




BOOK REVIEW

Book

Doing Action Research in Your Own Organization, (4e)
Coghlan D & Brannick T
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Reviewer

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As global, national, and organizational scenarios become unpredictable, some failures and uncertainties need precise and accurate decisions to remain viable and sustainable in different industries. While managers, leaders, and stakeholders are concerned about the organizational and business environment implementation within their reach, action research is now a well-known methodology for academic research and management practice. Action research is an approach to research to address important organizational, individual, or societal issues. It aims to take action and create knowledge or theory about that action. The researcher and member participate actively in the cyclical process instead of being an object of research. Action research is about change management where the current state needs to be assessed, sound planning with concepts based on legitimate theories must be made, solutions and actions shall intervene, keen evaluation of outcomes and the process per se, the respect on reflections of the researchers and participants, and about the cyclical process to determine effectiveness and patterns.

In this book, Coghlan and Brannick have legitimized action research as one of the research and organizational change management methodologies of choice. It has been accepted as a dissertation in doctoral programs. Several journal articles used the action research methods. The theoretical foundations, the epistemology of knowledge, constructivist research philosophy, frameworks, and related theories are institutionalized. The 4th edition of this book promoted the understanding, application, and execution of action research. There are similarities between traditional qualitative and quantitative research, from the construction of research projects to the action research design. Research methods to develop statistical and analytic generalizations are welcome to be used in action research.

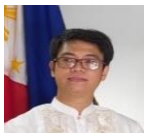
Action research enables individuals and organizations to adapt to the changing external environment. The peculiarities of action research are in the specific focal phenomenon to be investigated at the different levels of organizations or individual situations. The cyclical process and the careful intervention and evaluation are also some of the differentiations of action research. The meta-analysis, learning window, and the taking into account of the reflection of the researcher and the participants balance the search for effective and efficient solutions to relevant problems.

According to the book, some barriers to successful action research are managing ethics and organizational politics. Thus, action research prefers the participation of members with executive power, excellent political savvy, and great communication skills who can theorize the value of an action research project. The implementation of action research is not easy. The action researcher must have strategies to manage constant parameters and variables. The promised success of applicable theories must not deceive the action researcher but must be open to failures, restrictions, confidentiality, and the determination of

hidden antecedents and anomalies. The sample size, context, and settings limitations are not handicaps of the majority of action research but are research components that must not lower the credibility of the research conclusions. At the doctoral level, action research is not an escape to quantitative or qualitative research that covers a large sample size of respondents or numerous cases to describe an industry. With the outcomes of action research, the theories' generalizability is validated or contradicted. A clear solution to a well-understood problem is the most important contribution of action research.

In this edition of the book, it is challenging to look for an outstanding research article that can be referred for future action research. Explicit guidelines for completing an action research article should be provided. The detailed research outline and section components need to be conveyed. The missing pieces in the readers' understanding of what the authors communicate are the keys to further expansion and publications of quality action research. Compiling excellent action research articles will help scholars and management practitioners who need more tips in extrapolating action research findings to broader contexts acceptable in the academic community and practice. As different firms and organizations scientifically attempt to solve significant problems, action research allows documenting the work and further legitimizing management innovation into practice. Coghlan and Brannick shared the rules in action research, excellently.

Reviewer



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