wikihow (2018) *How to Express Your Individuality* Available at:
<https://www.wikihow.com/ExpressYourIndividuality>
(Accessed:23March,2019)

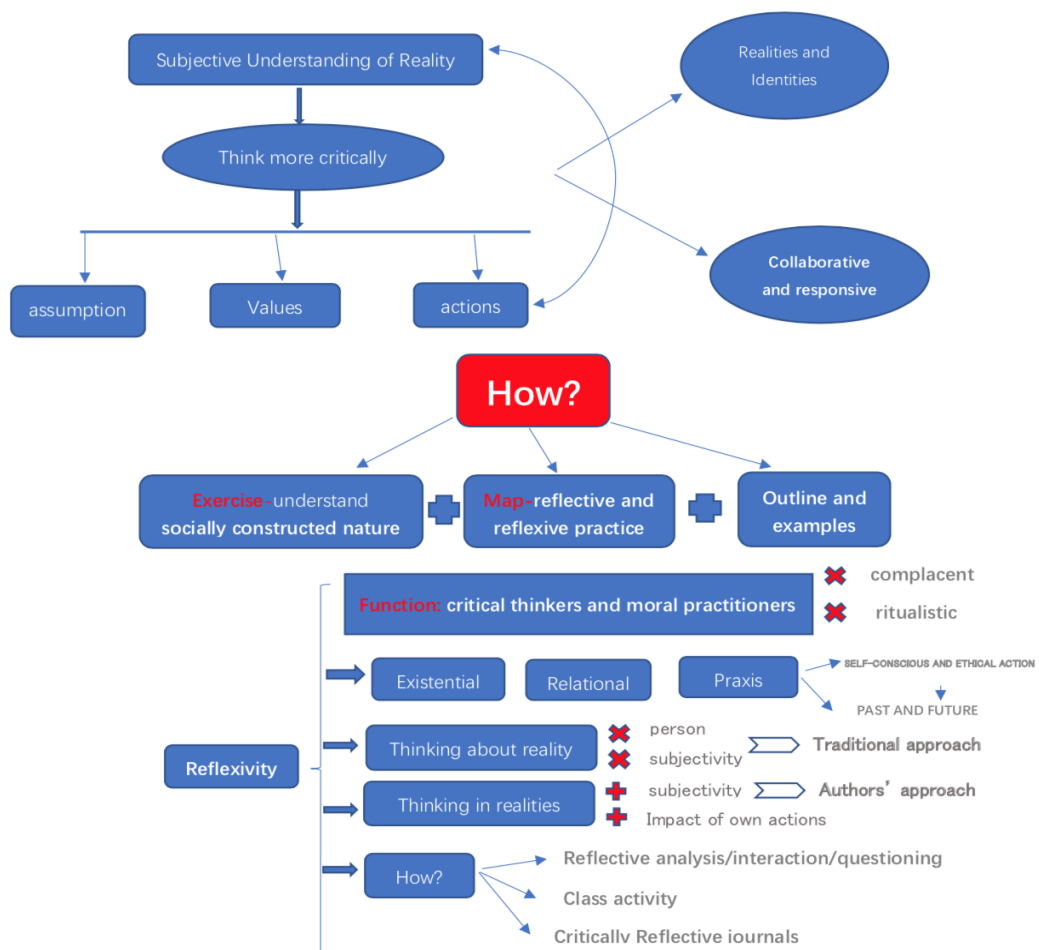
Appendix3. Any Useful Quotations, Frameworks, Tables

Positionality type	Example actions
1. Insider studies self	Researcher writes diary and analysis of his/her classroom-based teaching practices
2. Insider in collaboration with insiders	Researcher and two colleagues use same curriculum in their classes and compare experiences
3. Insider in collaboration with outsiders	Researcher invites co-researchers from other institutions to observe and analyze his/her situation
4. Insider-outsider teams	Researcher teams in two institutions analyze their own situations and compare experiences
5. Outsider in collaboration with insider	Researcher joins another researcher and studies his/her teaching setting
6. Outsider studies insiders	Researcher visits another school for observations and interviews

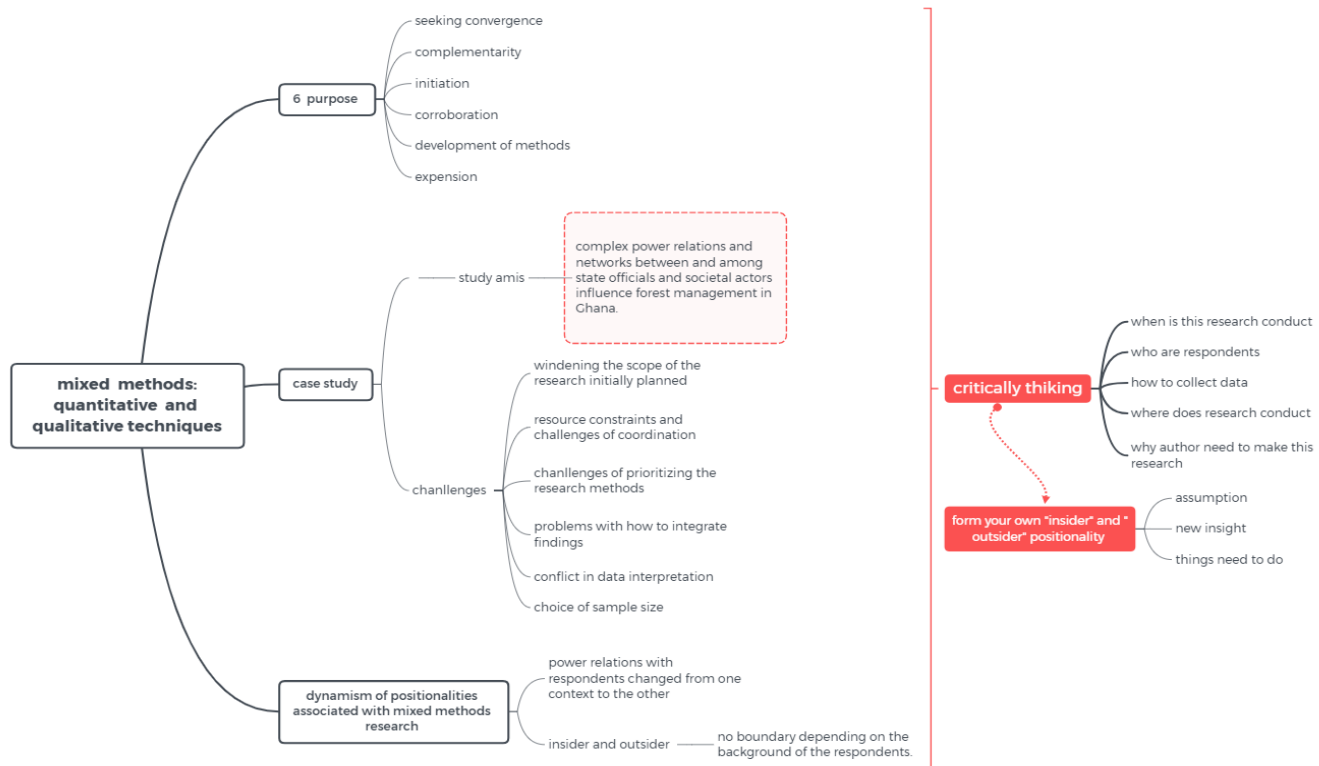
Adapted from Herr & Anderson, 2005

Table 1. Examples of researcher actions to establish positionality

Appendix4. Self-Development Activities



Framwork1. Critically Reflexive Practitioner on Research Topic



Framwork2. Critical Thinking on Research Topic

Entry 2. Reading and Evaluating Literature and Information Sources

What is critical thinking in research?

University of Leeds(2019) introduced that critical thinking in research needs researchers not accept the information be read or heard at face value and requires researchers to think about what are you going to research and get the whole picture of research field and reference, provide collected materials for statement, critically arguments and accumulate researchers' own new insights, compared opinions and theories.

Critical thinking and reading strategy

Critical thinking is an extension of critical reading. Critical reading means to proposed reasoned arguments to evaluate and analyse what you have read in order to advance your understanding. For critical reading, there are three steps, which are transformation of text content into your own points, comparison with your own examples and other writings on the subject and make interpretation of text as a whole.

Dudovskiy (2018) designed SQ3R Reading strategy can speed the research schedule. S-Survey is to read selectively which fast confirm your relevant materials. Q-Question is to set questions to guide your reading. R-Read is to gain the meaning of the author. R-Recall is to rethink and rewrite the key points. R-review is to check your understanding and clarify ideas.

The importance of critical thinking in research

By building critical thinking, it will help us to understand the critical literature review to our own research project. Saunders (2013, p.44) emphasized that the process of critically reviewing the literature requires us to know what research done and published in chosen area and clearly identify the research trends in progress. Through all those processes, keep your research questions and objectives in mind for better refining in the light of reading.

