

# **Entrepreneur & Management Research**

**WEEK-03 : Thinking Like a Researcher: Paradigms and  
Perspectives**

Tumpal P. Situmorang



# 1. Review Week -02 : From Business Problems to Research Opportunities

- **Real-world business challenges often trigger academic research** (*e.g., investigating why startups fail in early stages rather than only observing that many ventures do not survive*).
- **Business problems become meaningful when they are analyzed systematically** (*e.g., examining why customers switch platforms instead of merely reporting customer loss*).

# 1. Review Week -02 : From Business Problems to Research Opportunities



- **Entrepreneurial environments provide rich research opportunities** (*e.g., studying how SMEs respond to digital transformation under market uncertainty*).
- **Critical thinking about practical issues is the starting point of research** (*e.g., questioning why conversion remains low despite high website traffic*).

Week -03

# **Thinking Like a Researcher: Paradigms and Perspectives**

## 2. Introduction

### Why Paradigms Matter in Research

- Research is shaped by assumptions about reality and knowledge** (*e.g., customer loyalty may be measured through survey scores or explored through customer narratives*).
- Different paradigms lead researchers to ask different kinds of questions** (*e.g., asking whether service quality affects loyalty or asking how customers experience dissatisfaction*).

## 2. Introduction

### Why Paradigms Matter in Research

- **Paradigms influence what counts as valid evidence** (*e.g., statistical significance in a survey or rich meaning in an in-depth interview*).
- **Understanding paradigms strengthens methodological consistency** (*e.g., aligning a study on startup failure with either statistical pattern analysis or founder experience exploration*).

### 3 — WHAT IS A RESEARCH PARADIGM?

- . **A research paradigm is a worldview that guides inquiry** (*e.g., seeing market behavior as measurable patterns or as socially interpreted action*).
- . **It defines what is treated as reality, knowledge, and evidence** (*e.g., treating trust as a scale score or as a lived customer perception*).

### 3 — WHAT IS A RESEARCH PARADIGM?

- . **It influences how researchers frame research problems** (*e.g., focusing on “what factors affect loyalty” or “how loyalty is experienced by customers”*).
- . **It affects practical research choices from design to interpretation** (*e.g., using surveys for hypothesis testing or interviews for meaning exploration*).

## 4. ONTOLOGY: WHAT IS REALITY?

- 
- **Ontology concerns the nature of reality** (*e.g., whether customer satisfaction is treated as an objective condition or as a subjective experience*).
- **Some researchers assume reality exists independently of observers** (*e.g., market share is seen as an external fact that can be measured directly*).

## 4. ONTOLOGY: WHAT IS REALITY?

- Others assume reality is socially constructed through meaning and interaction** (*e.g., brand loyalty is shaped by how customers interpret their relationship with the brand*).
- Ontological assumptions shape the direction of the entire study** (*e.g., choosing to measure behavior quantitatively or explore meaning qualitatively*).

## 5. EPISTEMOLOGY: HOW DO WE KNOW?

- **Epistemology concerns how knowledge is generated** (*e.g., knowing consumer trust through numerical indicators or through interpretive accounts*).
- **It asks how researchers can justify what they claim to know** (*e.g., whether evidence comes from statistical tests or from participant meaning*).

## 5. EPISTEMOLOGY: HOW DO WE KNOW?

- . **Some approaches emphasize distance and objectivity** (*e.g., minimizing researcher influence in survey-based studies*).
  
- . **Other approaches emphasize closeness and interpretation** (*e.g., understanding founder experience through in-depth interviews*).

## 6 — POSITIVISM / POSTPOSITIVISM

- **Positivism assumes reality can be studied objectively** (*e.g., customer trust can be measured through standardized items and analyzed statistically*).
- 
- **It emphasizes variables, measurement, and causal relationships** (*e.g., testing whether service quality influences loyalty*).

