HANDOUT
RISET MANAJEMEN SUMBERDAYA MANUSIA

Oleh
ELSYE TANDELILIN, SE, MM

LAB MSDM FAKULTAS BISNIS DAN EKONOMIKA
UNIVERSITAS SURABAYA
SEMESTER GASAL 2007/2008

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(32366J)

DESKRIPSI MATAKULIAH:

Mata kuliah ini merupakan salah satu mata kuliah wajib konsentrasi untuk peminatan Manajemen Sumberdaya Manusia dan Organisasi . Mata kuliah ini ditempuh oleh mahasiswa yang telah menyelesaikan mata kuliah wajib semua jurusan yaitu Statistika Bisnis 2, mata kuliah wajib jurusan yaitu Teori Organisasi dan mata kuliah wajib konsentrasi yaitu Manajemen Sumberdaya Manusia . Fokus mata kuliah Riset Manajemen Sumberdaya Manusia ini adalah pada pengenalan tentang proses penelitian manajemen sumberdaya manusia dan penggunaan metode ilmiah dalam kegiatan penelitian untuk memperoleh kebenaran yang bersifat proposisional. Kebenaran proposisional merupakan kebenaran yang masih terbuka untuk dilakukan pengujian ulang, sehingga konsepsi yang berupa proposisi (calon teori) dapat meningkat arasnya menjadi proposisi umum yang setara dengan teori. Proses penelitian dimulai dari perumusan masalah, rerangka berpikir teoritis, perencanaan sample, pengumpulan data, pengolahan dan analisis data, konklusi dan penyiapan laporan. Sedangkan ciri-ciri yang harus dipahami tentang metode ilmiah meliputi logis, kritis-analitis, teoretis, empiris, obyektif, dan sistematis. Untuk memberikan bekal pengetahuan tentang kegiatan penelitian manajemen sumberdaya manusia secara optimal, pembelajaran pada mata kuliah ini tidak hanya terbatas pada materi-materi yang bersifat kognitif (*knowledge and ability*), tetapi juga dilengkapi dengan ketrampilan-ketrampilan (*skills*) dan sikap/perilaku (*attitude/behavior*) tertentu.

TUJUAN MATAKULIAH:

Setelah mempelajari mata kuliah ini, mahasiswa secara kognitif diharapkan mampu menhubungkan semua proses penelitian manajemen sumberdaya manusia dengan topik yang diminati menjadi sebuah proposal penelitian. Selain aspek kognitif , mahasiswa juga diharapkan memiliki hal-hal sebagai berikut: keahlian/ketrampilan (*skills*) tertentu, meliputi ketrampilan mengelola waktu, keahlian mempresentasikan materi secarA sistematis , keahlian berkomunikasi; (2) Perilaku/sikap (*behavior attitude*) tertentu, meliputi komitmen, kejujuran, tanggung jawab, keberanian mengemakakan pendapat, ketepatan waktu penyelesaian tugas, kritis analitis dan skeptis.

MATAKULIAH PRASYARAT:

1. Statistika Bisnis II
2. Bahasa Indonesia & Teknik Penulisan Akademik

BUKU TEKS WAJIB DAN BACAAN LAINNYA:

Zikmund, William G., 1997, Business Research Methods, 5th Edition, The Dryden

Press, Harcourt Brace College Publisher, Fort, Texas.
Cosenza, Davis, 1993, Business Research for Decision Making, 3rd Edition, Wadworth Publishing Company, Belmont.
Sekaran, Uma, 2003, Research Methods for Business, 2nd Edition, John Wiley & Sons, Inc., Singapore.
Istijanti, MM, M.Com, 2005, Riset Sumberdaya Manusia, PT Gramedia Pustaka Utama, Jakarta

METODE PENCAPAIAN TUJUAN:

1. Ceramah
2. Presentasi
3. Diskusi

EVALUASI PENILAIAN:

Hard Skill (70%)

1. Rangkuman dan Telaah artikel jurnal (10%)
2. Kualitas Tugas (20%)
3. Ujian (70%)

Soft Skill (30%)

1. Kejujuran (20%)
2. Komitmen (10%)
3. Keaktifan bertanya/berdiskusi (10%)
4. Ketepatan waktu penyerahan tugas (10%)
5. Sikap kritis-analitis (10%)
6. Sikap skeptis (10%)
7. Tanggung jawab (10%)
8. Keahlian berkomunikasi (10%)
9. Kerja sama (10%)

SATUAN ACARA PERKULIAHAN MINGGUAN :

MINGGU	TOPIK	TUGAS
1	Pendahuluan: • Silabus • Overview	
2	Hubungan ilmu, teori, dan penelitian di bidang MSDM	Menyerahkan dan mendiskusikan rangkuman Ch 2 & 3 dari Zikmund, menyerahkan hasil telaah artikel penelitian dari jurnal
3	Hubungan ilmu, teori, dan penelitian di bidang MSDM	Diskusi hasil telaah jurnal
4	Masalah penelitian (di bidang MSDM)	Menyerahkan dan mendiskusikan rangkuman Ch 5 & 6 dari Zikmund, menyerahkan gejala/dan fakta berikut perumusan masalah yang terkait dengan bidang MSDM
5	Bangunan Teori	Diskusi latar belakang masalah dan perumusan masalah

6	Bangunan Teori	Menyerahkan dan mendiskusikan rangkuman Ch 7 & 8, menyerahkan draft latar belakang masalah dan telaah pustaka
7	Review Latar Belakang Masalah dan Telaah Pustaka	Mencatat revisi dan melakukan revisi
UJIAN TENGAH SEMESTER		
8	Bangunan Teori	Evaluasi tugas UTS dan mendiskusikan kesalahan-kesalahan berikut revisinya
9	Metode Penelitian: Variabel, Populasi, dan Sampling	Menyerahkan dan mendiskusikan rangkuman Ch 10 dan 15
10	Metode Penelitian: Sumber Data, Prosedur Pengumpulan Data, Aras & Skala Pengukuran, Instrumen Pengumpulan Data, Metode Pengolahan Data, dan Rancangan Uji Hipotesis di bidang MSDM	Menyerahkan dan mendiskusikan rangkuman Ch 11 dan 12
11	Metode Penelitian	Menyiapkan tabel variabel Menyerahkan dan mendiskusikan rangkuman Ch 13 dan 14, menyerahkan dan mendiskusikan metode penelitian per jenis dan topik penelitian
12	Metode Penelitian	Menyiapkan disain metode penelitian
13	Usulan Penelitian	Menyerahkan dan mendiskusikan usulan penelitian di bidang MSDM
14	Usulan Penelitian	Evaluasi dan mendiskusikan kesalahan-kesalahan berikut revisinya
UJIAN AKHIR SEMETER		

Aturan

1. Wajib membawa materi kuliah minimal materi minggu yang bersangkutan
2. Tugas mingguan harus sudah diletakkan di meja dosen sebelum perkuliahan dimulai

HANDOUT

RISET SUMBERDAYA MANUSIA

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HANDOUT - 1

THE ROLE OF HR RESEARCH

ACKNOWLEDGEMENT

1. **HR RESEARCH** is the function which links the workers/ employees and management through information that used to identify and define HR Problems, Monitor HR Performance, Evaluate HR Decisions & Actions, and measure HR Satisfaction
2. **HR RESEARCH** specifies the information requires to address these issues: (a) designs the method for collecting information, (b) manages and implement the data collection process, (c) analyze the results, and (d) communicates the findings and their implications
3. **HR RESEARCH** is a part of business research that based on the real HR phenomena within organization.