Characteristics of a Critical Thinker

Paul and Elder (2008) revealed a list about the characteristics of critical thinkers. They list the characteristics of critical thinkers as: Found out the key issues and existed problems, organizing them clearly and accuracy; Collects and formulate related information, applying theoretical materials to articulate it precisely. concludes to well-organized outcomes and findings and tests them within certain criteria. Paul & Elder (2008,p.xxiii) pointed out that considering issues openly and alternatively by using various aspects of thought, filtering and collecting as research needs, including the hypothesis, significations and experimental results, effective communication with others to figure out complex issues.

The literature sources available

Dudovskiy (2018) cited that there are three categories which include primary sources for the literature, secondary sources for the literature and tertiary sources for the literature, all sources are listed in Framework 1.

The way to record the literature

From Jankowicz, A.D(2000), three kinds of information need to record, including bibliographic details, brief summary of content and supplementary information. Use database software (such as Reference Manager for Windows, list for databased software seen table 1.) For bibliographic, we need to follow university required referencing style from *Harvard system* (seen table2.), *American Psychological Association (APA)system* and the *Vancouver or footnotes system*.

The way of evaluating the literature

Once obtaining the relevant research materials, it is necessary to read all the literatures related with your research topic. Saunders (2003, p.71) suggest that making notes about relevant items and find out what research has already been

undertaken and conduct your research topic and objectives in a broader context and citing the main writers in the field.

Appendix1. Academic Sources of Information

1. Dudovskiy, J (January 2018). *The Ultimate Guide to Writing a Dissertation in Business Studies: A Step-by-Step Assistance*. (2018 ed.). Research methodology.
2. Jankowicz, A.D. (2000) *Business Research Projects* (2nd edn), London, Chapman & Hall. Chapter 8 provides a good discussion of reviewing and using the literature for business research projects.
3. Paul, R. & Elder, L. (2008) *Critical thinking: tools for taking charge of your learning and your life* Pearson/Prentice Hall.
4. Saunders, et al (2003). *Research Methods for Business Students*. (3rd ed.). England: Pearson Education Limited.

Appendix2. List of Useful Websites

1. Skill you need (2019) *Critical Reading and Reading Strategy* Available at:
<https://www.skillsyouneed.com/learn/critical-reading.html> (Accessed: 19th April 2019).
2. TED Samantha (2016) *5 tips to improve your critical thinking*
Available at: <https://www.youtube.com/watch?v=dItUGF8GdTw>
(Accessed: 19th April 2019).
3. University of Leeds (2019) *Critical thinking What is critical thinking?*
Available
at: https://library.leeds.ac.uk/info/1401/academic_skills/105/critical_thinking
(Accessed: 19th April 2019).

Appendix3. Any Useful Quotations, Frameworks, Tables

1. **Describe** what you are reading.
2. **Analyse** the material's core arguments and conclusions.
3. **Evaluate** its significance and its successes / failures.

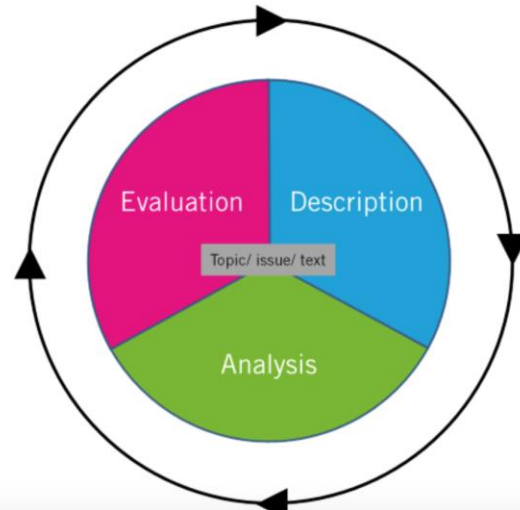


Table1.The module for critical thinking

source: Skill you need (2019) Critical Reading and Reading Strategy Available at:

<https://www.skillsyouneed.com/learn/critical-reading.html>

Citation styles [edit]

Software	APA	Chicago/Turabian	Harvard	MLA	Other	Extension method
Bebop	No	No	No	No	none	none
BibBase	Yes	No	No	No	none	none
BibDesk	Yes	yes	No	No	various	BibDesk export templates
Biblioscope	Yes	Yes	Yes	Yes	2000+ styles ^[citation needed]	Biblioscope format (through GUI)
BibSonomy	Yes	No	Yes	No	none	none
Bibus	Yes	No	No	No	56 styles, user-contributed	bibus format (through GUI)
Bookends	Yes	Yes	Yes	Yes	various ^[citation needed]	?
Citavi	Yes	Yes	Yes	Yes	9400+ styles. Styles can be requested and are centrally corrected; any BibTeX style when used with LaTeX.	Citavi format (through GUI), includes conditions and programmable components; BibTeX
CiteULike	Yes	Yes	Yes	Yes	various ^[citation needed]	none
colwiz	Yes	Yes	Yes	Yes	9207 styles	CSL
EndNote	Yes	Yes	Yes	Yes	6926 styles	EndNote format (through GUI)
F1000Workspace	Yes	Yes	Yes	Yes	9207 styles	CSL
JabRef	Yes	Yes	Yes	Yes	any BibTeX style	BibTeX
KBibTeX	Yes	Yes	Yes	Yes	any BibTeX style	BibTeX
Mendeley	Yes	Yes	Yes	Yes	9207 styles	CSL
Paperpile	Yes	Yes	Yes	Yes	9207 styles	CSL
Papers	Yes	Yes	Yes	Yes	9207 styles	CSL
Pybliographer	Yes	No	No	No	none	Pybliographer XML
Qiqqa	Yes	Yes	Yes	Yes	9207 styles	BibTeX and CSL
ReadCube Papers	Yes	Yes	Yes	Yes	9207 styles	BibTeX and CSL

Table2. List for database software for recording literature.

Source:https://en.wikipedia.org/wiki/Comparison_of_reference_management_software)

Systems of referencing 461

Table A2.2 Using the Harvard system to reference in the references or bibliography

To reference		Use the general format	For example
Books and chapters in books	Book (first edition)	Surname, Initials and Surname, Initials (date) <i>Title</i> , Publisher, Place of publication	Saunders, MNK and Cooper, SA (1993) <i>Understanding Business Statistics</i> , DP Publications Ltd, London
	Book (other than first edition)	Surname, Initials and Surname, Initials (date) <i>Title</i> (? edn), Publisher, Place of publication	Morris, C (1999) <i>Quantitative Approaches to Business Studies</i> (5th edn), Financial Times Pitman Publishing, London.
	Book (no obvious author)	Corporate name or Publication name (date) <i>Title</i> , Publisher, Place of publication	Mintel Marketing Intelligence (1998) <i>Designerwear: Mintel Marketing Intelligence Report</i> , Mintel International Group Ltd., London
	Chapter in a book	Surname, Initials and Surname, Initials (date) <i>Title</i> , Publisher, Place of publication, Chapter ?	Robson, C (2002) <i>Real World Research</i> (2nd edn), Blackwell, Oxford, Chapter 3.
	Chapter in an edited book	Surname, Initials (date) 'Chapter title', in Surname, Initials and Surname, Initials (eds), <i>Title</i> , Publisher, Place of publication, page numbers	Craig, PB (1991) 'Designing and using mail questionnaires' in Smith, NC and Dainty, P (eds), <i>The Management Research Handbook</i> , Routledge, London, pp. 181-9
Journal articles	Journal article	Surname, Initials and Surname, Initials (date) 'Title of article', <i>Journal name</i> , volume number, part number, pages	Storey, J, Cressey, P, Morris, T and Wilkinson, A (1997) 'Changing employment practices in UK banking: case studies', <i>Personnel Review</i> , 26:1, 24-42
	Journal article (no obvious author)	Corporate name or Publication name (date) 'Title of article', <i>Journal name</i> , volume number, part number, pages	Local Government Chronicle (1993) 'Westminster poised for return to AMA fold', <i>Local Government Chronicle</i> , 5 November, p. 5
Government publications	Parliamentary papers including acts and bills	Country of origin (date) <i>Title</i> , Publisher, Place of publication	Great Britain (1994) <i>Criminal Justice and Public Order Act 1994</i> , HMSO, London
	Others (with authors)	As for books	As for books
	Others (no obvious authors)	Department name or Committee name (date) <i>Title</i> , Publisher, Place of publication	Department of Trade and Industry (1992) <i>The Single Market: Europe Open for Professions, UK Implementation</i> , HMSO, London
Newspapers, including CD-ROM databases	Newspaper article	Surname, Initials and Surname, Initials (date) 'Title of article', <i>Newspaper name</i> , place of printing, day, month, pages	Roberts, D (1998) 'BAe sells property wing for £301m', <i>The Daily Telegraph</i> , London, 10 October, p. 31

Table3. Harvard system to reference in reference or bibliography

Saunders, M, Lewis, P & Thornhill, A (2003). Research Methods for Business Students. (3rd ed.).England: Pearson Education Limited. pp 461)

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Table 3.2 Tertiary literature sources and their coverage