## 6 — POSITIVISM / POSTPOSITIVISM

- **It often uses structured quantitative methods** (*e.g., surveys, experiments, and statistical models*).
- 
- **It is strong when researchers seek generalizable patterns** (*e.g., identifying factors that shape influencer marketing effectiveness across many studies*).

# 7 — INTERPRETIVISM / CONSTRUCTIVISM

- **Interpretivism sees reality as socially constructed** (*e.g., startup failure is understood through how founders interpret their experience, not only through performance decline*).
- **It focuses on meaning, context, and lived experience** (*e.g., exploring how customers describe disappointment in a service encounter*).

## 7 — INTERPRETIVISM / CONSTRUCTIVISM

- **Researchers seek to understand participants' perspectives** (*e.g., examining how entrepreneurs define opportunity under uncertainty*).
- 
- **It is strong when the research problem involves process and sense-making** (*e.g., understanding*

## 8 — CRITICAL REALISM

- **Critical realism assumes reality exists but is not always directly visible** (*e.g., startup stagnation may reflect deeper structural constraints beyond visible poor sales*).
- **It looks for underlying mechanisms behind observable events** (*e.g., identifying the hidden structures shaping entrepreneurial decisions*).

## 8 — CRITICAL REALISM

- . **It bridges surface-level experience and deeper causal explanation** (*e.g., linking founder narratives to broader institutional and market pressures*).
- . **It is useful for complex business and entrepreneurship phenomena** (*e.g., explaining how opportunities are enabled or constrained by both agency and structure*).

## 9 — PRAGMATISM

- **Pragmatism focuses on what works best for the research problem** (*e.g., combining surveys and interviews to understand both pattern and meaning*).
- **It values practical fit over rigid loyalty to one paradigm** (*e.g., choosing mixed methods when one method alone is not enough*).

## 9 — PRAGMATISM

- **Researchers may integrate different forms of evidence** (*e.g., using numerical results to identify trends and qualitative accounts to explain them*).
- **It is especially useful for applied business research** (*e.g., solving complex organizational or market problems that require more than one lens*).

# 10 — PARADIGM AND METHODOLOGY

- **Paradigm shapes methodology** (*e.g., a positivist view often leads to surveys, while an interpretive view leads to interviews*).
- **Methodology should reflect philosophical assumptions** (*e.g., choosing observation when context and interaction matter*).

# 10 — PARADIGM AND METHODOLOGY

- **A mismatch between worldview and method weakens research** (*e.g., using rigid surveys for questions that require deep meaning exploration*).
- 
- **Methodological coherence strengthens academic credibility** (*e.g., aligning research questions, methods, and interpretation in startup studies*).

# 11 — PARADIGM IN MARKETING RESEARCH

- **Marketing research may use positivist approaches to measure customer behavior** (*e.g., testing how trust influences purchase intention through surveys*).
- **It may use interpretive approaches to understand customer experience** (*e.g., exploring how customers feel about service failure through interviews*).

# 11 — PARADIGM IN MARKETING RESEARCH

- **The same phenomenon can be studied through different paradigms** (*e.g., loyalty as repeat purchase behavior or as emotional attachment*).
- **Paradigm choice affects the kind of insight marketing research produces** (*e.g., broad patterns versus deep experiential understanding*).

## . 12 . PARADIGM IN ENTREPRENEURSHIP RESEARCH

. **Entrepreneurship research often deals with uncertainty, action, and lived experience** (*e.g., examining how founders respond to crisis and failure*).

. **Positivist approaches may identify broader behavioral patterns** (*e.g., measuring entrepreneurial orientation across firms*).

## 13 — CONCLUSION

- **Research is shaped by paradigms that define reality, evidence, and inquiry** (*e.g., studying loyalty through numerical models or experiential interpretation*).
- **Different paradigms offer different research logics** (*e.g., explanation through causality or understanding through meaning*).