TYPE OF BUSINESS RESEARCH

1. **EXPLORATORY RESEARCH** is an initial research conducted to clarify and define the nature of a problem. In such a case exploratory research helps to crystallize a problem and identify information needs for future research.
2. **DESCRIPTIVE RESEARCH** is a research designed to describe characteristics of a population or a phenomenon. Descriptive research seeks to determine the answers to *who, what, when, where* and *how* questions.
3. **CAUSAL RESEARCH** is a research conducted to identify cause-and-effect relationships among variable where the research problem has already been narrowly defined.

THE MAIN CONCEPTS

1. **HR RESEARCH** is the **systematic** and **objective** approach to the development and provision of **information** for the HR management **decision making process**
2. **Systematic** refers to the requirement that the research project should be well organized, planned, detailed in advance.
3. **Objective** implies that HR research strives to be employed biased and unemotional in performing its responsibilities
4. **Information** and **decision making process** are very crucial and important in HR research to near the objective results and its implications

THE AIMS

1. **HR RESEARCH** covers a wide range of HR phenomena and to fulfill managers need for knowledge of HR actions and decision results
2. The results of HR Research explains the degree of success or failure about the implementation of HR actions and decisions.
3. HR Research helps managers or decision makers shift from intuitive information gathering to systematic and objective investigation.

THE SCOPE

1. **HR RESEARCH** as a **BASIC RESEARCH** because this research is conducted to verify the acceptability of a given theory of to know more about a certain concept, For example: HR researchers investigated whether or not an worker's motivation on a task would have any influence on their performance
2. **HR RESEARCH** as an **APPLIED RESEARCH** because this research is conducted when a decision or new policy must be made about a specific real HR Problem within organization. For example: HR researchers investigated the competencies map of employees because a new policy in assignment will be decided.

THE SCOPE (Conti'd)

3. **HR RESEARCH** as an **EVALUATION RESEARCH** because this research is formal, objective measurement and appraisal of the extent to which a given activity, project, or program has achieved its objectives. Evaluation Research may provide information about the major factors influencing the observed performance levels.
4. **HR RESEARCH** as a **PERFORMANCE-MONITORING RESEARCH** because this research, regularly or perhaps routinely, provides feedback for evaluation and control of HR activity. Performance-monitor research is an integral aspect of total quality management programs.

WHEN IS HR RESEARCH NEEDED?

Managers faced with two or more possible course of action faces the initial decision of whether or not research should be conducted. The determination of the need for HR Research on:

1. **TIME CONSTRAINTS**: A decision must be made immediately
2. **AVAILABILITY OF DATA**: Frequently managers already possess enough information to make a sound decision without research. When there is an absence of adequate information, however, research must be considered.
3. **NATURE OF THE DECISION**. The nature of HR Research will depend on the nature of the managerial decision to be made. However, in general the more strategically or tactically important the decision, the more likely that research will be conducted.

HR RESEARCH TOPICS

1. Morale and Job satisfaction
2. Leadership Style
3. Employee Productivity
4. Organizational Effectiveness
5. Structural Studies
6. Absenteeism and Turnover
7. Organizational Climate and Culture
8. Organizational Communication
9. Employee Motivation
10. Physical Environment Studies
11. Job Stress and Conflict
12. Etc

TYPES OF VARIABLE

- Categorical Variable
- Dependent Variable
- Independent Variable
- Intervening Variable
- Moderating Variable

EXPLORATORY RESEARCH ON HR

The purpose of exploratory research is intertwined with the need for a clear and precise statement of the recognized problem. Three interrelated purposes for exploratory research exist: (1) diagnosing a situation, (2) Screening alternatives, and (3) discovering new ideas.

HANDOUT - 2

THEORY BUILDING AND HR RESEARCH PROCESS

OBSERVATION AND FACTS

- Observation are the basis by which we recognize or note facts.
- Facts are those things or phenomena that we believe are true

OBSERVATION AND FACTS (cont'..)

Facts may be collected in the business research process by:

- direct observation or sensing of natural phenomena or of experimental results;
- direct inference from other data that are directly observed;
- original documents;
- reports and publications of fact gathering agencies and researchers;
- questioning of individuals.

THE GOALS OF THEORY

1. The purposes of theory are **PREDICTION** and **UNDERSTANDING.**
2. **PREDICTION** its means to predict the behavior or characteristic of one phenomenon from the know-ledge of another phenomenon's characteristics, and **UNDERSTANDING** is an explanation of why variables behave as they do.
3. In most situations, prediction and understanding go hand in hand. To predict phenomena, we must have an explanation of why variables behave as they do. Theories provide these explanations.

THEORY

- Theory:

  - a coherent set of general propositions used to explain the apparent relationships among certain observed phenomena.

  - allow generalizations beyond individual facts or situations.

CONCEPTS

- Concept can be defined as generalized idea about a class of objects; an abstraction of reality that is the basic unit for theory development.
- Construct is a specific types of concept that exist at higher levels of abstraction.
- Variable:

  anything that may assume different numerical values.

PROPOSITION

PROPOSITION are statements concerned with the relationships among concepts. It explains the logical linkage among concepts by asserting a universal connection between events that have certain properties or concepts.