Name	Format	Coverage
ABI Inform	Internet, CD-ROM	Indexes approximately 1000 international business and management journals. Also covers subjects such as engineering, law and medicine. Full text of selected articles from 500 journals may be available depending on subscription (CD-ROM updated monthly)
BIDS	Internet	Includes access to a wide range of services including journals contents pages
British National Bibliography (BNB)	CD-ROM, print	Bibliographic information for books and serials (journals) deposited at the British Library by UK and Irish publishers since 1950
British National Bibliography for Report Literature (formerly British Reports, Translations and Theses)	Microfiche, print	Detailed listings of research and practice reports produced by non-commercial publishers, local and national government, industry, research institutions and charities. Includes UK doctoral theses since 1970
British Library Public Catalogue	Internet	Gives access to British Library catalogues including reference collections and document supply collections (books, journals, reports, conferences, theses)
Business Periodicals Index	Internet, CD-ROM, print	Indexes English language business periodicals (articles and book reviews). North American focus. Selection for indexing is by subscriber preference and has altered over time (since 1959)
EBSCO Business Source Premier	Internet	Full-text articles from over 2000 management, business and economics journals, over 600 of which are refereed
EMERALD Fulltext	Internet	80+ full-text journals from MCB University Press
Emerald Management Reviews	Internet, CD-ROM	Abstracts of articles selected from more than 400 English language publications on the basis of a significant contribution to knowledge
European Business ASAP	Internet, CD-ROM	100 journals, mostly full text. Includes a mix of academic journals and business press
Global Books in Print	Internet	English language bibliographic information for books in print from most of the world!
Helecon	Internet, CD-ROM	Combined indexes from seven European databases on business and management. European focus (updated three times a year)
Index to Conference Proceedings	CD-ROM, on line, print	Indexes all conference publications, regardless of subject or language, held by British Library Document Supply Centre (updated monthly – print, quarterly – CD-ROM)
Index to Theses	Internet, print	Indexes theses accepted for higher degrees by universities in Great Britain and Ireland and by the CNAA
Ingenta	Internet	Journals contents page service, updated daily
ISI Web of Science	Internet	Includes access to a wide range of services including citation indexes
HMSO Monthly Catalogue	Print	Lists all publications published and distributed through HMSO (includes parliamentary, government department and European)
Key Note Reports	Internet	Key Note market information reports
Lexis Nexis Executive	Internet	Worldwide business media database, includes national and regional newspapers, trade journals and company annual reports
MINTEL	Internet, CD-ROM	Mintel reports plus short business press articles used in the compilation of the reports

Table4. The literature sources available: Saunders, M, Lewis, P & Thornhill, A (2003) Research Methods for Business Students. (3rd ed.). England: Pearson Education Limited. Pp.61)

Appendix4. Any Personal Self- Development Activities

1.Five steps for critical thinking decision

Steps1: formulate your question

Septs2: gather your information

Steps3: apply information

Steps4: consider the implications

Steps5: explore other points for view

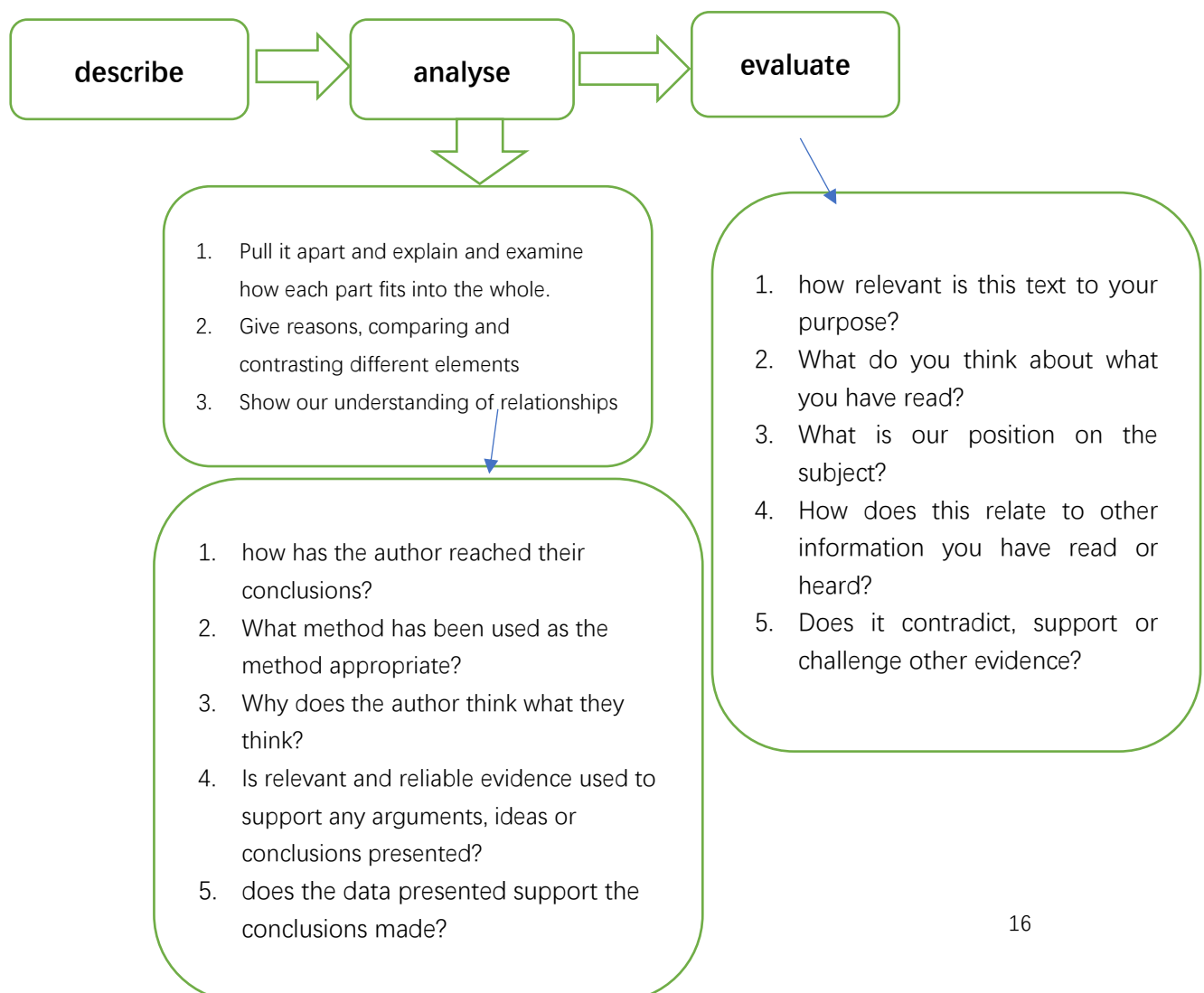
Source: University of Leeds (2019) *Critical thinking What is critical thinking?*

Available at:

https://library.leeds.ac.uk/info/1401/academic_skills/105/critical_thinking

(Accessed: 19th April 2019).

2.The model for building critical thinking



Entry 3. The Contribution of Research to Knowledge and Organizational Development

Social research contributes to social knowledge, and social knowledge about the social world plays a part in making the social world the way it is -knowledge is reflexive. (Byrne, 2017) The contribution of research project should have some impact on researcher, academic knowledge, organizations and individual (Chart 1).

DBA dissertation yields an original work for contributing the knowledge of particular field and present the analysis process to indicate the importance of your research. Gifford's (2014) figured out that the way to know the contribution of the research is to show if it fills the gap of existing research and for which extent broad the width of understanding of focused research topics.

Contribution for researcher

According to Gifford (2014), does your own experience of the Impact Agenda confirm or reject the idea that it really is not anything new? Different research topic would serve for various purpose, try to match categories of impact in table 1 to make your research be impact.

Contribution for academic knowledge

Petre&Rugg (2010) stated that Implication of research should extend knowledge or amplify the discourse, which means to offer evidence to researched findings that has valuable outcoming. **The research area is the first contribution.** The research project needs to conduct some new insight or fresh outcomes different from plenty of people's work to extend the understanding of knowledge or the case study in that topic. **Another way of contribution is by methodology adopted.** By doing literature review of previous study, researcher can discover a new method or approach in analysing the same problem. Rafael (2018) made different methods for data collection and statistics which add contribution to the body of knowledge. Unique

approach/model developed during research makes meaningful contribution to knowledge. (Lakey.J, 2014)

Contribution for organizations

As an individual researcher, it is important to create the contribution of your research to make sense to all stakeholders, including public, funders, potential new employers, colleagues and senior academic management. Lakey.J, (2014) stated that researcher need to realize the particular characteristics of the research with hinder impact. (see table1)

Contribution for Individuals

Donovan (2011) indicated that most research questions are framed through the desire to solve a specific problem or to answer a specific question, as research becomes increasingly applied, end users from the research will get benefit.

