CHAPTER III

METHODOLOGY

Research methodology presents the methods and approaches in investigating the employees' perceptions of employee empowerment and spiritual leadership, as well as the relationship between spiritual leadership and employee empowerment. This methodology comprises research design, sample, sampling, data collection, data analysis, rigour, research schedule, and ethics.

A. Research Design

Qualitative method was employed in this research, which is a type of scientific research consisting of an investigation that 1) seeks answers to a question, 2) systemically uses a predefined set of procedures, 3) collects evidence, 4) produces findings that were not determined, and 5) produces findings that are applicable (Mack *et al.*, 2011: 1). Strauss and Corbin (1998) also define qualitative research, as any type of research that produces findings not arrived at by statistical procedures or other means of quantification. As a result, qualitative research differs from quantitative research. Providing several basic differences between qualitative and quantitative research methods, Mack *et al.* (2011: 2) differs both methods in their analytical objectives, the types of questions they pose, the types of data collection instruments they use, the forms of data they produce, and the degree of flexibility built into study design. Five features of qualitative research are presented by Yin (2011: 7 – 8) as follows.

1. Studying the meaning of people’s lives, under real-world conditions
2. Representing the views and perspectives of the people
3. Covering the contextual conditions within which people live
4. Contributing insights into existing or emerging concepts that may help to *explain* human social behaviour
5. Striving to use *multiple sources of evidence* rather than relying on a single source alone.

From the previous explanations developed by several researchers, it can be identified that qualitative method was appropriately used in this research. The rationality of selecting qualitative research method were the research studied about employees’ real experience involving their perceptions of spiritual leadership and employee empowerment, and this research were expected to improve the theory of spiritual leadership.

B. Sampling

Sampling is defined by Sekaran and Bougie (2013: 240) as the process of selecting the right individuals, objects, or events as representatives for the entire population. Sampling is possibly conducted since it is not necessary to collect data from everyone in a community in order to get valid findings (Mack *et al.*, 2011: 5). In addition, sampling techniques justify generalisation beyond the confines of the original sample (Dey, 2005: 270). It is necessary to define population before sampling is selected. Sekaran and Bougie (2013: 240) state that population refers to the entire group of people, events or things of interest that the researcher wishes to investigate.

Purposive sampling was selected in this research. It groups participants according to preselected criteria relevant to a particular research question (Mack *et al.* 2011: 5). In addition, Yin (2011: 88) have found that the samples are likely to be chosen in a deliberate manner, in which this sampling aims to have those that will yield the most relevant and plentiful data, given your topic of study. While Sekaran and Bougie (2013: 252) affirm that purposive sampling focuses on the specific types of people who can provide desired information, either because they are the only ones who have it, or they conform to some criteria set by the researcher. They describe two major types of purposive sampling as follows.

1. Judgement sampling

   It involves the choice of subjects who are most advantageously placed or in the best position to provide information required (Sekaran & Bougie, 2013: 252).

2. Quota sampling

   It ensures that certain groups are adequately represented in the study through the assignment of a quota (Sekaran & Bougie, 2013: 253).

The target population of the research was the people who currently work at Cilacs UII, the Centre of Language and Cultural Studies under Islamic University of Indonesia. Cilacs UII is sited in Demangan Baru Street, 24, Depok, Sleman, Yogyakarta. Established in 2002, it offers foreign language training program and language services, whose clients comes from either internal or external the university. There are 60 employees working at Cilacs UII, including both permanent and part-time employees. The permanent employees are those who work six days a week from 08.00 – 16.00 (Monday to Friday) and 08.00 – 13.00 (Saturday). The others are called part-time employees who work as foreign language teachers. There are 35 permanent employees and 25 part-time employees. The Head of Cilacs UII supervises five departments, namely the Department of Academic, the Department of Finance, the Department of Marketing, the Department of Research and Development, and the Department of Human Resources and General Affair.