CONSTITUTIVE AND OPERATIONAL DEFINITION

Concept/Construct	Definition	
	Constitutive	Operational
Purchase	The act of obtaining a good or service by paying money or its equivalent	The list of individuals who have signed a bill of sale for GM auto in past year
Satisfaction	The degree to which expectations are met in the performance of a product	The difference between an a priori and an a posteriori rating of performance expectations
Attitude	A learned predisposition to respond in a consistent manner	The summated rating received on an 8-item, 7-point bipolar scale

LADDER OF ABSTRACTION

Ladder of Abstraction is an organization of concepts in sequence from the most concrete and individual to the most general. The basic concept becomes more abstract, wider in scope, and less amenable to measurement

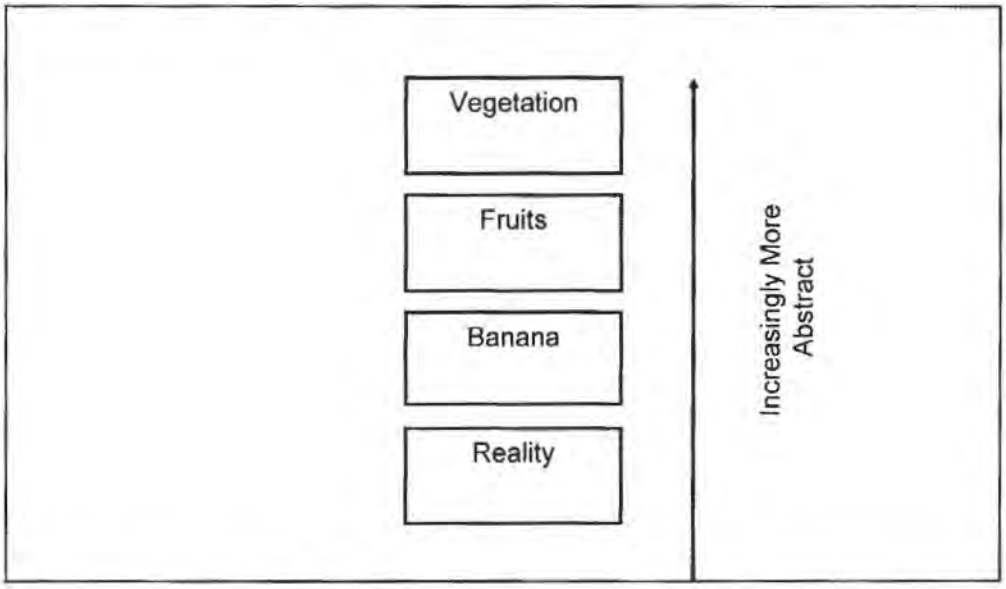
TWO LEVELS

The basic or scientific HR Research operate at two levels:

1. **ABSTRACT LEVEL**. In theory development, the level of knowledge expressing a concept that exists only as an idea or a quality apart from an object
2. **EMPIRICAL LEVEL**. Level of knowledge reflecting that which is verifiable by experience or observation

If HR Researchers says, "Older workers prefer different rewards than younger workers," two concepts --- age of worker and reward preference ---- are the subjects of this abstract statement,

LADDER OF ABSTRACTION FOR CONCEPT



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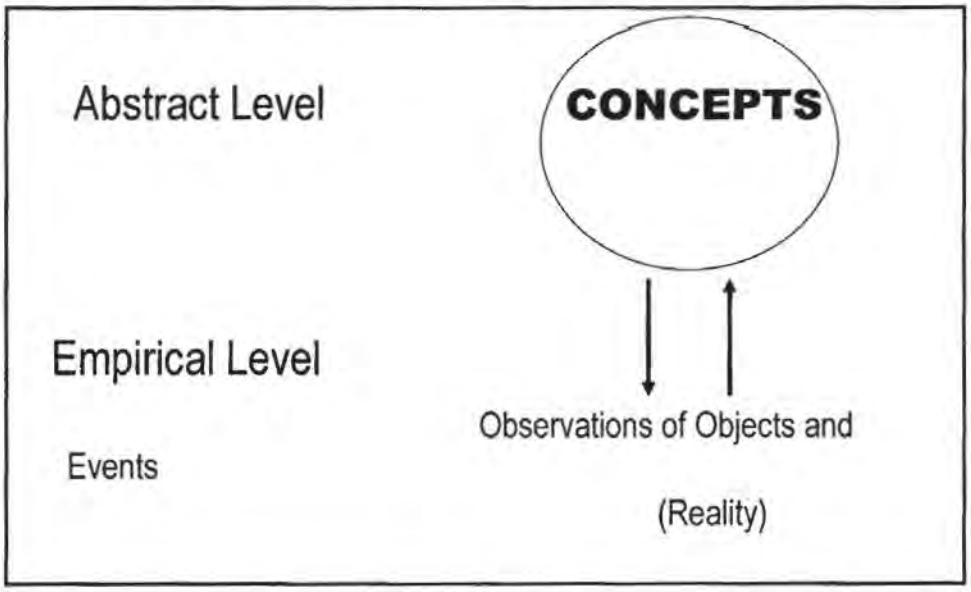
CONCEPTS ARE ABSTRACTIONS OF REALITY



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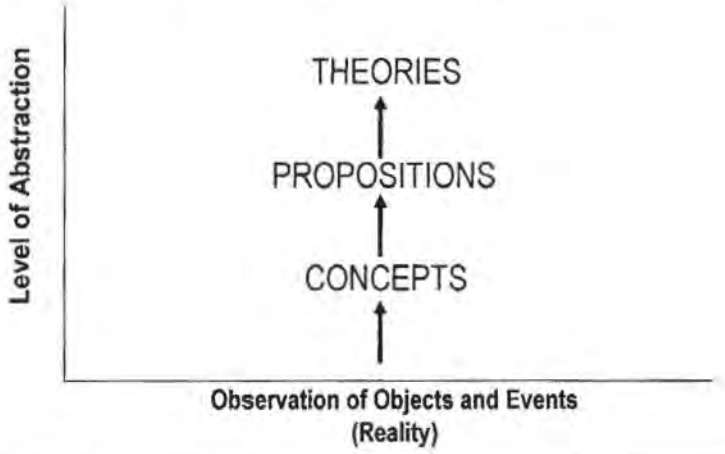
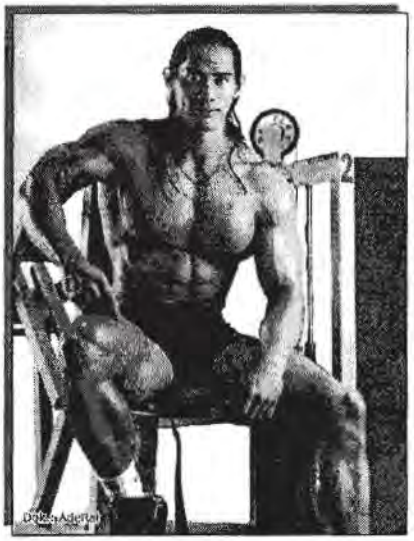
THEORY BUILDING

Theory building is a process of increasing Abstraction



THE SCIENTIFIC METHOD

Scientific Method is the use of a set of techniques or procedures used to analyze empirical evidence in an attempt to confirm or disprove prior conceptions. There is no consensus concerning exact procedures for the scientific method, but most decisions of the scientific method include references to "empirical testability". Empirical means that something is verifiable by observation, experimentation, or experience. The process of empirical verification cannot be divorced from the process of theory development



CHARACTERISTICS OF THE SCIENTIFIC METHOD

- Logical
- Critical and analytical
- Objective
- Conceptual and theoretical
- Empirical
- Systematic

