CHAPTER III

RESEARCH METHOD

3.1 Research Type

This research uses qualitative approach because it aims to explore the deeper meaning of an occurrence (Putra, 2013:50). According to Sugiyono (2013:1), a qualitative research is conducted in natural setting and examines the natural condition of an object.

3.2 Research Subject

Sugiyono (2013:49-50) says that in qualitative research, the term 'population' is called 'social situation'. In this research, the social situation involves all team members of Hexa Prasindo and the project facilitator.

Additionally, the term 'sample' in qualitative research is called ‘participant’ or ‘informant’. According to Sugiyono (2013:53-54), a qualitative research normally utilizes purposive sampling in determining sample. Purposive sampling is used in this research, because the participants are able to provide sufficient information for this research. The researcher decides on the interviewed participants and the best time to acquire information from them. The criteria of the participants are:

1. Involved in Hexa Prasindo’s internal team activity.
2. Take part as a team member/facilitator in Hexa Prasindo.

The four participants in this research are Michael Setiawan as the *CEO*, Darwin Royanto as the operational manager, Firman Gunawan as a former team member, and the team facilitator. These participants are selected because they meet the criteria.

3.3 Data Collection Methods

3.3.1 Observation

According to Sugiyono (2013:64), a participative observation will result in more accurate data on behaviour due to the researcher's involvement in the participant's daily activity. As a member of Hexa Prasindo, the researcher is involved in the observation on Michael Setiawan Djitowibowo and Darwin Royanto. They are the CEO and the Operational Manager of Hexa Prasindo. The reason why they become the objects of the observation is because they take part in the team as members. Their participation clearly affects the team's teamwork effectiveness.

The observation aims to analyze the *Big Five Personality*, value, attitude, and abilities of the two members. To measure the *Big Five Personality* level, the researcher develops criteria for each personality type based on the opinions of Robbins and Judge (2015:84).

Big Five Personality	HIGH LEVEL	LOW LEVEL
Extroversion	Being confident and able to place himself/herself or to socialize within the team	Being reserved in sharing ideas and letting others speak more
	Generates lots of enthusiasm to the topic discussed	Shows less enthusiasm to contribute to the discussion

	Actively responds and gives feedback in the discussion	Tends to be quiet and focuses on task completion
Agreeableness	Generally trusting each other by agreeing to the opinion	Tends to disagree and hinder the team's decision making process
	Being open-minded to ideas shared by other members	Always tries to find faults in others' ideas with negative feedbacks
	Not demanding or forcing ideas to be accepted	Demands others to accept his/her ideas
Conscientiousness	Being reliable and successfully completes the assigned task	Being unreliable and unable to complete the assigned task
	Being persistent to what is told and what is done at the end.	Keeps delaying task completion, lazy, and easily distracted
Emotional Stability	Calm and unfazed in facing difficulties or deadlines	Thinks too much and starts arguing when problems arise
	Does not get stressed out easily when faced with target failure, incohesive discussion, etc.	Feels depressed when things do not go as expected.
Openness To Experience	Shows creativity and interest in idea generation	Prefers to do things that he/she has known how to do
	Has a high curiosity to learn new things and listens to others' advice	Less interested to things that require skill that he/she does not have

Table 3.1 Big Five Personality Criteria

The observation is conducted at regular team meetings, which usually take place at the team's headquarter. The researcher also observes team activities, which include marketing and operational processes. The observation is conducted for a week, from October 3rd, 2014 to October 24th, 2014.

3.3.2 Documentation

The data collected from the in-depth interview and observation are added to the documentation of Hexa Prasindo's operational and marketing reports. The report includes the team's initial target and goals, as well as the team's achievements prior to the set objectives. The reports are taken from two different periods; the February-June 2014 (6^{th} semester) period and the August-September 2014 (7^{th} semester) period. A historical observation of the documentation shows the researcher's knowledge regarding the participants' individual factors. A historical observation of the documentation can also be used to clarify the present observation and interview result, since the researcher has been involved with the team for six semesters and known the team members for eight years.

3.3.3 In-depth interview

According to Sugiyono (2013:73), in-depth interview is a semi-structured interview which is conducted freely. The use of in-depth interview method in this research aims to discuss and obtain the opinion on other participants' individual factors. To dig deep and encourage answers from the participants, the interview is conducted in an informal way. The purpose of the interview is shared to the participants in order for them to support the interview by providing clear information. Four participants are interviewed; Michael SD as the CEO, Darwin Royanto as the operational manager, Firman Anggunawan as a former team member, and the team facilitator. Only 2 informants can be provided for each research subject due to the limitation in finding more informants. Therefore, to do a result cross-check of the two informants, the observation and documentation results are used to support the interview result, because it involves the historical observation on past activities conducted with other team members.

The interview consists of questions that cover individual *Big Five* personality, values, attitude, and ability. These individual factors are identified in order to help the researcher choose the right HRM strategies to increase individual performance and improve teamwork effectiveness. The current members and former member of the team are interviewed to obtain information on individual factors, while the team facilitator is interviewed to obtain opinion on the right HRM strategy to deal with the team’s condition. The interview is conducted at Universitas Ciputra Surabaya and takes approximately 25 minutes for each participant. The session involves defining the meaning of each individual factor being discussed and questionning. The interviews on the 4 informants were conducted on October 29th, October 31st, and November 3rd of 2014.

3.4 Validity and Reliability

Instead of using the terms *validity* and *reliability*, qualitative research uses the terms *credibility* and *dependability* (Sugiyono, 2013:121). To measure the credibility of the data obtained, source triangulation is applied to three different sources; the facilitator, two current members, and an ex-member of Hexa Prasindo. Sugiyono (2013:83) states that source triangulation is performed by comparing the information obtained from different participants with the same kind of approach. In addition to source triangulation, another triangulation technique is used. This technique includes interview, observation, and document analysis. To measure the dependability, the operational and marketing reports of Hexa Prasindo is attached.

3.5 Data Analysis Method

Listed below are the steps of data analysis method conducted by the researcher:

1) Integrate theory of individual factors in teamwork effectiveness into the observation target and interview questions set-up.
2) After observation is performed, put a raw, hand-written record of the occurences into an observation table.
3) Based on the observation occurences, determine the individual factors of each participant.
4) After documentation is conducted, determine the individual factors by means of historical observation on the documentation.
5) After interviews are conducted, classify the interview data based on the participants discussed or observed.
6) Sort the information data based on the individual factors types.
7) Integrate all data into the final result table.
8) Use the data to discuss with the facilitator and choose applicable HRM strategies which suit the team's current condition.