

A Thesis

**THE EMPLOYEES' PRACTICAL EXPERIENCES OF
SPIRITUAL LEADERSHIP
AND EMPLOYEE EMPOWERMENT
IN CILACS UNIVERSITAS ISLAM INDONESIA**



F. Aldhika Deinza Saputra

Student number: 155002349/PS/MM

**MASTER OF MANAGEMENT STUDY PROGRAM
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UNIVERSITAS ATMA JAYA YOGYAKARTA
2017**

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RATIFICATION

Name : F. Aldhika Deinza Saputra
Student No. : 155002349
Specialisation : Human Resource Management
Thesis Title : The Employees' Practical Experiences of Spiritual
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Universitas Islam Indonesia

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26/07/2017



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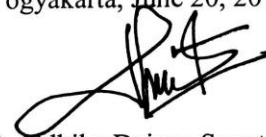
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STATEMENT OF ORIGINALITY

The research work contained in this thesis is original work, except where due reference is made. It has not been and shall not be submitted for the award of any degree or diploma to any other institution of higher learning.

Yogyakarta, June 20, 2017



F. Aldhika Deinza Saputra

ACKNOWLEDGMENTS

I would like to express my deepest gratitude for Jesus Christ, my savior who always gives infinite blessings that this thesis could be successfully completed.

My special appreciation is awarded to my supervisor, Drs. M.Parnawa Putranta, MBA., Ph.D, who always encouraged me in writing a good thesis and shared his valuable knowledge. He has contributed towards the improvement of my perspectives on the better human resource management.

I would like to acknowledge my gratitude to Prof. Dr. FX Suwanto, MS and Th. Agung M. Harsiwi, SE., M.Si. for their support and guidance to make this thesis better.

I thank to Mahestu Noviandra Krisjanti, M.Sc. IB, Ph.D., and all the lecturers in Graduate Program of Management, Universitas Atma Jaya Yogyakarta for their effort to educate and teach me about management practices.

Special thanks are extended to my grandmother and my parents, since their prayers toughened me up to study in this graduate program. My deepest gratitude goes to my beloved wife and my handsome son, who had never stopped motivating and accompanying me until this thesis was completed.

I would like to acknowledge the director of Cilacs UII, Fitri Nugraheni, Ph.D., for the opportunity that she offered to me to conduct my thesis and for the meaningful lesson that she shared with me. I also thank to Suprihatin, Aisyiyah, Aditya Suci, Enggar Solichatun, Sudarmanto, Feni Ardawasni, Istighfaroh, Nanang Joko Susilo, and M. Andri Wibowo, who were willingly became the informants of this thesis and shared the great experiences.

Sincere thanks to the best friend of mine, Aloysius Diyanasto Adi Pratomo, who have shared his invaluable experiences of human resource management practices with me. I thank to Raden Agoeng Bhimasta, Imelda Dian Ajeng, Dirgantara Dewata Putra, Fransiska D. Purwantari and Anindya Dhaneswara for their craziness that strengthened our friendship I would also like to thank all of my friends from the September 2015 batch for the cheerfulness that we have experienced together.

Last but not least, I would like to express my appreciation to all people who have given positive contribution to this thesis.