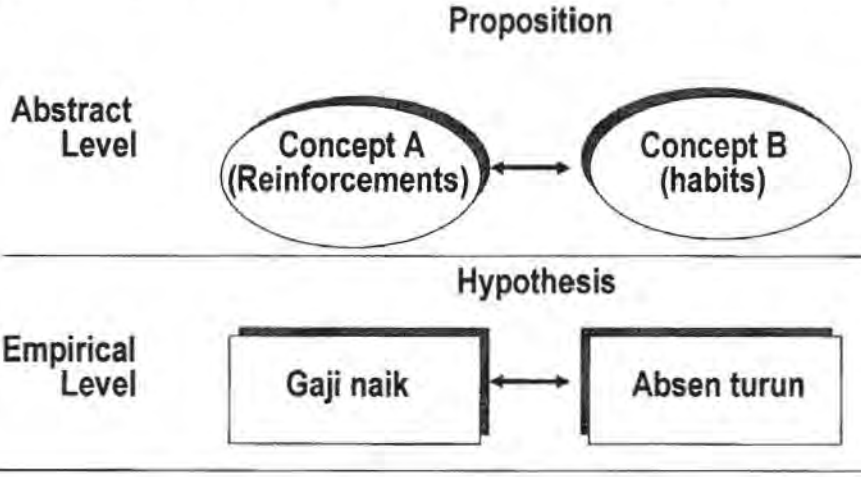
HYPOTHESIS and VARIABLE

HYPOTHESIS is an unproven proposition or supposition that tentatively explains certain facts or phenomena. A proposition that is empirically testable. The abstract proposition "Reinforcements will increase habit strength" may be tested empirically with a hypothesis

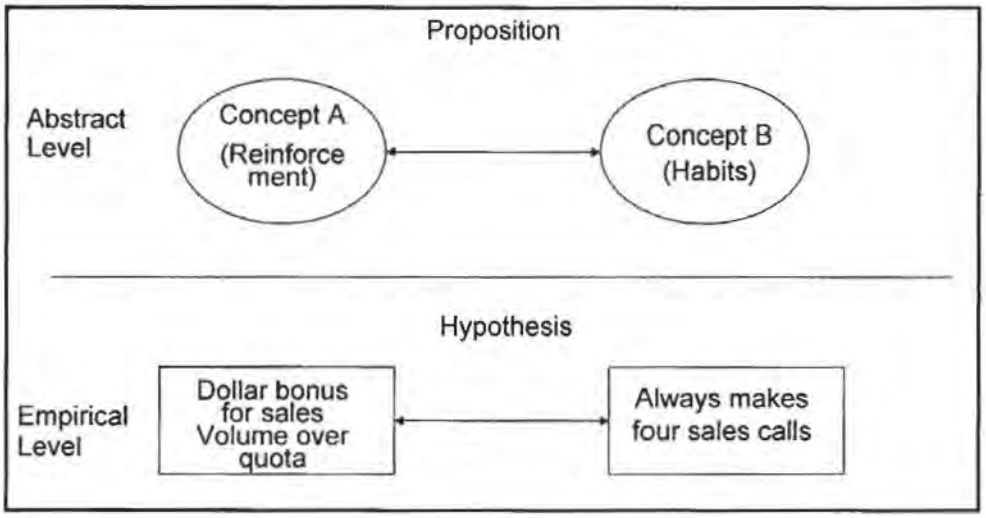
VARIABLE is anything that may assume different numerical values and variable are at the empirical level

HYPOTHESIS

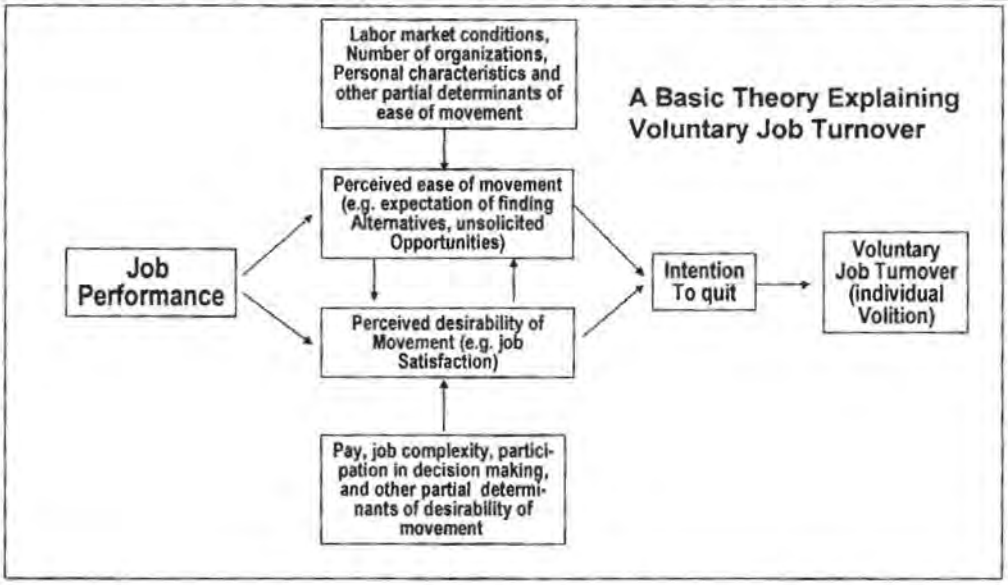
Hypotheses are the empirical counterparts of propositions



HYPOTHESIS and PROPOSITION



AN EXAMPLE



VERIFYING THEORY

- To determine which is the better theory, researcher gather empirical data or observations to verify the theories.
- Maslow's hierarchical theory of motivation offer one explanation for behavior. Maslow theorizes that individuals will attempt to satisfy physiological needs before self-esteem needs.

HOW ARE THEORIES GENERATED?

- At the abstract, conceptual level, theory may be developed with deductive reasoning. At the empirical level, theory may be developed with inductive reasoning,
- Deductive reasoning is the logical process of deriving a conclusion from a known premise or something known to be true.
- Inductive reasoning is the logical process of establishing a general proposition on the basis of observation of particular facts.
- Theory construction is often the result of a combination of deductive and inductive reasoning

STEPS IN SCIENTIFIC METHOD

1. Assessment of relevant existing knowledge
2. Formulation of concepts and propositions
3. Statement of Hypotheses
4. Design the research to test the hypotheses
5. Acquisition of meaningful empirical data
6. Analysis and evaluation of data
7. Provide explanation and state new problems raised by the research

PRACTICAL VALUE OF THEORIES

- Theories allow us to generalize beyond individual facts or isolated situations;
- Theories provide a framework that can guide managerial strategy by providing insights into general rules of behavior

HANDOUT - 3

PROBLEM DEFINITION AND HR RESEARCH QUESTION

THE RESEARCH PROCESS: AN OVERVIEW

DECISION MAKING

- The key to decision making is to recognize the nature of the problem/opportunity, to identify how much information is available and to recognize what information is needed.
  - Certainty
  - Uncertainty
  - Ambiguity

TYPES OF BUSINESS RESEARCH

- Business Research: an organized, systematic, data-based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it.
- Basic Research: research that the findings contribute to the building of knowledge.
- Applied Research: research that the findings to solve specific problem.