Appendix1. Academic Resource

1. Donovan,C.(2011)*State of the art in assessing research impact: introduction to a special issue*, *Research Evaluation*,20(3):175–9.
2. Lakey,J, et al (2014).*What Are the Different Characteristics of Research Impact?* In Denicolo ed. *Achieving Impact in Research*. UK: SAGE Publications Ltd, pp.35
3. Petre M& Rugg G (2010) *The Unwritten Rules of PhD Research Open Up Study Skills*. Berkshire: Open University Press, p.14

Appendix2. List of Useful Websites

- 1.Byrne D (2017) *Ontology, Reflexivity, Research impact*, Online ISBN:9781526408532, DOI: <https://dx.doi.org/10.4135/9781526408532.n6>
- 2.Chidi Rafael (2018).4 ways you can contribute to the body of knowledge Available at <https://nairaproject.com/blog/ways-to-contribute-to-the-body-of-knowledge.html>_(Accessed: 15th April 2019)
- 3.Gifford, S.P(2014), *Achieving Impact in Research*, DOI: <https://dx.doi.org/10.4135/9781473913950.n2> Methods: Research impact
- 4.Iowa State University. (2012). *Preparing a PhD Proposal*. Available at: <http://www.intrans.iastate.edu/education/documents/StudentGuideToPreparingForPhDProposal.pdf>. Last accessed 13th Mar 2013. (Accessed: 15th April 2019).
- 3.The University of Nottingham. (2012). *Writing a Research Proposal*. Available at: <http://www.nottingham.ac.uk/business/phd/Proposal.html>. accessed 13th Mar 2019.
- 5.Tutor2U (2019). *Motivation - Herzberg (Two Factor Theory)* Available at:<https://www.tutor2u.net/business/reference/motivation-herzberg-two-factor-theory> (Accessed: 15th April 2019).

Appendix 3. Any Useful Quotations, Frameworks, Tables

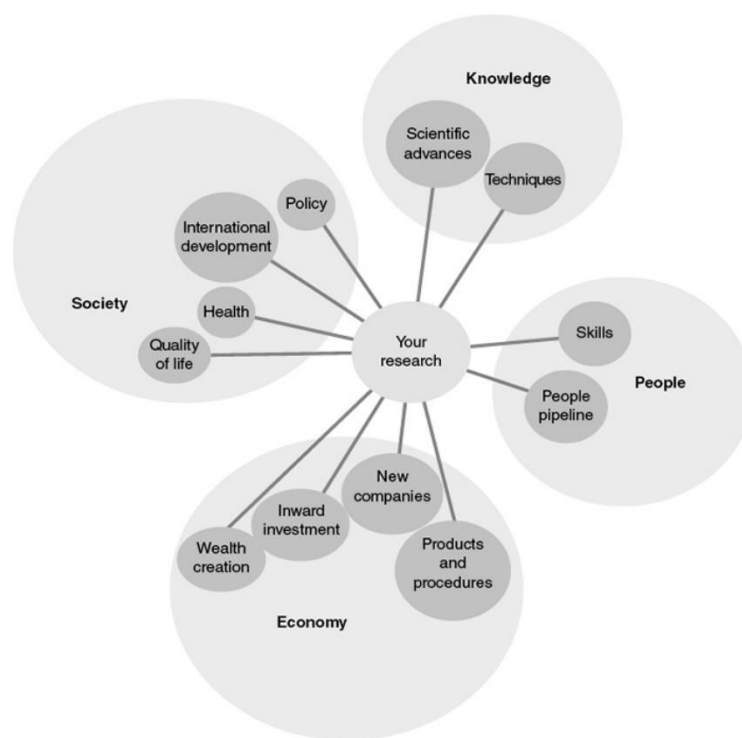


Chart1. Research contribution to different roles

Source: Gifford, S.P (2014), *Achieving Impact in Research*,

DOI: <https://dx.doi.org/10.4135/9781473913950.n2> Methods: Research impact

Science

- Knowledge
- Research activities
- Training

Technology

- Products and processes
- Services
- Know-how

Economy

- Production
- Financing
- Investments
- Commercialisation
- Budget

Culture

- Knowledge
- Know-how
- Attitudes
- Values

Society

- Welfare
- Discourses and actions of groups

Policy

- Policy-makers
- Citizens
- Public programmes

- National security

Organisation

- Planning
- Work organisation
- Administration
- Human resources

Health

- Public health
- Health system

Environment

- Management of natural resources and the environment
- Climate and meteorology

Symbolic

- Legitimacy/credibility/visibility
- Notoriety

Training

- Curricula
- Pedagogical tools
- Qualifications
- Graduates
- Entrance into the job market

- Fitness of training/work
- Career
- Use of acquired knowledge

Table1. Godin and Doré's typology of categories of impact

Source: The University of Nottingham. (2012). *Writing a Research Proposal*. Available at: <http://www.nottingham.ac.uk/business/phd/Proposal.html>. accessed 13th Mar 2019.

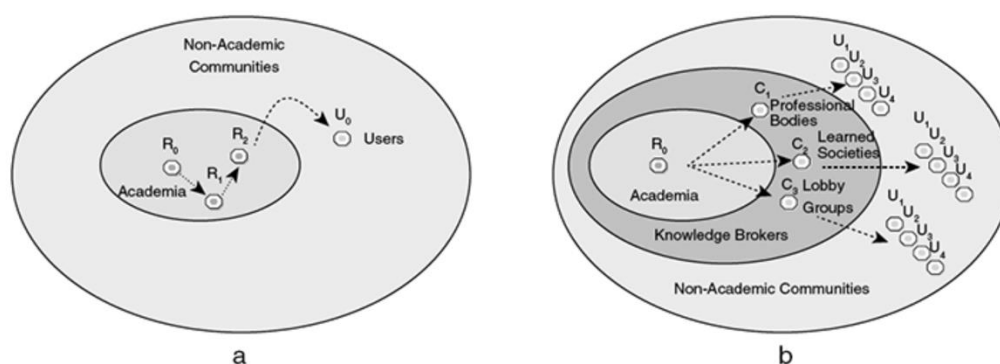


Chart2. Impact diffusion

Source: Gifford, S.P. (2014), *Achieving Impact in Research*, DOI: <https://dx.doi.org/10.4135/9781473913950.n2> Methods: Research impact

Appendix4. Any Personal Self- Development Activities

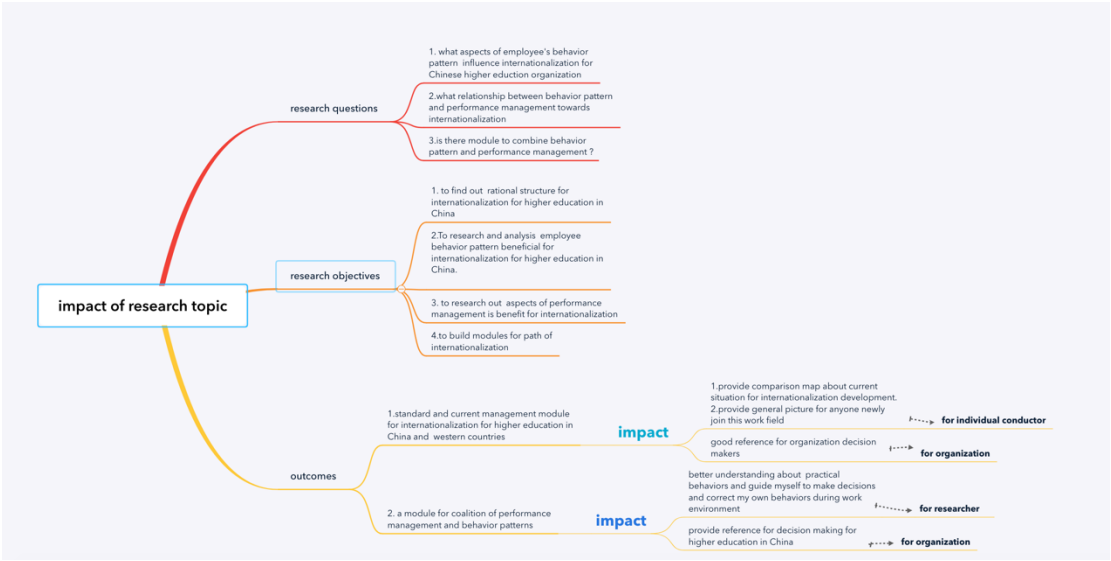


Chart3. Contribution for my research topic

Entry 4. How To Define Research Question

Things to think about before starting a research

There are many things needed to concern before starting a research, including generality of area to be investigated, research interest, accesses to the field, guaranteed research time, equipment or skills for data collection and adequate support for research project.

Defining a research topic

The first step to think more deeply about general area of interest which has close connection with discipline of study. The inner interest of research can motivate you to consist on finishing writing it up for an extended period of time. Whole understanding of the research area you are interested by knowing previous works done by social scientists will help you to define the way they have already made research on.

Secondly, work out specifically on a particular area of interest which motivated you as an appropriate research topic. Expending your knowledge of the field through literature search. Byrne (2017) stresses literature search means to process and procedures to find relevant materials related with specific research topic which include archival research, Boolean logic, databases and journal articles. There are six things need to prepare listed in chart 1. The key point for doing this is to choose the right keywords for searching. When you read, ask five questions (see Chart 2) Concerning ethical approval can help us to put research topic in right track.