ABSTRACT

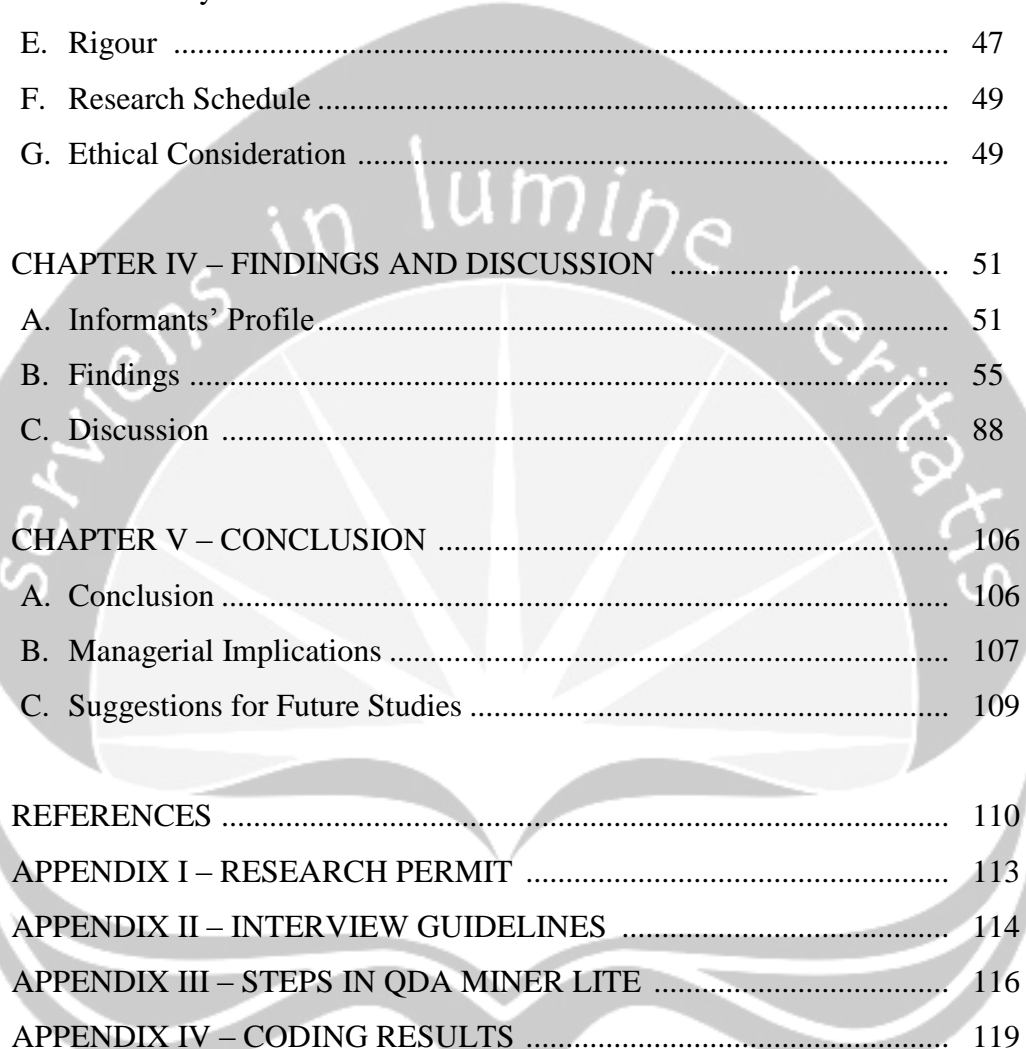
Since employees are regarded as invaluable assets, leaders need to endeavour to find suitable and faithful strategies to encourage them to attain organisational goals. Therefore, employee empowerment seemingly becomes an effective strategy to enhance employees' productivity and commitment. This research aims at perceiving employees' perceptions of employee empowerment, discovering the phases in empowering employee, perceiving employees' perceptions of spiritual leadership, and identifying the relationship between spiritual leadership and employee empowerment. Qualitative research was applied in this research, applying semi-structured in-depth interviews. Additionally, QDA Miner Lite was applied to code written-documented data from the interviews.

The findings indicated that spiritual leadership could be concluded as leadership style predisposed by great values preached by either particular belief or faith. The actualisation of spiritual leadership in Cilacs UII was demonstrated by the heads' ability to share valuable information, create relaxed ambience, and demonstrate positive value and behaviour. Furthermore, employee empowerment was defined as an approach to maximise employees' capacity and capability by delegating tasks and authority in order to attain organisational goals. Eight empowerment phases were identified, began with recognising tasks, identifying employees, providing information, sharing and exchanging information, providing latitude, improving knowledge and ability, motivating and inspiring employees, and supervision and evaluation. The realisation of spiritual leadership and employee empowerment encountered in Cilacs UII showed that there were three interconnected ideas, namely Vision to provide information, Altruistic Love to motivate and inspire employees, and Hope/Faith to share and exchange information.

Keywords: Spiritual Leadership, Leadership, Employee Empowerment, Organisational Development, Quality of Work Life

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