  - Exploratory Studies: initial research conducted to clarify and define the nature of a problem.
  - Descriptive Research: research design to describe characteristics of a population or a phenomenon.
  - Causal Research: research conducted to identify cause-effect relationships among variables where the research problem has already been narrowly defined.

EXPLORATORY RESEARCH

- Research is needed to gain better understanding of the dimensions of the problems;
- Management needs information to help analyze a situation;
- Conclusive evidence to determine a particular course of action is not the purpose of exploratory research;
- Exploratory research is conducted with the expectation that subsequent research will be required to provide conclusive evidence.

DESCRIPTIVE RESEARCH

- Descriptive research seeks to determine the answers to *who*, *what*, *when*, *where*, "*why*", and *how* questions;
- Descriptive research are based on some previous understanding of the nature of the research problem;
- The findings of a descriptive study from *why* question, sometimes called diagnostics analysis, do not provide evidence of a causal nature.

CAUSAL RESEARCH

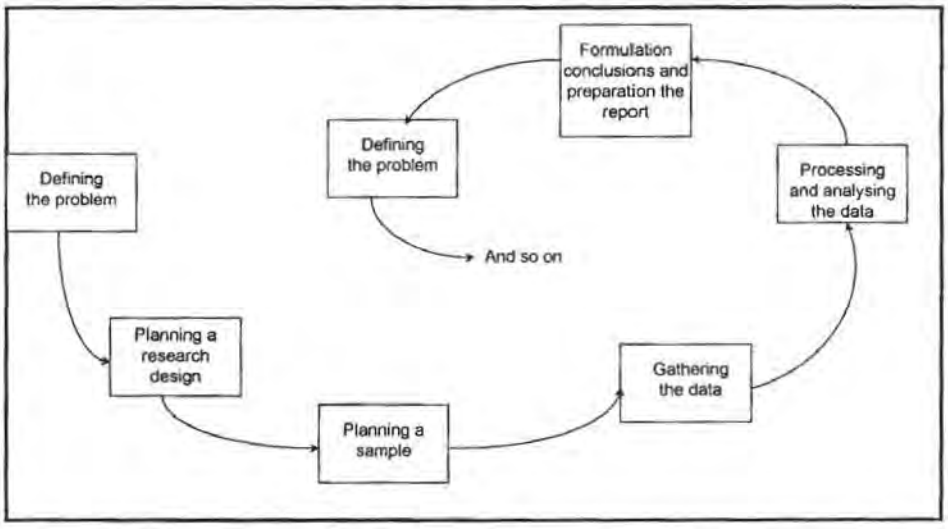
Research with the purpose of inferring causality should:

- establish the appropriate causal order or sequence of events;
- measure the concomitant variation between the presumed cause and the presumed effect;
- Recognize the presence or absence of alternative plausible explanations or causal factors.

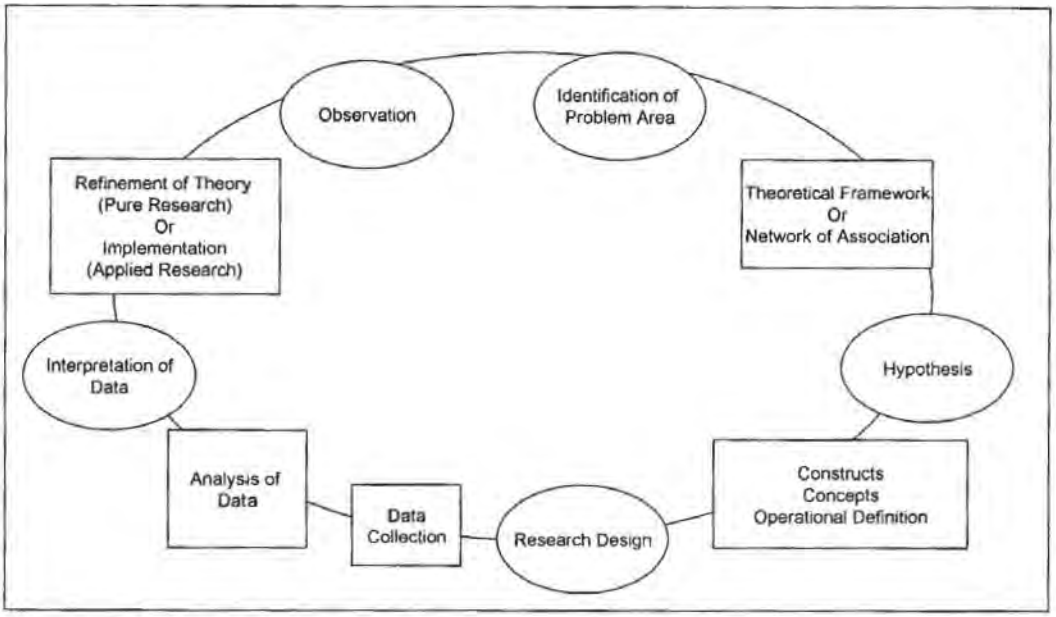
STAGES IN THE RESEARCH PROCESS

1. Defining the problem;
2. Planning a research design;
3. Planning a sample;
4. Collecting data;
5. Analyzing the data;
6. Formulating the conclusions and preparing the report.

PHASES OF THE RESEARCH PROCESS



THE BUILDING BLOCKS OF SCIENCE



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LINKAGES IN RESEARCH PROCESS

- Forward linkage: a term implying that the early stages of the research process will influence the design of the later stages.
- Backward linkage: a term implying that the late stages of the research process will have an influence on the early stages.

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DECISION ALTERNATIVES IN THE RESEARCH PROCESS

- A number of alternatives are available to the researcher during each of the research process.
- The research process can be compared with a guide or a map.
- On a map some paths are better charted than others, some are difficult to travel, and some are more interesting and scenic than others.
- It is important to remember there is no right path or best path for all journeys. The road one takes depends on where one wants to go and resources one has available fot the trip.

DECISION ALTERNATIVES IN THE RESEARCH PROCESS (continued)

- In each stage of the research process there are several paths are follow.
- In some instance, the quickest path will be the appropriate means of research because of certain time constraints.
- In other circumstances when money and human resources are plentiful, the path the research takes may be quite different.
- Exploration of the various paths of business research decisions is our primary purpose.
- Each of six stages in the research process is briefly described in exhibit 3.4.

PROBLEM DISCOVERY AND DEFINITION

- Problem, in general usage, something has gone wrong.
- Problem discovery: the research task to clarify a problem.
- Problem statement is often made only in general terms. What is to be investigated is not yet specifically identified.
- Albert Einstein: "the formulation of a problem is often more essential than its solution."