Thirdly, reviewing the literature to know what the research issues being contested and to know how we know it. Byrne (2017) divided two main types for literature review, including secondary sources, the work done by specialists such as books, government reports, private sector research and surveys, grey literature which means product of research by organization, often one within the realm of governance. Database like FirstSearch, Web of Science, Science

Direct and Google Scholar are engines for searching reference materials by searching an author name and a keyword or phrase about your research topic. (see table 1)

Fourthly, writing the review to record all relevant materials with your research topic.

Develop good research questions

According to context of research, test of hypothesis could be conducted by approaches of hypothesis and by methodological approach of ground theory. Saunders (2014) defined five types of questions “why, what, when, where, how, who”. It is success research project if clear conclusions can be draw from data collection and match the predicted research questions. A standard for a good research question is to see if there is **new insight** created from real work. Clough and Nutbrown (2008) used ‘goldilocks test’ to subject the research topic if it is too big, too hot or just right. Based on general research questions to form research objectives which are clearer to show research purpose and direction. Developing good research questions also is built on development of ground-breaking theory which categorized by Creswell (1994) into three types including grand theories, middle-range theories and substantive theories. (see table 2) Considering theoretical position is before collection data collection used deductive approach, otherwise, developing theory after the data collection used inductive approach.

Appendix1. List of Useful Academic Sources of Information

1. Byrne, D. (2017). *How do I develop a research question? Project Planner*.
10.4135/9781526408525.
2. Crewel. (1994) *Research Design: Quantitative and Qualitative Approaches*,
Thousand Oaks, CA, Sage.
3. Clough, P. and Nutbrown, C. (2008) *A Student's Guide to Methodology*, 2nd
edn, London: Sage.
4. Saunders, et al (2003). *Research Methods for Business Students*. (3rd ed.).
England: Pearson Education Limited.

Appendix2. List of Useful Web Sites, Including Links to Codes of Practice, Advice

1. Hannah Tricia P. Regoniel (2016) *conceptual framework handbook for beginning researchers* available at: <https://simplyeducate.me/conceptual-framework-handbook/>(access: 14th April, 2019)
2. Sage pub (2017) *developing-a-researchable-question* available at:<https://methods.sagepub.com/project-planner/developing-a-researchable-question>(access: 14th April, 2019)

Appendix3. Any Useful Quotations, Frameworks, Tables

Secondary data	Secondary qualitative	metadata	qualitative is also increasingly available via archives
The UK's Office for National Statistics	The UK data archive	Qualitative GIS	https://data-archive.ac.uk
Eurostat	Mass observation archive		https://data-archive.ac.uk
	ICPSR data archive		https://www.icpsr.umich.edu/icpsrweb/

Table1. Search resources for data

Source: Sagepub (2017) developing-a-researchable-question

Available at:<https://methods.sagepub.com/project-planner/developing-a-researchable-question> (access: 14th April, 2019)

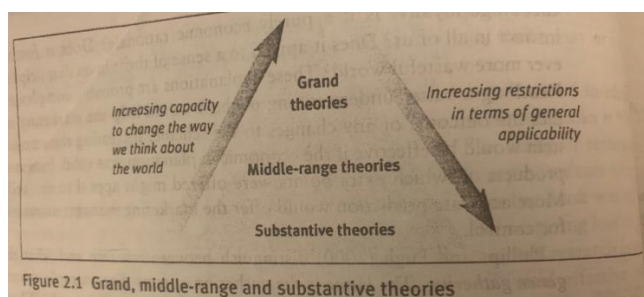


Table2. Grand, middle-range and substantive theories

Source: Saunders, M, Lewis, P & Thornhill, A (2003). Research Methods for Business Students. (3rd ed.)

Appendix4. Any Personal Self-Development Activities

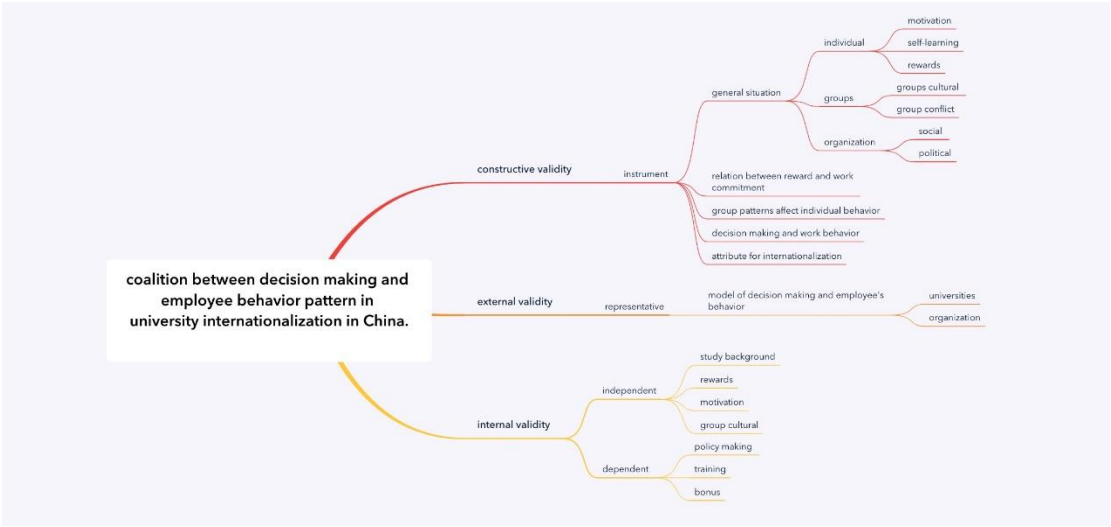


Table3. How to valid research topic

Entry5. Philosophical Framework for Research

Main philosophical paradigms

Saunders (2015) defined research philosophy as “the development of knowledge and the nature of knowledge”. Research philosophy refers to assumption and approach to use before starting a research project. Burrell and Morgan (1979) pointed out there are three assumptions including epistemological assumptions, ontological assumptions and axiological assumptions and distinguished five types of research philosophies: positivism, critical realism, interpretivism, postmodernism and pragmatist. (definitions see Appendix4) Different philosophical paradigms can articulate various expression of reality from phenomenology. (Guba& Lincoln,2000). One way to get awareness of research philosophy is to develop reflexivity of yourself by using HARP tool designed by Bristow and Saunders (see Chart 1).

The significance of research philosophy

It is strong connection and a circle loop between research beliefs and assumptions, research philosophies and research design, the chart 2 shown relationship between three of them. Those five research philosophies clarify research methods used during research. The first significance for researcher is to understand research philosophy before conducting research project is to clarify the research methods which can help researchers to collect evidence. The other significance is to assist researcher with different research methodologies and avoid doing irrelevant work. Saunders, et al. (2015) indicated that the value of researcher or the world view of researcher could affect the choice of research methods. Researcher can form a good research strategy according to the judgement of reality in social research.

Three approaches based on research philosophy

Deductive approach means that if your research is starting from theories which read and learn from reading, and all research process need to test this theory. **Inductive** approach is that research based on data and phenomena to create theory. Those two approaches are totally opposite. Similarly, and differently with deductive and inductive approach, **abductive** approach is to start research from data collection to create or revise a theory or design a model to explain patterns and by collecting additional data to test the theory. Saunders (2015) figured out that choosing different research approach depends on the emphasis and nature of the research. The comparison between three approaches are listed in Table 1. Howell K (2013) Combined of three approaches, but whatever approach it takes cannot be change the nature of the research topic.

Self-thinking points during learning research philosophy

Philosophy is a universal concept about reality that manifesting different form with different peoples. When we do social science research especially doing research on business and management, we need to consider the research philosophy in the scope of business instead of thinking universal. We need to focus on the specific understanding from assumption of ontology, epistemology and axiology about organization, individuals, practice. It could be various way if we do research in science field where they use different research philosophy.

Appendix 1. List of Useful Academic Sources of Information

1. Burrell, G. and Morgan, G. (1979) *Sociological Paradigms and Organizational Analysis*. London: Heinemann.
2. Howell, K. E. (2013). *Introduction to the Philosophy of Methodology*. London: Sage Publications
3. Padilla-Díaz, M. (2006). *Experiencias, Prácticas y Significados Atribuidos a la Convivencia en un Contexto de Equidad por Género entre un Grupo de Parejas Heterosexuales Puertorriqueñas: Consideraciones Feministas para la Consejería de Parejas*. (Unpublished Doctoral Dissertation). San Juan, PR: Universidad Interamericana de Puerto Rico, Recinto Metropolitano.
4. Saunders, et al (2015). *Understanding research philosophy and approaches to theory development*. In: Saunders, Mark N. K.; Lewis, Philip and Thornhill, Adrian eds. *Research Methods for Business Students*. Harlow: Pearson Education, pp. 122–161.

Appendix 2. List of Useful Web Sites, Including Links to Codes of Practice, Advice

1. Gary Rolfe(2016) Philosophical basis for research Available from:
<https://www.mheducation.co.uk/openup/chapters/9780335245734.pdf>
[Accessed 15th April 2019].
2. UKEssays. November 2018. Understanding Research Philosophy Why Is It Important Sociology Essay. [online]. Available from:
<https://www.ukessays.com/essays/sociology/understanding-research-philosophy-why-is-it-important-sociology-essay.php?vref=1> [Accessed 15th April 2019].

