

## CHAPTER 3 METHODOLOGY

This chapter will explain the methodology used for this study, which aims to explore in-depth phenomena related to how the application of adaptive leadership can build employee resilience and employee engagement and its influence on employee turnover. This study uses a case study approach that focuses on individual experiences to understand experiences, perceptions, and dynamics within the organization.

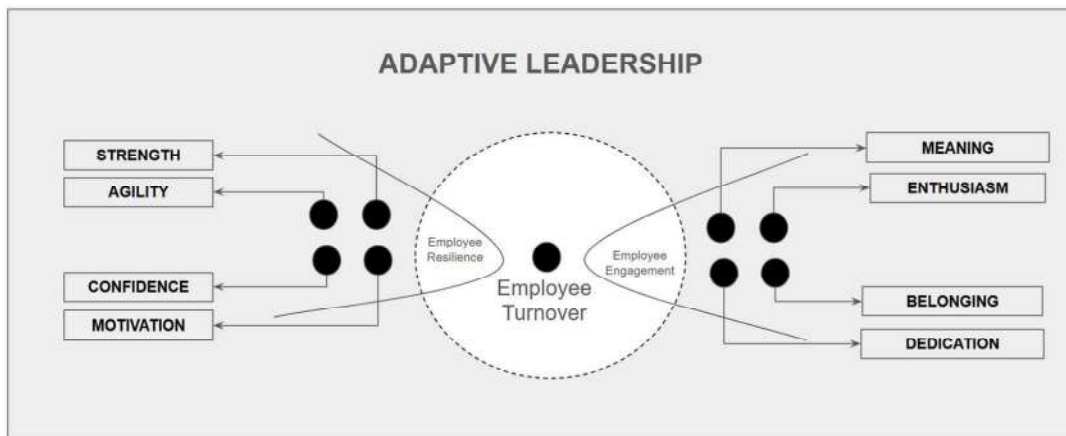


Figure 3. 1 Research Framework

Based on the necessity of effectively overcoming obstacles at work, the following four criteria can be regarded as the most crucial in defining employee resilience (Luthans, 2002) (Masten, 2001):

1. Strength

The ability to remain calm and think clearly when facing stressful work situations. This is important for maintaining emotional stability and making the right decisions under pressure.

2. Agility

The ability to learn from past failures or mistakes for self-development and improving performance

3. Confidence

Feeling confident facing sudden changes in the workplace that allows employees to remain proactive and flexible

4. Motivation

Having mental toughness to be able to maintain work enthusiasm even when facing great difficulties

Below are four key factors that most effectively characterize employee engagement (Gallup, 2023):

1. Meaning

Employees who perceive their work as significant tend to be more engaged and motivated in their tasks.

2. Enthusiasm

A sense of excitement at the beginning of each workday is a crucial sign of an employee's emotional connection to their job.

3. Belonging

Feeling a sense of pride in being part of the organization indicates a strong, positive bond with the company, which enhances loyalty and engagement.

4. Dedication

The readiness to put in extra effort to help the organization achieve its objectives demonstrates a deep commitment to the company's success.

### **3.1. Research Paradigm**

This study uses the constructivism paradigm because the researcher wants to focus on how individuals studied can create meaning from their experiences in the context of adaptive leadership, employee resilience, and employee engagement. This paradigm is appropriate for social research that explores complex phenomena such as leadership in organizations and the conditions of employees. More specifically, the constructivist paradigm in this study employs a methodology that combines different forms of construction to reach a consensus. This process incorporates a dialectical element, specifically the use of dialogue as a method to examine the subject's thoughts

and compare them with the researcher's own. In this manner, communication and interaction can be harmonized as best as possible, (*Neuman, 2014*). According to Guba and Lincoln (1994), the constructivist paradigm places the research subject as an active partner who gives meaning to the data. This approach also allows researchers to explore in-depth insights into the experiences of participants in this case using the context of a multifinance organization.

### **3.2. Research Methods and Approaches**

This study is directed to understand and explore more deeply how adaptive leadership can encourage employee resilience and employee engagement. Through this study, it can also be analyzed that employee resilience and employee engagement can affect employee turnover. Thus, the researcher uses a descriptive single case study method, which aims to:

- Descriptive: Captures the implementation of adaptive leadership through employee experience with in-depth interview
- Single Case Study: This research focuses on investigating the implementation of adaptive leadership on employee resilience, engagement, and turnover at WOM Finance.