## 13 — CONCLUSION

- **Paradigm awareness improves methodological coherence** (*e.g., aligning startup research with the right type of data and analysis*).
- **Strong research requires alignment between worldview and method** (*e.g., matching interpretive questions with qualitative inquiry*).

## 14 — KEY TAKEAWAYS

- **Paradigms shape how research is designed and conducted** (*e.g., choosing surveys for pattern testing or interviews for meaning exploration*).
- **Ontology asks what reality is, while epistemology asks how we know it** (*e.g., whether startup failure is treated as measurable performance decline or lived experience*).

# 14 — KEY TAKEAWAYS

- **Positivism, interpretivism, critical realism, and pragmatism each offer distinct strengths** (*e.g., measurement, meaning, mechanism, and practical fit*).
- **Methodological choices should always be philosophically grounded** (*e.g., selecting methods that truly fit the research question and the nature of the phenomenon*).
- **Penjelasan**

# 15 — CLOSING REMARKS

- **Research is shaped by paradigms that define how reality is understood** (*e.g., customer satisfaction can be measured quantitatively or explored qualitatively*).
- **Paradigm choice determines the kinds of questions researchers ask** (*e.g., testing causal influence or exploring human meaning*).

## 15 — CLOSING REMARKS

- **Different paradigms produce different forms of knowledge** (*e.g., broad statistical patterns or deep contextual understanding*).
- **Understanding paradigms is the beginning of methodological maturity** (*e.g., choosing methods because they fit the worldview, not because they are merely familiar*).

## 15 — CLOSING REMARKS

- **Different paradigms produce different forms of knowledge** (*e.g., broad statistical patterns or deep contextual understanding*).
- **Understanding paradigms is the beginning of methodological maturity** (*e.g., choosing methods because they fit the worldview, not because they are merely familiar*).

- **See you in Meeting 4, with the topic:**
- Literature Review as Strategic Mapping

# References

Research Methods for Business Students, Mark N. K. Saunders, Philip Lewis, Adrian Thornhill, Pearson, 2024, 888 pages.

Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, John W. Creswell, J. David Creswell, SAGE Publications, 2018, 304 pages.

Research Methods for Business: A Skill-Building Approach, Uma Sekaran, Roger Bougie, John Wiley & Sons, 2016, 448 pages.

Business Research Methods, Emma Bell, Bill Harley, Alan Bryman, Oxford University Press, 2022, 647 pages.

Handbook of Qualitative Research Methods in Entrepreneurship, Helle Neergaard, John Parm Ulhøi (Eds.), Edward Elgar Publishing, 2007, 520 pp.

# References

Where Did Interpretivism Go in the Theory of Entrepreneurship?, Mark D. Packard, Journal of Business Venturing, Elsevier, 2017, 536–549.

Combining Interpretivism and Positivism in International Business Research: The Example of the Expatriate Role, Anne-Wil Harzing, Markus Pudelko, B. Sebastian Reiche, Journal of World Business, Elsevier, 2023, 101419.

Entrepreneurship as the Structuration of Individual and Opportunity: A Response Using a Critical Realist Perspective: Comment on Sarason, Dean and Dillard, Daniel Hjorth, Chris Steyaert, Journal of Business Venturing, Elsevier, 2010, 230–237.

Entrepreneurship as the Nexus of Individual and Opportunity: A Structuration View, Yuliya Sarason, Tom Dean, Jesse F. Dillard, Journal of Business Venturing, Elsevier, 2006, 286–305

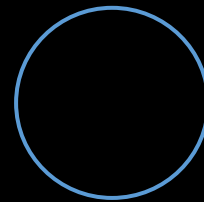
# thanks for watching



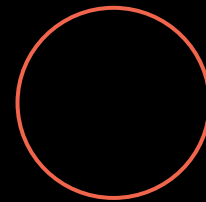
085280000743



Tumpal Situmorang



Tumpal Situmorang



ps.tumpal