PROBLEM DISCOVERY AND DEFINITION (continued)

- The adage "a problem well defined is a problem half solved" is worth remembering.
- Definition of the research problem gives a sense of direction to the investigation.
- Careful attention to problem definition allows the researcher to set the proper research objectives.

PROBLEM DISCOVERY AND DEFINITION (continued)

Four basic categories of techniques for obtaining insights and gaining a clearer idea of a problem:

- secondary data analysis;
- pilot studies;
- case studies;
- experience surveys.

PROBLEM DISCOVERY AND DEFINITION (continued)

- Secondary data: data that have been previously collected for some project rather than the one at hand.
  - Primary data: data gathered and assembled specifically for the research project at hand.
- Pilot study: any small-scale exploratory research technique that uses sampling but does not apply rigorous standard.
  - Focus group are a popular type of pilot study. A typical focus group session has six to ten participants.

PROBLEM DISCOVERY AND DEFINITION (continued)

- Case study method: an exploratory research technique that intensively investigates one or a few situations similar to the researcher's problem situation.
- Experience survey: an exploratory research technique in which individuals who are knowledgeable about a particular research problem are surveyed.

PLANNING THE RESEARCH DESIGN

After the researcher has formulated the research problem, the research design must be developed.

- Research design: a master plan specifying the methods and procedures for collecting and analyzing needed information.
- The appropriate research design:
  - Surveys
  - Experiments
  - Secondary data
  - Observation
- Evaluating the research design.

SAMPLING

- Sampling involves any procedure that uses a small number of items or that uses parts of the population to make a conclusion regarding the whole population.
- Sample is subset from a large population.
- Sampling must follow a certain statistical procedure, because the results of a good sample should have the same characteristics as the population as a whole.
- When errors are made, samples do not give reliable estimates of the population.

SAMPLING (continued)

- Sample size: how big should the sample be? Large samples are more precise than small samples.
- Basic sampling techniques: probability and non probability sample.
- Probability sampling techniques: simple random, cluster, stratified, and multi-stage area sampling.
- Non probability sampling techniques: convenience, judgmental /purposive, quota, and snow ball sampling.

DATA COLLECTION

- There are many methods of data collection because of many research techniques.
- Methods of data collection:
  - observation
  - survey
  - secondary data (original documents and reports & publications)

DATA PROCESSING AND DATA ANALYSIS

- Coding and Editing
  - Coding involves interpreting, categorizing, and recording the data.
  - Editing involves checking the data collection forms for omissions, legibility, and consistency in classification.
- Analysis is the application of logic to understand and interpret the data that have been collected about a subject; involve determining consistent patterns and summarizing the appropriate details revealed in the investigation.

CONCLUSIONS AND REPORT PREPARATION

- The final stage in the research process is to interpret he information and make conclusions for managerial decision.
- The research report should communicate the research findings effectively.

RESEARCH PROJECT VS RESEARCH PROGRAM

- Research is a continuous process.
- Management should view research at a strategic planning level.
- Research program: an ongoing series of research projects designed to supply an organization's continuing information needs.

HANDOUT - 4

MEASUREMENT INSTRUMENT AND QUESTIONNAIRE DESIGN

RESEARCH METHOD

The Components of Research Method:

- Types of research
- Variable and Operational Definitions
- Target and Characteristics of population
- Sample and Sampling Techniques
- Types and Sources of Data
- Levels and Scale of Measurement
- Data Collecting Procedure
- Data Processing
- Hypothesis Testing

TYPES OF RESEARCH

- Based on Discovery:
  (1) Basic
  (2) Applied
- Based on Purpose:
  (1) Exploratory
  (2) Descriptive
  (3) Causal

- Based on Technique:
  (1) Observation
  (2) Survey
  (3) Experiment
- Based on Approach:
  (1) Quantitative
  (2) Qualitative

VARIABLE AND OPERATIONAL DEFINITION

Variable is anything that may assume different numerical values.

Characteristics of Variable:

- Refer to theoretical definition
- Empirical
- Specific
- Measurable

TYPES OF VARIABLE

- Categorical Variable
- Dependent Variable
- Independent Variable
- Intervening Variable
- Moderating Variable

POPULATION (UNIVERSE)

- Population is a complete group of entities sharing some common set of characteristics.
- Target Population is the specific, complete group relevant to the research project.
- Population Elements is an individual member of a specific population.

POPULATION and SAMPLING

Population	Sampling Techniques
Finite/Identified Population	Probability Sampling - Simple Random - Cluster Random - Stratified Random - Multi Stage Area
Infinite/Unidentified Population	Non probability Sampling -Convenience -Judgmental/Purposive -Quota -Snow Ball

STEPS IN THE SAMPLING PROCESS

1. Select the Population (elements/UOA, sampling units/object, extent, and time)
2. Select a Sampling Units
3. Select a Sampling Frame (physically representing the population)
4. Select a Sample Design (sampling method)
5. Select the Size of Sample
6. Select a Sampling Plan (operational procedures)
7. Select the Sample (implementation of sampling plan)

SAMPLE SIZE

- Finite Population:
  $n = N/(1+Nd^2)$
- Infinite Population:
  $n=(Z^2\alpha)((PQ/d^2)$

LEVELS MEASUREMENT

- Nominal, number or letter assigned to objects serve as labels for identification or classification.
- Ordinal, arranges objects or alternatives according to their magnitudes.
- Interval, not only arranges objects to their magnitudes but also distinguishes this order arrangement in units of equal intervals.
- Ratio, having absolute quantities and possessing an absolute zero.

DESCRIPTIVE STATISTICS FOR TYPES OF LEVELS

Type of Level	Numerical Operation	Descriptive Statistics
Nominal	Counting	Frequency in each category; Percentage in each category; Mode
Ordinal	Rank Ordering	Median; Range; Percentile ranking
Interval	Arithmatic operations on intervals between number	Mean; Standard deviation; Variance
Ratio	Arithmatic operation on actual quantities	Geometric mean; Coefficient of variation

CRITERIA FOR GOOD MEASUREMENT

- Reliability, degree to which measures are free from error and therefore yield consistent results (repeatability, internal consistency)
- Validity, the ability of measuring instrument to measure what is intended to be measured (content, criterion, concurrent, predictive, construct, discriminant)
- Sensitivity, a measurement instrument's ability to acutely measure variability in stimuli or responses

SCALE OF MEASUREMENT

Attitude Measurement

- Attitude, an enduring disposition to consistently respond in a given manner to various aspects of the world; composed of affective, cognitive, and behavioral components

ATTITUDE MEASUREMENT

Techniques for Measuring Attitudes

- Ranking
- Rating
- Sorting
- Choice

ATTITUDE RATING SCALE

- Simple Attitude Scaling
- Category Scales
- Summated Rating Method: The Likert Scale
- Semantic Differential
- Numerical Scales
- Constant-Sum Scale
- Stapel Scale
- Graphic Rating Scale

RANKING AND SORTING

- Ranking (Paired Comparisons)
- Sorting, sorting tasks require that respondents indicate their attitudes or beliefs by arranging items.