The case study approach can explore real life in a case through detailed and in-depth data collection by involving information sources with interview techniques and related data collection.

### **3.3. Location and Subject of Research**

The location used in this study is WOM Finance, one of the leading multifinance companies in Indonesia. This location was chosen because of its relevance to the research topic, especially related to high employee turnover. The study's participants are managerial leaders with leadership experience who supervise teams also employees at the Function Head level who have direct experience with the dynamics of workload, resilience & engagement. A purposive sampling approach was used to ensure that participants had direct relevance to the research questions. The

number of participants was around 18 people consisting of 6 people at the managerial level and 12 people at the function head level to obtain a diversity of perspectives.

Table 3. 1 Demography of Participants  
Source: WOM Finance Employee's Data

TURN OVER RATE	BRANCH	PARTICIPANTS	YEARS OF SERVICE AT THE COMPANY	YEARS OF SERVICE AT THE BRANCH	JOB POSITION	AGE	YEARS OF SERVICE AT THE COMPANY	YEARS OF SERVICE AT THE BRANCH
83.33 %	A	BMA1	4	3	Branch Manager	35	4	3
		FHA1	4	1	Branch Marketing Head MotorKu	38	4	1
		FHA2	12	1	Branch Collection Head	35	12	1
75.00 %	B	BMB2	3	2	Branch Manager	43	3	2
		FHB3	2	1	Branch Collection Head	25	2	1
		FHB4	2	1	Branch Operation Head	23	2	1
71.43 %	C	BMC3	7	2	Branch Manager	31	7	2
		FHC5	13	1	Branch Marketing Head MotorKu	52	13	1
		FHC6	4	1	Branch Collection Head	24	4	1
0%	D	BMD4	4	4	Branch Manager	34	4	4
		FHD7	3	2	Branch Marketing Head All Brand	37	3	2
		FHD8	9	1	Branch Marketing Head MotorKu	28	9	1
0%	E	BME5	10	1	Branch Manager	32	10	1
		FHE9	6	1	Branch Marketing Head MotorKu	26	6	1

		FHE10	4	1	Branch Marketing Head MobilKu	27	4	1
0%	F	BMF6	5	1	Branch Manager	33	5	1
		FHF11	5	2	Branch Marketing Head MobilKu	25	5	2
		FHF12	11	1	Branch Marketing Head MobilKu	29	3	1

### 3.4. Data Collection Techniques

The primary data will be collected through in-depth interviews with individuals in key positions at the branch. Secondary data will be gathered by reviewing literature, research papers, books, and company reports. Information gathering will be conducted using semi-structured interviews, where specific topics of interest are thoroughly prepared in advance. This will allow the researcher to focus on the issues being studied. However, the researcher will remain flexible and encourage the development of new questions based on the responses of the interviewees (Wahyuni, 2023).

Table 3. 2 Interview Questions

Participants	Purpose of Questions	Questions
Branch Manager	Adaptive Leadership	What would you do if you faced difficulties at work, such as targets that were difficult and impossible to achieve, what would you usually do? (BMALD1)
		If your team is having a serious problem and asks you for a solution, what will you do and say to them? (BMALD2)
		Have you ever received a suggestion from your staff that you never expected them to make? What did you do then? (BMALD3)
		How do you build trust and rapport with your team members? Are there any specific strategies you use to increase team engagement? (BMALD4)
		How do you deal with a team that often complains and says they want to resign? (BMALD5)
Function Head	Adaptive Leadership	How does your boss respond when a team member is having difficulty or stress and asks your boss for a solution? (FHALD1)

		How does your boss build trust and relations with team members? (FHALD2)
		How does your boss react to new ideas from team members? (FHALD3)
	Employee Resilience	Usually, how do you deal with unachieved targets and feelings failure at work? (ER1)
		How do you manage high workloads and stressful work situations? (ER2)
	Employee Engagement	How would you describe your job? How do you see your work and contribution to the company? (EE1)
		If there is any challenge that you have to work at another branch or regional, cross-province, or island, are you ready? (EE2)
		Have you ever told your friends or relatives about your job? Why are you proud to work at this company? (EE3)
		What do you think about overtime working? (EE4)
Branch Manager & Function Head	Employee turnover	What would be your considerations for leaving this company? (ET1)
		Why did your co-worker or team decide to resign? (ET2)

