Contents

List of Figures and Tables		viii
Acknowledgements		x
Foreword by Professor Mick Marchington		xi
Part 1	**INTRODUCTION**	**1**
Chapter 1	**The nature of research in HR, and how to use this book**	**3**
	How to use this book	3
	What is research in HR?	6
	The research process	8
	The nature of research	13
	Requirements for student projects	18
	The links between change and research in organisations	19
	Summary	25
	Further reading	28
Part 2	**PLANNING**	**29**
Chapter 2	**First stages in the HR project**	**31**
	How to use this chapter	31
	Deciding what to research	33
	Establishing the focus of the project	37
	Approaches to research	42
	Research design issues	45
	Access to data	56
	Ethical implications for research activities	59
	Final preparations – project planning	61
	Summary	63
	Further reading	65
Chapter 3	**Reviewing and evaluating existing knowledge**	**66**
	How to use this chapter	66
	Why read, when to read, and what to read	68
	Different types of literature	69
	Searching for and finding appropriate literature sources	71
	Reading the literature and making notes	77
	Evaluation and analysis	79
	The structure of the literature review	84
	Referencing your work	88
	Summary	91
	Further reading	93
Chapter 4	**Approaches to gathering data in HR research**	**94**
	How to use this chapter	94
	Using theory to make sense of data	97
	Qualitative and quantitative methods	104
	Planning to gather data	113
	Writing up the methodology	114
	Summary	115
	Further reading	117

Part 3	**ACTING AND OBSERVING**	**119**
Chapter 5	**Finding and using organisational evidence**	**121**
	How to use this chapter	121
	Different forms of documentary evidence	123
	Using data from organisational management information systems	126
	Finding and selecting appropriate documents for analysis	128
	Making sense of organisational information	133
	Summary	136
	Further reading	137
Chapter 6	**Collecting and recording qualitative data**	**139**
	How to use this chapter	139
	The use and importance of qualitative data in HR research	141
	Observation and participation	142
	Data from individuals	147
	Focus groups	158
	Sample selection for qualitative research	160
	Making sense of the data	163
	Summary	164
	Further reading	166
Chapter 7	**Analysing qualitative data**	**167**
	How to use this chapter	167
	The process of qualitative analysis	169
	Categorising and coding data	173
	Data display and analysis.	183
	Evaluating explanations and formulating conclusions	190
	Writing up the analysis	195
	The use of software for qualitative data analysis	195
	Summary	197
	Further reading	199
Chapter 8	**Using quantitative data in HR research**	**201**
	How to use this chapter	201
	The uses of quantitative data in HR research	205
	Where does quantitative data come from?	206
	Undertaking your own survey	208
	Collecting, organising and presenting quantitative data	222
	Analysing data to answer research questions	229
	Summary	234
	Further reading	236
Part 4	**REFLECTION**	**239**
Chapter 9	**Communicating your research**	**241**
	How to use this chapter	241
	Why, what, when and for whom to write	243
	Structuring and organising your writing	249
	Approaching the submission date	259
	Communicating what you have learned	261
	Summary	266
	Further reading	268

Chapter 10 Final reflections **269**
How to use this chapter 269
HR research – why bother? 272
The future of HR research 274
Developing practitioner-researchers in HR 274
Summary 275

References 277
Index 286