RESEARCH METHOD FOR QUALITATIVE RESEARCH

The Components of Research Method:

- Types of research
- Target and Characteristics of population
- Sample and Sampling Techniques
- Types and Sources of Data
- Levels and Scale of Measurement
- Data Collecting Procedure
- Data Processing

RESEARCH METHOD FOR DESCRIPTIVE RESEARCH

The Components of Research Method:

- Types of research
- Variable and Operational Definitions
- Target and Characteristics of population
- Sample and Sampling Techniques
- Types and Sources of Data
- Levels and Scale of Measurement
- Data Collecting Procedure
- Data Processing

RESEARCH METHOD FOR CONCLUSIVE-DESCRIPTIVE RESEARCH

The Components of Research Method:

- Types of research
- Variable and Operational Definitions
- Target and Characteristics of population
- Sample and Sampling Techniques
- Types and Sources of Data
- Levels and Scale of Measurement
- Data Collecting Procedure
- Data Processing
- Hypothesis Testing

RESEARCH METHOD FOR CAUSAL RESEARCH

The Components of Research Method:

- Types of research
- Variable and Operational Definitions
- Target and Characteristics of population
- Sample and Sampling Techniques
- Types and Sources of Data
- Levels and Scale of Measurement
- Data Collecting Procedure
- Data Processing
- Hypothesis Testing

Table M 3
Statistical Techniques and Tests Classified According to Type, Number, and Measurement Scale of Variables[a]

Variates			Criterion Variables: One – Nominal	Criterion Variables: One – Ordinal	Criterion Variables: One – Interval	Criterion Variables: Two or More – Nominal	Criterion Variables: Two or More – Ordinal	Criterion Variables: Two or More – Interval
One	Nominal		Chi-square test for independence Cochran Q test Fisher exact probability	Sign test Median test Mann-Whitney U test Kruskal-Wallis one-way analysis of variance	Analysis of variance			Multiple discriminant analysis
	Ordinal			Spearman's rank correlation Kendall's rank correlation	Analysis of variance with trend analysis			
Two or More	Interval		Analysis of variance		Regression analysis	Analysis of variance		Multiple regression analysis
	Nominal			Friedman two-way analysis of variance	Analysis of variance (factorial design)			Analysis of variance
	Ordinal							
	Interval		Multiple discriminant analysis		Multiple regression analysis		Multiple discriminant analysis	Canonical correlation

[a] Adapted from R. L. Baker & R. E. Schultz (Eds.) *Instructional product research*. New York: Van Nostrand Co., 1972. p. 110.

HANDOUT - 5

SAMPLE DESIGNS AND SAMPLING PROCEDURES

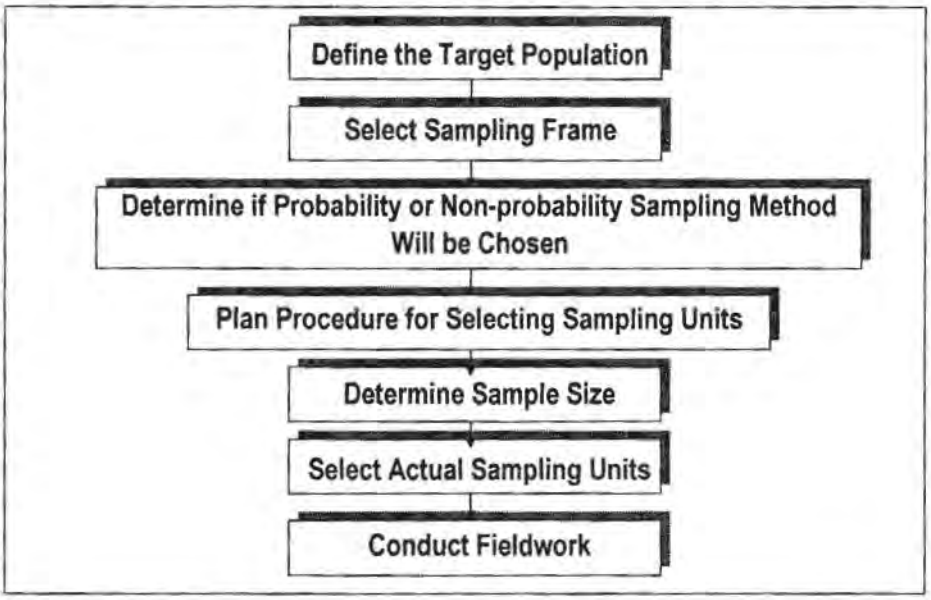
SAMPLING, POPULATION AND CENSUS

1. **SAMPLING** is the process of using a small number of items or parts of a larger population to make conclusions about the whole population. The purpose of sampling is to enable researchers to estimate some unknown characteristic of the population
2. **A SAMPLE** is a subset or some part of a larger population.
3. **A POPULATION** is a complete group of entities sharing some common set of characteristics.
4. **CENSUS** is an investigation of all the individual elements making up a population

WHY SAMPLE?

1. **PRAGMATIC REASONS**. In the most situations, however, there are many pragmatic reasons for sampling. Sampling cut costs, reduces labor requirements, and gathers vital information quickly.
2. **ACCURATE AND RELIABLE RESULTS**. When the popula-tion elements are highly homogeneous, samples are highly representative of the population, when if the population have considerable heterogeneity. Large samples provide data of sufficient precision to make most decisions
3. **DESTRUCTION OF TEST UNITS**. If there is a finite popula-tion and everyone in the population participates in the re-search and cannot be replaced.

STAGES IN SELECTION A SAMPLE



TARGET POPULATION AND THE SAMPLING FRAME

1. **TARGET POPULATION** is the complete group of specific population elements relevant to the research project.
2. **SAMPLING FRAME** is the list of elements from which a sample may be drawn; also called *working population* because it provides the list that can be operationally worked with.
3. **A Sampling Frame Error** occurs when certain sample elements are excluded or when the entire population is not accurately represented in the sample frame. By including respondents who should not have been listed as members of the population, sampling frame error occurred.

PROBABILITY Vs NON-PROBABILITY SAMPLING

1. **PROBABILITY SAMPLING** is a sampling technique in which every member of the population will have a known, nonzero probability of selection.
2. **NON-PROBABILITY SAMPLING** is a sampling technique in which units of the sample are selected on the basis of personal judgment or convenience

NON-PROBABILITY SAMPLING

1. **CONVENIENCE SAMPLING** refers to the procedure of obtaining units or people who are most conveniently available. Also called *haphazard* or *accidental sampling*.
2. **JUDGMENT/PURPOSIVE SAMPLING** is a sampling technique in which an experienced individual selects the sample based upon his or her judgment about some appropriate characteristic required of the sample members.
3. **QUOTA SAMPLING** is a sampling procedure that ensures that certain characteristics of a population sample will be represented to the exact extent that the investigator desires.
4. **SNOWBALL SAMPLING** is a sampling procedure in which initial respondents are selected by probability methods, and then additional respondents are obtained from information provided by the initial respondents.