Referring to purposive sampling employed in this research, the type of judgement sampling was conducted. The selection of the sampling was to obtain desired information to provide appropriated data that resulted in the development of the previous theory. There were several designed requirements that were applied to recruit the informants, following the principle of judgement sampling, presented as follows. The employees should

1. serve as the Head of Cilacs UII, the head of Department, or the staff,

2. work at Cilacs UII more than two years,
3. ever been involved in a team, completing several assignments, such as, organising CEPT (Certificate of English Proficiency Test), organising cultural events, organising seminar, conducting training for employees, and designing instructional materials.
4. and be permanent workers.

Hence, the demographic of the research informants indicated in the following table.

Table 3.1 Demographic of the Research Informants

No.	Title	Gender	Number of years of working
1	The Head of Cilacs UII	Female	2 years
2	The Departmental Head of Academic	Female	7 years
3	The Departmental Head of Finance	Female	7 years
4	The Departmental Head of Marketing	Male	6 years
5	The Departmental Head of Human Resources and General Affair	Female	6 years
6	The Assistant and External Program of Academic	Male	12 years
7	The Divisional Head of CEPT and SIMLA Program	Male	4 years
8	The Accounting staff	Female	3 years

9	The Marketing Communication staff	Male	11 years
10	The Customer Service Officer	Female	4 years

C. Data Collection

Data serves as the foundation for a research study, where in qualitative research, the relevant data derive from four field-based activities, namely interviewing, observing, collecting, and examining (Yin, 2011: 129). Thus, in-depth interview was employed to gather data in this research. Mack *et al*. (2011: 2) describe that in-depth interviews are optimal for collecting data on individuals' personal histories, perspectives, and experiences, particularly when sensitive topics are being explored. Two types of interviews are known as structured and unstructured interviews. Structured interviews list predetermined questions to be asked of the informant either personally, through the telephone, or via the computer (Sekaran & Bougie, 2013: 120). In the other hand, unstructured interviews are so labelled because the interviewed does not enter the interview setting with a planned sequence of questions to be asked of the informant.

The semi structured in-depth interviews were applied in this research. The questions were related to employee empowerment and spiritual leadership. The interview guidelines differed from those who are the head and departmental heads and the staff.

D. Data analysis

After the data had been collected by conducting the interviews, it was necessary to have consideration in analysing the data. The steps of data analysis are presented as follows.

1. Transcribing and confirming the data

   The interviews between the researcher and informants were tape-recorded that intended to obtain the detail and coherent conversation. The recorded data was then transcribed, which means the conversations were necessarily written-documented. After transcribing, the transcriptions were confirmed to the all informants, which aim at ensuring what the informants had clarified, agreed with what the researcher had comprehended.

2. Translating the data

   The second step involved language translation. The following was to translate the conversation. As the interview was conducted in Bahasa Indonesia, the translation was indispensable to present the data in this English-language research.

3. Coding

   The third step is named coding, in which the data was grouped based on the codes, namely employee empowerment and spiritual leadership. Coding can be defined as attaching labels to segments of data that depict what each segment is about, and it distils data, sorts them, and gives the researcher a handle for making comparisons with other segments of data (Charmaz, 2006, p. 3). The software applied to code the data is known as QDA Miner Lite downloaded free from the Internet.

The first stage was to create a new blank project in the software, then dialog box appeared to ask for variable definitions. The variable comprised INTERVIEW, which was written-documented data from the interview, TITLE, which was the title of the informant, LEVEL, which was the structural level in the organisational structure, and NUMBER, which was the order of the interview list.

The following stage was to append case, where the written-documented data from the interview were imported from the MS. Office document. All written-documented data were appended to the QDA miner Lite file. Next, each case was completed by information in the Variables.

The third stage was to code the documents. It began with retrieving some keywords. For example, *atmosphere/ambience* was the keyword of the code of Relaxed Ambiance Created in Spiritual Leadership, and then some texts contained *atmosphere/ambience* were highlighted and coded. It applied to all codes created.