Appendix 3. Any Useful Quotations, Frameworks, Tables

Please indicate your agreement or disagreement with the statements below. There are no wrong answers.		Strong	Agree	slightly	slightly	Disagree	Strong
Your views on the nature of reality (ontology)							
1	Organisations are real, just like physical objects.	☐	☐	☐	☐	☐	☐
2	Events in organisations are caused by deeper, underlying mechanisms.	☐	☐	☐	☐	☐	☐
3	The social world we inhabit is a world of multiple meanings, interpretations and realities.	☐	☐	☐	☐	☐	☐
4	'Organisation' is not a solid and static thing but a flux of collective processes and practices.	☐	☐	☐	☐	☐	☐
5	'Real' aspects of organisations are those that impact on organisational practices.	☐	☐	☐	☐	☐	☐
Your views on knowledge and what constitutes acceptable knowledge (epistemology)							
6	Organisational research should provide scientific, objective, accurate and valid explanations of how the organisational world really works.	☐	☐	☐	☐	☐	☐
7	Theories and concepts never offer completely certain knowledge, but researchers can use rational thought to decide which theories and concepts are better than others.	☐	☐	☐	☐	☐	☐
8	Concepts and theories are too simplistic to capture the full richness of the world.	☐	☐	☐	☐	☐	☐
9	What generally counts as 'real', 'true' and 'valid' is determined by politically dominant points of view.	☐	☐	☐	☐	☐	☐
10	Acceptable knowledge is that which enables things to be done successfully.	☐	☐	☐	☐	☐	☐
Your views on the role of values in research (axiology)							
11	Researchers' values and beliefs must be excluded from the research.	☐	☐	☐	☐	☐	☐
12	Researchers must try to be as objective and realistic as they can.	☐	☐	☐	☐	☐	☐
13	Researchers' values and beliefs are key to their interpretations of the social world.	☐	☐	☐	☐	☐	☐
14	Researchers should openly and critically discuss their own values and beliefs.	☐	☐	☐	☐	☐	☐
15	Research shapes and is shaped by what the researcher believes and doubts.	☐	☐	☐	☐	☐	☐
Your views on the purpose of research							
16	The purpose of research is to discover facts and regularities, and predict future events.	☐	☐	☐	☐	☐	☐
17	The purpose of organisational research is to offer an explanation of how and why organisations and societies are structured.	☐	☐	☐	☐	☐	☐
18	The purpose of research is to create new understandings that allow people to see the world in new ways.	☐	☐	☐	☐	☐	☐
19	The purpose of research is to examine and question the power relations that sustain conventional thinking and practices.	☐	☐	☐	☐	☐	☐
20	The purpose of research is to solve problems and improve future practice.	☐	☐	☐	☐	☐	☐
Your views on what constitutes meaningful data							
21	Things that cannot be measured have no meaning for the purposes of research.	☐	☐	☐	☐	☐	☐
22	Organisational theories and findings should be evaluated in terms of their explanatory power of the causes of organisational behaviour.	☐	☐	☐	☐	☐	☐

HARP Statements		Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
Please indicate your agreement or disagreement with the statements below. There are no wrong answers.							
23	To be meaningful, research must include participants' own interpretations of their experiences, as well as researchers' interpretations.	☐	☐	☐	☐	☐	☐
24	Absences and silences in the world around us are at least as important as what is prominent and obvious.	☐	☐	☐	☐	☐	☐
25	Meaning emerges out of our practical, experimental and critical engagement with the world.	☐	☐	☐	☐	☐	☐
Your views on the nature of structure and agency							
26	Human behaviour is determined by natural forces.	☐	☐	☐	☐	☐	☐
27	People's choices and actions are always limited by the social norms, rules and traditions in which they are located.	☐	☐	☐	☐	☐	☐
28	Individuals' meaning-making is always specific to their experiences, culture and history.	☐	☐	☐	☐	☐	☐
29	Structure, order and form are human constructions.	☐	☐	☐	☐	☐	☐
30	People can use routines and customs creatively to instigate innovation and change.	☐	☐	☐	☐	☐	☐

Your answer scores

Give yourself the points as indicated above for each answer within each philosophical tradition. The different philosophies are represented by specific questions in the HARP as indicated below. Fill each philosophy table with your answer scores, then total up the numbers for each philosophy. (For your reference, in the tables below the letters in brackets indicate whether the question tests your agreement with the ontological, epistemological, axiological, purpose of research, meaningfulness of data and structure and agency aspects of research philosophy.)

Each answer you gave is given a number of points as shown in the table below:

Strongly agree	Agree	Slightly agree	Slightly disagree	Disagree	Strongly disagree
3	2	1	-1	-2	-3

Chart 1. HARP reflexivity tool

Sourced from Saunders al (2015). *Understanding research philosophy and approaches to theory development*. In: Saunders, Mark N. K.; Lewis, Philip and Thornhill, Adrian eds. *Research Methods for Business Students*. Harlow: Pearson Education, pp. 152



Progressing your research project (*continued*)

Heightening your Awareness of your Research Philosophy (HARP)

Positivism: Questions 1, 6, 11, 16, 21, 26

Question	1 (ontology)	6 (epistemology)	11 (axiology)	16 (purpose)	21 (data)	26 (structure/agency)	Total
Answer score							

Critical Realism: Questions 2, 7, 12, 17, 22, 27

Question	2 (ontology)	7 (epistemology)	12 (axiology)	17 (purpose)	22 (data)	27 (structure/agency)	Total
Answer score							

Interpretivism: Questions 3, 8, 13, 18, 23, 28

Question	3 (ontology)	8 (epistemology)	13 (axiology)	18 (purpose)	23 (data)	28 (structure/agency)	Total
Answer score							

Poststructuralism/postmodernism:

Questions 4, 9, 14, 19, 24, 29

Question	4 (ontology)	9 (epistemology)	14 (axiology)	19 (purpose)	24 (data)	29 (structure/agency)	Total
Answer score							

Pragmatism: Questions 5, 10, 15, 20, 25, 30

Question	5 (ontology)	10 (epistemology)	15 (axiology)	20 (purpose)	25 (data)	30 (structure/agency)	Total
Answer score							

Reflection

Now, for the first of what will almost certainly be many philosophical reflections, consider the following questions regarding how you scored yourself.

- 1 Do you have an outright philosophical winner? Or do you have a close contention between two or more philosophies?
- 2 Why do you think this is?
- 3 Which philosophy do you disagree with the most?
- 4 Why do you think this is?

Chart 2. Developing your research philosophy: a reflexive process

Source: Saunders et al (2015). Understanding research philosophy and approaches to theory development. In: Saunders, Mark N. K.; Lewis, Philip and Thornhill, Adrian eds. Research Methods for Business Students. Harlow: Pearson Education, pp. 153

The HARP test results I taken is positivism -7, poststructuralism -1, critical realism 11, pragmatism 11, interpretivism 13. So currently, my research philosophy about management is interpretivism.

Appendix 4. Self-Improvement Activity

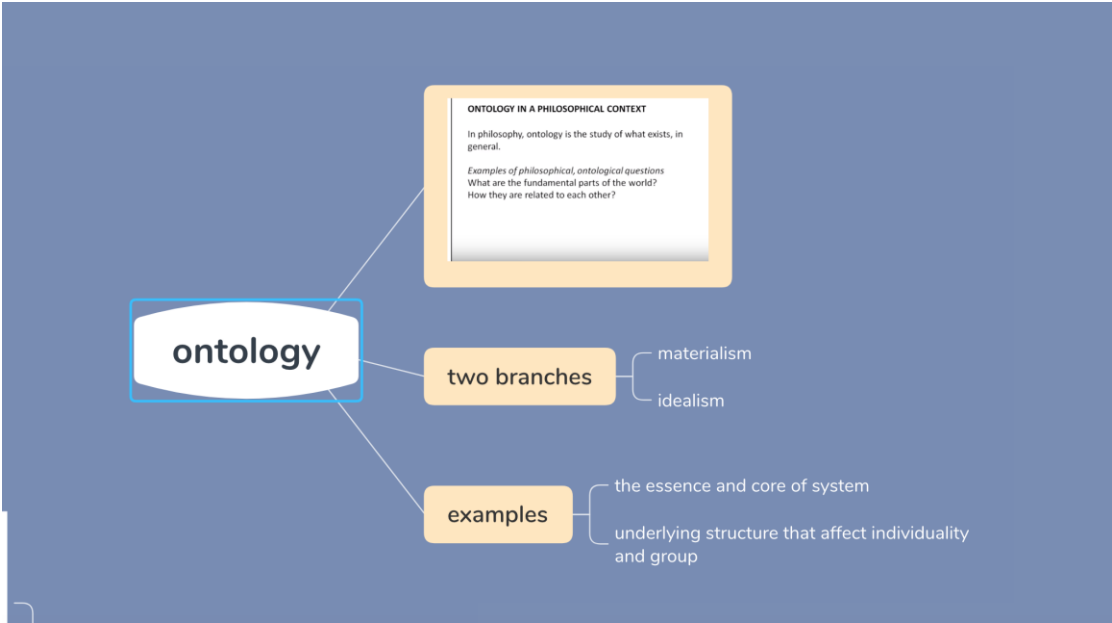


Table1.Ontology explanation

Epistemology concerns assumptions about knowledge, what constitutes acceptable, valid and legitimate knowledge, and how we can communicate knowledge to others (Burrell and Morgan 1979). It is related with the research method you use.