### 3.5. Data Analysis Techniques

Case study analysis is an effort to organize data, sort data into manageable units, synthesize it, and then search for and find which patterns are important so that the decisions obtained can be conveyed to others. The stages of analysis include:

1. Describing Data: converting recorded data into written form and re-reading to understand the context.
2. Categorization: classifying data based on the problem items observed and researched, then categorizing secondary data and interview data to be linked to obtain relevance.
3. Verification: checking data to obtain data accuracy and validity as required in the research.
4. Interpretation and description: interpreting data that has been verified and then described. Researchers will connect several pieces of data to find the meaning of the relationship between the data. Researchers establish patterns and find correspondences between data and are associated with various existing theories

from previous researchers to explain the findings in the context of the research. This approach is effective for exploring the deeper meaning of qualitative data and identifying patterns in participants' experiences.

Table 3. 3 Data Categorization Analysis

<b>Adaptive Leadership Characteristic</b> (Heifetz, Grashow, & Linsky, 2009)	
Distinguishes formal authority and informal leadership	Leaders can mobilize resources to face tough challenges in the field and encourage their team to solve problems instead of leaving them and listen to their teams even from the lowest level of position
Distinguishes technical challenges with adaptive challenges	Leaders can involve all teams by encouraging problem-solving through collaboration and training their teams to find different perspectives in creative and innovative way
<b>Employee Resilience Characteristic</b> (Luthans, 2002) & (Masten, 2001)	
Strength	Stay calm and think clearly when facing stressful work situations
Agility	Able to learn from previous failures or mistakes to improve performance & grow
Confidence	Feel confident and flexible in dealing with sudden changes in the workplace.
Motivation	Able to maintain work enthusiasm, have self-motivation and stay focused on the goals even when facing many challenges
<b>Employee Engagement Characteristic</b> (Gallup, 2023)	
Meaning	Proud in their contributions and believe that their work plays a vital role in the success of the organization
Enthusiasm	Approach each workday with enthusiasm and a positive attitude, eager to take on new challenges
Belonging	Proud to be associated with the company and commit to assist the company to realize its objectives
Dedication	Willing to go above and beyond, they are dedicated to working harder to deliver exceptional performance.

From this categorization, it will be analyzed how adaptive leadership has been implemented at the managerial level which will then be continued with an analysis of the relationship between adaptive leadership patterns that influence the resilience and engagement of its team. The theory in the literature review shows the relationship

between resilience and employee ability to deal with work pressure which can then reduce employee turnover in the company. Through categorization and based on some existing theories, researchers will also analyze the extent to which employee engagement can influence employee turnover, especially in the WOM Finance organization. Then, from these results and with the help of secondary data from the WOM Finance HR team regarding branch performance data led by managers, an evaluation will be carried out to what extent adaptive leadership patterns can contribute to reducing employee turnover.

### **3.6. Research Validity Test**

In this study, we will assess the validity of the research results through tests of internal validity (credibility). To ensure credibility, participants will be chosen from key positions within the branch offices of a multifinance company. All participants have been employed at WOM Finance for over one year. Specifically, participants at the Function Head level were selected based on their collaboration with the Branch Manager for a minimum of six months. To enhance credibility further, this research will also employ source triangulation, which includes:

1. In-depth interviews will be conducted with key personnel who have at least one year of experience in the company. The results from the interviews will be primary data.
2. WOM Finance's internal data, such as employee turnover data and branch performance of the participant, Human Capital WOM Finance report's data on employee resignation reasons, and research findings published in journals or thesis about this research topic will all be used as secondary data in this study.
3. Observations from social media WOM Finance (Instagram) regarding leadership and work culture applied to improve employee engagement.



In the dependability test, researchers use a case study protocol, namely the main questions for each research variable. Although the questions can be developed over time, several mandatory questions must be answered by participants (according to table 3.2 Interview Questions). These methods, supported by thematic analysis techniques and validity test steps, are expected to provide relevant and applicable insights in the context of multifinance companies in Indonesia.