4. Presenting findings and discussion

The findings were presented based on the coded texts analysed by the QDA Miner Lite. Furthermore, the examination of the research findings was discussed to fathom the informants' perceptions on employee empowerment and spiritual leadership. Besides, this determined the impact of spiritual leadership on employee empowerment in the workplace. The discussion involved the adaption of the theoretical framework with the research findings as well.

5. Conclusions

In conclusions, after discussing the informants' perception and the impact of spiritual leadership on employee empowerment, understandable and brief apprehension of the research findings and discussion were presented.

E. Rigour

In order to enhance rigour in this qualitative research, several techniques were applied, encompassing peer debriefing, prolonged engagement in the research setting and triangulation. Peer debriefing was necessarily conducted to provide support and challenge to the researcher (Baillie, 2015). In addition, Billups (2014: 2) states that peer debriefing enables obtaining another researcher's comment to the related research to minimise bias, inaccuracy of analysis, and the development of themes. Debriefing sessions were attended by both the supervisor and the researcher to discuss the research. The research topic emerged after long discussion and the collaborative partnership had resulted in the research report. The supervisor contributed constructive critiques and suggestions on sharing relevant references related to the topic, developing the interview's guidelines, coding the transcripts and presenting findings as well as discussion.

Since the researcher is working in the organisation studied in this research, prolonged engagement in the research setting had been positively conducted in order to thoroughly understand participant perpectives and to offset the researcher's bias (Billups, 2014: 2). Having worked in the organisation for almost six years, it seems that the research informants had already established trust to the researcher. Additionally, prior to the interview sessions, some discussions with the informants were encouraged to give them understanding about this research. The trust that the informants had established to the researcher could be seen from their suggestion about including name of Cilacs UII in the research title. It can also be assumed that they were not worried to get involved in the research. The other technique is named triangulation where the use of a wide range of informants was organised (Shenton, 2004: 66). It was intended for having confirmation against the informants' viewpoints. Therefore, the diversity of information the informants provided would develop a rich discussion.

F. Research Schedule

Prior to the research was conducted in the institution, the research activities was scheduled in order the research process was more arranged and well planned. The following table presents the scheduled activities of the research.

Table 3.4 Research Schedule

No.	Activity	Research Schedule					
		Nov	Dec	Jan	Feb	Mar	Apr
		2016		2017			
1.	Submitting and discussing the proposal, and conducting presentation						
2.	Conducting the interview						
3.	Confirming the data						
4.	Transcribing and translating the data						
5.	Coding						
6.	Reporting the data						

G. Ethical Considerations

Research ethics is closely related to the interaction between researchers and the people they study (Mack *et al.*, 2011, p. 8). Also, Sekaran and Bougie (2013, p. 13) affirm that ethics in business research refers to a code of conduct or expected societal norms of behaviour while conducting research. However, it is imperative to provide for informed consent intending to give the people understanding of their involvement in the research, so they are in a conscious determining their participation in the research. Considering that ethics is extraordinarily significant to the research, three following ethics principles, suggested by Mack *et al*. (2011) are applied in the research.

1. *Respect for persons* requires a commitment to ensuring the autonomy of research participants, and, where autonomy may be diminished, to protect people from exploitation of their vulnerability (p. 9). This research respects the informant as a human being, so that the informed consent was distributed to give an opportunity to the research informant to determine her/his participation.

2. *Beneficence* requires a commitment to minimising the risks associated with research, including psychological and social risks, and maximising the benefits that accrue to research informant (p. 9). In the informed consent, there is a statement that the research does not have either psychological or social risks. It is also explained that their choice to the research participation will not bear on job or on work-related evaluations or reports.

3. *Justice* requires a commitment to ensuring a fair distribution of the risks and benefits resulting from research (p. 9). The final thesis report would be shared to the informants and the institution to the enhancement of their knowledge and skills.