



## RG Tipe 1. Tataan konseptual yang baik tetapi perlu pengkajian teoretikal

Peneliti dapat merancang penelitiannya berangkat dari gap seperti yaitu adanya konsep konsep aplikatif yang baik dalam masyarakat tetapi **tidak jelas bagaimana penjelasan teoretikalnya.**



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

Sebuah contoh disajikan berikut ini dari studi Branine and David (2010, p. 712)

“The recent past has witnessed increasing interest within Western nations concerning Islam and the Islamic world in general. One feature of this trend has been a renewal of interest in business and management processes in Arab and Islamic countries and their political and cultural contexts. However most of the attention has been given to Islamic economics and Islamic banking especially in the wake of the recent international financial crisis. There have been some attempts to describe the nature and contents of management in Arab and Islamic countries but there are hardly any credible empirical studies that have examined the practice of HRM from an Islamic management perspective. The Management literature is also limited in exposing the gap that exists between the theory of management in Islam and the practice of management in Arab countries. This paper attempts to **explore this gap by examining the nature and content of selected Islamic management practices and their implications for human resource management (HRM)** through an extensive literature review and the employment of examples from a selected number of countries.”



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

## RG Tipe 2: Belum terselesaikannya sebuah masalah penelitian, hasil penelitian yang inkonklusif

Peneliti dapat merancang penelitiannya berangkat dari ditemukannya **hipotesis-hipotesis penting yang ternyata tidak didukung atau gagal diterima.**



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

Our literature provides evidence on the influence of innovation on performance such as appeared in several studies (Molina-Castillo, Jimenez-Jimenez, & Munuera-Aleman, (2011); Rhee, Park, & Lee, (2010); Shan et al., 2015). Those studies demonstrated innovation has a positive impact on marketing performance. Study of Cheng, Chang, and Li (2013) demonstrated that no single path for success of product innovation and among others, the newness of innovation is a source of the marketing success. Even though product advantage is considered important to foster marketing performance, the study of García, Sanzo, and Trespalacios (2008) concluded that **product advantage has no significant influence on marketing performance**; this is to say that it is necessary to get another kind of support for product advantage to get rid on enhancing the marketing performance. Study on innovation provides a gap **in the inability of product line innovation in influencing company performance** as among others appeared in the study of Cillo, De Luca, and Troilo (2010) demonstrated that innovation has no significant impact on company performance. More over a study conducted by Liao and Cheng (2014) shows the impact of failures of innovation such as damage to brand reputation after a failure of innovation of the high-equity brand. Another study conducted by Santos, Basso, Kimura, and Kayo (2014) indicated little evidence that innovation in one period has a positive impact on the performance of a firm in the next period. These mixed result of the impact of innovation on performance provided research gap on the inability of product innovation in enhancing product advantage and marketing performance. Therefore, further



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

### RG Tipe 3: Hasil penelitian yang memberikan defisiensi dalam konklusi

Seorang peneliti dapat merancang kajian yang akan dilakukannya berangkat dari adanya defisiensi (kurang bermakna sebuah peran) hasil penelitian yaitu sesuatu yang diyakini berdampak baik dan harus dilakukan tetapi penelitian menunjukkan sebaliknya yaitu **rendah bahkan kadang tidak berdampak.**



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

Contoh jenis RG ini dapat dibaca pada studi yang dilakukan oleh Franke and Park (2006, p. 693) seperti yang diajikan pada petikan berikut.

“Understanding the characteristics of effective salespeople has been a long-standing goal of managers and researchers. Quantitative syntheses of hundreds of empirical studies indicate that personal characteristics, role perceptions, and job attributes typically **account for 10% or less of the variance in salesperson performance and job satisfaction** (e.g., Brown and Peterson 1993; Churchill et al. 1985). Therefore, identifying additional useful predictors could prove helpful in selecting, training, and managing salespeople. Two salesperson characteristics that have been the focus of prominent research streams in sales force research have not yet been examined in a meta-analysis. One stream examines adaptive selling, that is, “the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation” (Weitz, Sujan, and Sujan 1986, p. 175). This approach enables salespeople to tailor messages to fit individual customers’ needs and preferences. The other stream involves customer-oriented selling, which “can be viewed as the practice of the marketing concept at the level of the individual salesperson and customer” (Saxe and Weitz 1982, p. 343).

This approach emphasizes long-term customer satisfaction rather than short-term



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

## RG TIPE 4: Hasil penelitian yang baik tetapi menyisakan ketidakjelasan proses atau peran

Seorang peneliti dapat melakukan studi yang berawal dari adanya pertanyaan lanjutan atas sebuah hasil penelitian yang telah dilakukan dengan baik. Pertanyaan itu dapat berupa **ketidakjelasan proses** atau **ketidakjelasan peran yang terjadi** dalam sebuah situasi yang diterima seperti “bagaimana proses yang terjadi sehingga sebuah kapabilitas dapat meningkatkan kinerja” atau “apa peran yang dimainkan oleh tenaga penjualan sehingga soft skill yang dimilikinya dapat berperan baik dalam menghasilkan kinerja penjualan” Pertanyaan pertanyaan seperti itu dapat memunculkan ruang riset yang baik.



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services

Contoh jenis ini dapat dilihat dalam studi Aarikka-Stenroos and Jaakkola (2012, pp. 15-16) berikut ini

“.....Recent literature indicates that the interaction process between actors affords them opportunities to facilitate value creation for and with each other (Grönroos, 2008, 2011; Payne et al., 2008), yet that **literature offers scant elaboration on the roles performed, or contributions made by the parties** to create value. The service-dominant logic discusses value creation roles at a rather theoretical and non-specific level,.....  
..... The solutions marketing literature examines **the suppliers’ role but elaborates less on customers’ contributions** (e.g., Skarp & Gadde, 2008; Tuli et al., 2007). Therefore, our second objective is to examine the roles performed and resources contributed by suppliers and customers within the joint value generating process. Thirdly, we point to the scarcity of empirical investigations into value-in-use, the final outcome of the value co-creation process (cf. Grönroos, 2011; Lapierre, 1997). Although the ability to demonstrate the value of an offering is essential for suppliers, the identification and determination of the multifaceted value elements of complex **offerings has remained largely unexplored** (Lindgreen et al., 2009). Hence, this study aims to identify value components, i.e. the benefits and sacrifices that generate value-in-use, and to examine the influence of the collaborative process thereon.”



**Prof. AGF Management Research Forum**  
Training, Research Modeling & Supervision Services