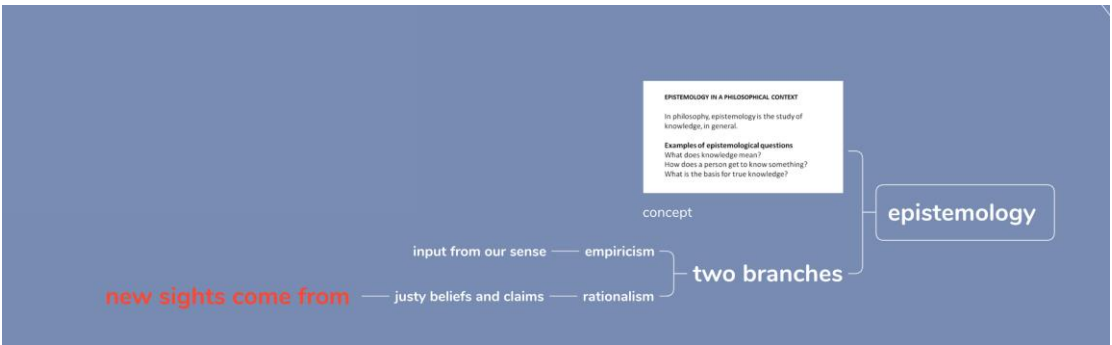


Table 2. Epistemology



Table 3. Axiology

Entry 6. Types of Research and Research Design

The important things need to think before research design

Before starting to have research design, there are two important things researcher need to fully considerate are that research philosophy and credibility of the research. Based on Saunders (2015), the best way to understand the whole picture of the research process is about research onion designed by Saunders, which draw the combination of research skills and process, time schedules, research methodology, strategies, and philosophies. (see figure 1)

How to make research design

Research design is a plan that researcher use research strategy to answer research questions. The first step is that researcher needs to decide which research methods to use from quantitative, qualitative or mixed methods. The research methodology and research strategy will lead researcher to research design.

Methodological choice

There are three types pf methodological choice which are quantitative, qualitative and mixed method. For most business and management research design tend to use mixed method of quantitative and qualitative methodology.

Quantitative research design

Quantitative research is mainly used within positivism, realist and pragmatist philosophies, partly be used within interpretivist philosophy with qualitative numbers when dealing with attributes of people, organizations or data about options.it is associated with a deductive approach to use data to develop theory quantitative research use experimental and survey research as research strategies. (Saunders, 2015)

Qualitative research design

“Qualitative research is often associated with an interpretive philosophy” (Denzin and Lincoln 2011). It may also be used in realist and pragmatist philosophies. inductive approach is used in qualitative research to build theory or enhance existed theory. Marta R et al (2012) stated that in business and management practice, abductive approach is adopted throughout the research. For data collection, qualitative research uses semi-structured interviews and corresponding qualitative analytical procedure. The strategies with qualitative research include action research, case study research, ethnography, grounded theory and narrative research.

Mixed methods research design

Philosophy of mixed methods design stands for tow philosophical positions. Three approaches could be used in mixed methods, including inductive, deductive and abductive approaches. (see figure 2)

Choosing research strategy

The choice of research strategy should be followed by research questions and objective, although different philosophy matches different approaches and strategies, but there are no clear boundaries among them. Creswell, J. W. (2014) introduce strategies when conducting research, including experiment, survey, archival and documentary research, case study, ethnography, action research, grounded theory and narrative inquiry.

Choosing a time horizon

Time horizon depending on research questions is explained as cross-sectional and longitudinal. Andrews, R. (2003) mentioned that cross- sectional often employ the survey strategy and longitude studies changes and development.

The quality of research design

Two factors that can judge about quality of research design are reliability and validity. Both quantitative and qualitative research methods need researcher think about reliability to enhance replication and consistency of research and validity think about the accuracy of measurement.

Appendix 1. List of Useful Academic Sources of Information

1. Andrews, R., 2003. *Research questions*, New York; London: Continuum.
2. Creswell, J. W. (2014). *Research design: qualitative, quantitative, and mixed methods approaches*. 4th ed. Thousand Oaks, California: SAGE Publications.
3. Denzin, N.K. and Lincoln, Y.S. (2011) *Introduction: The discipline and practice of qualitative research*, in N.K. Denzin and Y.S. Lincoln (eds) *The Sage Handbook of Qualitative Research* (4th edn). London: Sage, pp. 1–19.
4. Marta R et al (2012) *Quantitative Approaches on Staff Scheduling and Rostering in Hospitality Management: An Overview* DOI: [10.4236/ajor.2012.21016](https://doi.org/10.4236/ajor.2012.21016)
5. Saunders, et al (2015). *Understanding research philosophy and approaches to theory development*. In: Saunders, Mark N. K.; Lewis, Philip and Thornhill, Adrian eds. *Research Methods for Business Students*. Harlow: Pearson Education, pp. 122–161.

Appendix 2. List of Useful Web Sites, Including Links to Codes of Practice, Advice

1. Bryman & Bell (2019) *Business Research Methods International 4e* Chapter

2. Multiple choice questions. Available at:

<https://global.oup.com/uk/orc/xedition/brymanbrm4exe/student/mcqs/ch02/>

(access to 19th April, 2019)

2. Business & IP Centre (2019) *What makes a good qualitative research question?* Available at: <https://www.bl.uk/business-and-ip-centre/articles/what-makes-a-good-qualitative-research-question> (access to 19th April, 2019)

Appendix 3. Any Useful Quotations, Frameworks, Tables

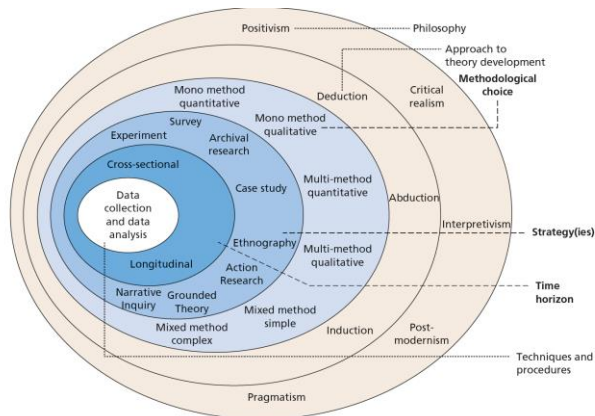


Chart 1. The research onion

Source: © 2015 Mark Saunders, Philip Lewis and Adrian Thornhill

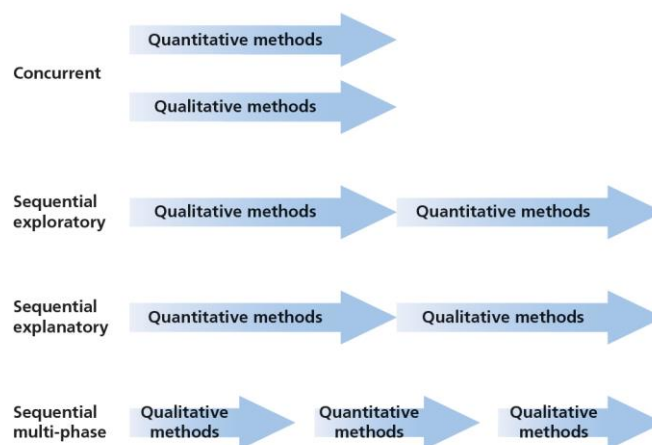


Chart 2. Mixed methods research designs

Source: © 2015 Mark Saunders, Philip Lewis and Adrian

Appendix 4. Self-Improvement Activity

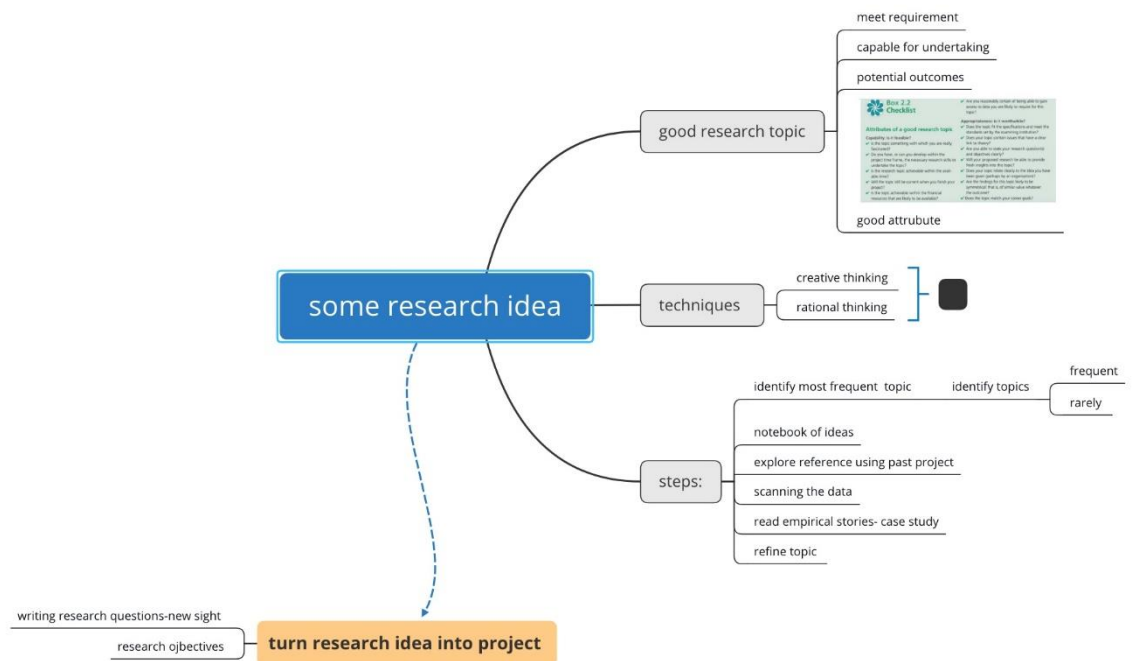


Chart 1. How to develop research idea into research project

Entry 7. Research Ethics and Integrity

The importance of research ethics

Saunders (2015) said business and management research are more involved human participants which are required highly for ethics concerns. Ethics concerns should be considered in any stages from seeking access, data collection and presentation of the research resulting. Qualitative research can cause more issues concerning ethics issues. Research ethics equips researchers with kinds of conduct which protect the rights of participants avoiding cause any harm and reach their research aim by using appropriate methodology with the minimum risk of adverse or harmful outcomes. (example conduct see in Chart 1) Doing research of DBA in UWTSD (2019) should follow strictly with the research ethics & integrity code of practice (details see link 1 in appendix 2)

Ensuring research integrity

Research integrity means the methods and the findings of research conducted in are trusted and believed. Within the university, research integrity means researchers meet standard professional requirements. The key elements of research integrity are including honesty, rigour, transparency and the care and respect of all participants. University of Bath (2019) stated that honesty requires researcher to present research goals, report research methods, acknowledge the work of others and justify claims based on research findings. Transparency an open communication means researcher need to declare conflict of interest, notify data collection methods and reuse of data from others, share research findings about both positive and negative way. Care and respect require researcher need to consider all participants and subject of research, including humans, animals, the environment and cultural objects.

Identify ethics issues during research

Most ethical issues can be dealt with during the design stage of research project.

There are important things we should keep clear when conduct research, including consent, data protection and data management, risk management and confidentiality and pseudonymity.

Consent needs to be considered about the scope of consent which could be through inferred consent, informed consent and deception. Consent can be produced through participant information sheet or information sheet (table 1) The chart 3 shows the nature of consent according to Saunders's theory. Consent are manifested as debriefing, habituation and covert study in data collection. (Saunders,2015)

Data protection and data management refer to the protection of individuals in data processing, storing and usage of personal data which requires researcher to use collected data during the research or after completion of research in the proper way avoiding to cause any trouble or harm for those people provide data for the research. Data protection and data management is not only cared about the information and data from participants involved during the research but also associated with the data to keep safety of researcher.

Confidentiality should be kept in researchers' mind especially when researcher has access to the organization, they are going to make research, there will be pile of policy and regulations are exposed to researcher if they fully trust this research project, so researcher should keep this information and not disclose information unless getting permission from organization.

Appendix 1. Academic Resource

1. Denzin, N.K. and Lincoln, Y.S. (2011) *Introduction: The discipline and practice of qualitative research*, in N.K. Denzin and Y.S. Lincoln (eds) *The Sage Handbook of Qualitative Research* (4th edn). London: Sage, pp. 1–19.
2. Saunders, et al (2015). *Understanding research philosophy and approaches to theory development*. In: Saunders, Mark N. K.; Lewis, Philip and Thornhill, Adrian eds. *Research Methods for Business Students*. Harlow: Pearson Education, pp. 122–161.

Appendix 2. List of Useful Web Sites, Including Links to Codes of Practice, Advice

1. Ricky Luppino(2014) *Risk management in research and development (R&D) projects: The case of South Australia* Available at:
https://www.researchgate.net/publication/271705468_Risk_management_in_research_and_development_RD_projects_The_case_of_South_Australia
(access to 20 April,2019)
- 2.UWTSD (2019) *Research Ethics & Integrity Code of Practice*, Available at:
<https://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/research/research-ethics-integrity-code-practice.pdf>
(access to 20 April,2019)
- 3.University of Bath (2019) *Definition of research integrity*, Available at :
<https://www.bath.ac.uk/corporate-information/definition-of-research-integrity/>
(access to 20 April,2019)

Appendix 3. Any Useful Quotations, Frameworks, Tables

- Research is conducted honestly
- Provides confidence that conclusions drawn from research can be relied upon to be accurate
- Minimises potential risks to researchers and participants of research, protecting the vulnerable and ensuring their safety and wellbeing
- Safeguards data collected during the course of research, particularly sensitive data, respecting confidentiality
- Avoids unfair allegations of misconduct, whilst ensuring that genuine concerns are appropriately investigated
- Prevents people being drawn into terrorism
- Ensures conflicts of interest are identified and avoided

Chart 1. Conduct for research ethics

Source: https://www.ed.ac.uk/files/atoms/files/research_ethics_and_integrity_awareness.pdf

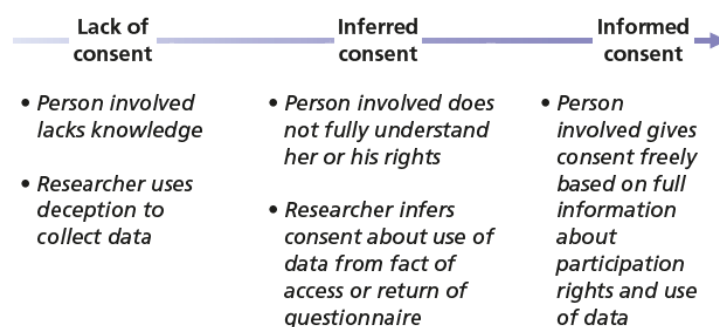


Chart 2. The nature of consent

Source: Saunders, 2015 research methods for business students.

Appendix 4. Self-Improvement Activity

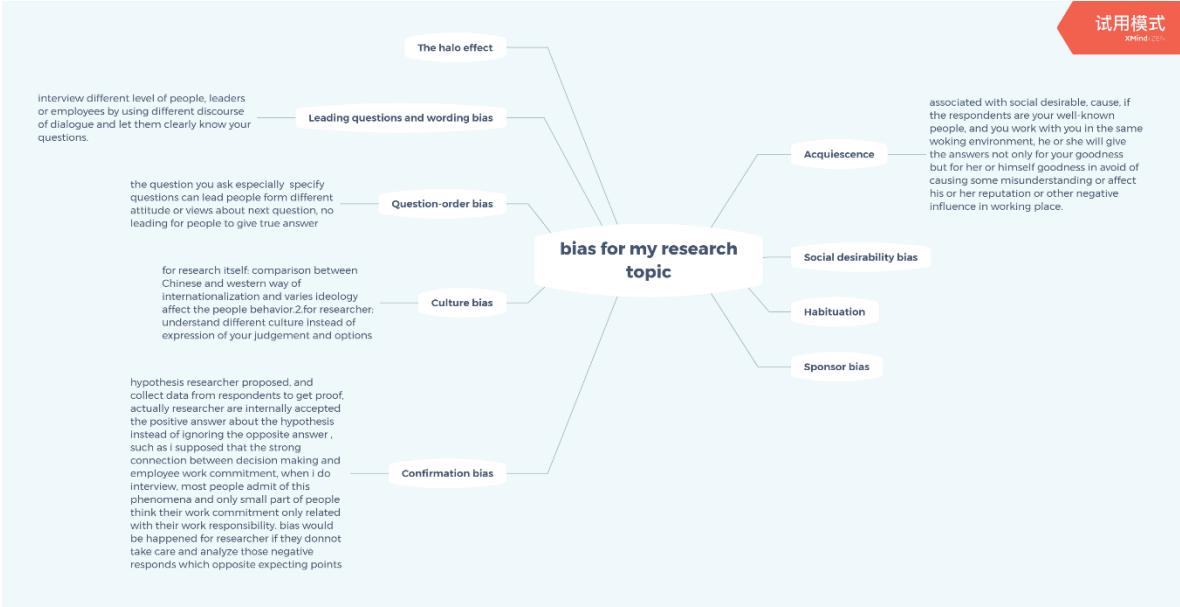


Chart 3 Bias analysis of research topic