PROBABILITY SAMPLING

1. **SIMPLE RANDOM SAMPLING** is a sampling procedure that assures each element in the population an equal chance of being included in the sample.
2. **SYSTEMATIC SAMPLING** is a sampling procedure in which an initial starting point is selected by a random process, and then every *n*th number on the list is selected.
3. **STRATIFIED SAMPLING** is a sampling procedure in which sub-samples are drawn from samples within different strata that are more or less equal on some characteristic.
4. **CLUSTER SAMPLING** is a sampling technique in which the primary sampling unit is not the individual element in the population but a large cluster of elements

APPROPRIATE SAMPLE DESIGN

1. **DEGREE OF ACCURACY**. The degree of accuracy required or the researcher's tolerance for sampling and non-sampling error may vary from project to project when cost savings or another consideration may be a trade-off for a reduction in accuracy.
2. **RESOURCES**. If the researcher's financial and human resources are restricted, this limitation of resources will eliminate certain methods.
3. **TIME**. Researchers who need to meet a deadline or complete a project quickly will be more likely to select simple, less time-consuming sample designs.
4. **ADVANCE KNOWLEDGE OF THE POPULATION**

DESCRIPTIVE AND INFERENTIAL STATISTICS

1. **DESCRIPTIVE STATISTICS** is statistic used to describe or summarize information about a population or sample
2. **INFERENTIAL STATISTICS** is statistic used to make inferences of judgments about a population on the basis of a sample

HANDOUT - 6

DATA ANALYSIS PROCESS AND PRESENTATION

DATA AND INFORMATION

1. **DATA** is recorded measures of certain phenomena. The raw data is collected in the field must be transformed into information that will answer the manager's questions.
2. **INFORMATION** refers to a body of facts that are in a format suitable for decision making.
3. The conversion of raw data into information requires that the data be edited and coded so the data may be transferred to a computer or other data storage medium.
4. **EDITING** is the process of making data ready for coding and transfer to data storage. Its purpose is to ensure legibility, completeness, consistency, and reliability of data

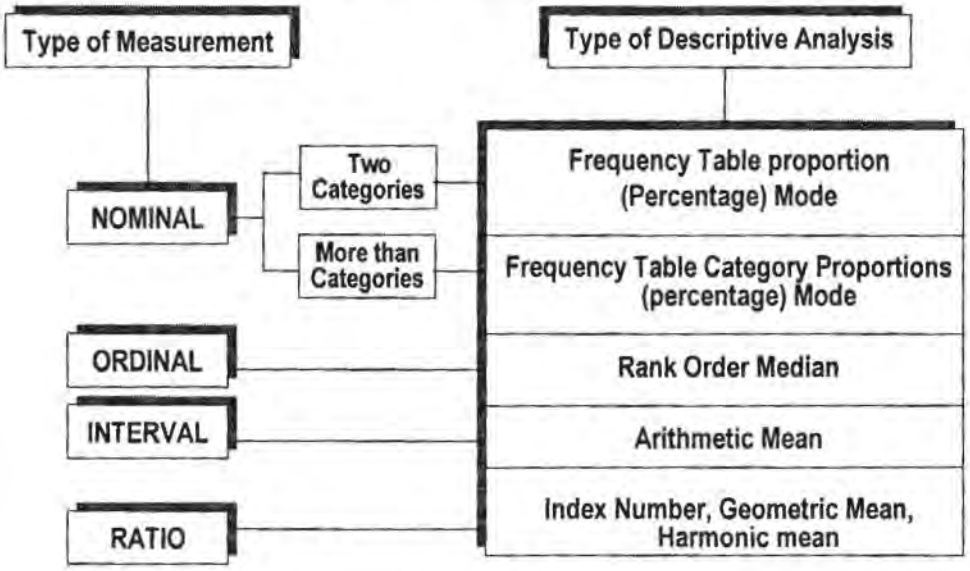
FIELD AND IN-HOUSE EDITING

1. **FIELD EDITING** is preliminary editing by a field supervisor on the same day as the interview; its purpose is to catch technical omissions, check legibility of handwriting, and clarify responses that are logically or conceptually in-consistent, i.e. the number of "no answers" or incomplete responses to some questions can be reduced with the rapid follow-up stimulated by a field edit.
2. **IN-HOUSE EDITING** rigorously investigates the results of data collection by centralized office staff.

CODING

1. **CODING** is the process of identifying and classifying each answer with a numerical score or other character symbol. Assigning numerical symbols permits the transfer of data from the survey to the computer.
2. **CODES** is a rule used for interpreting, classifying, and recording data in the coding processes, the actual numerical or other character symbol. Codes allow data to be processed in a computer. Researchers organize coded data into fields, records and files
3. **FIELD** is a collection of characters that represents a single type of data. **RECORD** is a collection of related fields and **FILE** is a collection of related files.

DESCRIPTIVE ANALYSIS



TABULATION

1. **TABULATION** refers to the orderly arrangement of data in a table or other summary format.
2. **SIMPLE TABULATION** is a count of the number of responses to a question and placement of them in a frequency distribution.
3. **CROSS-TABULATION** is a technique organizing data by groups, categories, or classes, thus facilitating comparisons; a joint frequency distribution of observations on two or more sets of variables. The purpose of categorization and cross tabulation is to allow the inspection of differences among groups and to make comparisons.

COMPUTER PROGRAM FOR ANALYSIS

1. **SAS (Statistical Analysis System)**
2. **SPSS (Statistical Package for the Social Science):**
   a. **AMOS**
   b. **SEM (Structural Equation Modeling)**

PRESENTATION MEDIAS

1. **TABLE** is a graphic aid generally used for presenting numerical information, especially when several pieces of information can be systematically arranged in rows and columns.
2. **CHARTS** is a graphic aid used to translate numerical information into visual form so that relationships may be easily understood.
3. **ORAL PRESENTATION** is a verbal summary of the major findings, conclusions, and recommendations given to clients to provide them with the opportunity to clarify any ambiguous issues by asking questions.

HANDOUT - 7

STRUCTURAL EQUATION MODEL (SEM)

PENELITIAN MANAJEMEN

1. **PENELITIAN MANAJEMEN** merupakan penelitian multi-dimensi yang mencoba menjelaskan sebuah fenomena manajemen atau fenomena strategi dan kinerja bisnis, dengan mengamati berbagai fenomena praksis melalui berbagai dimensi atau indikator.
2. **PENELITIAN MANAJEMEN** menjadi lebih rumit karena manajemen dihadapkan pada situasi ada lebih dari satu variabel dependen yang harus saling dihubungkan untuk diketahui derajad interrelasinya.

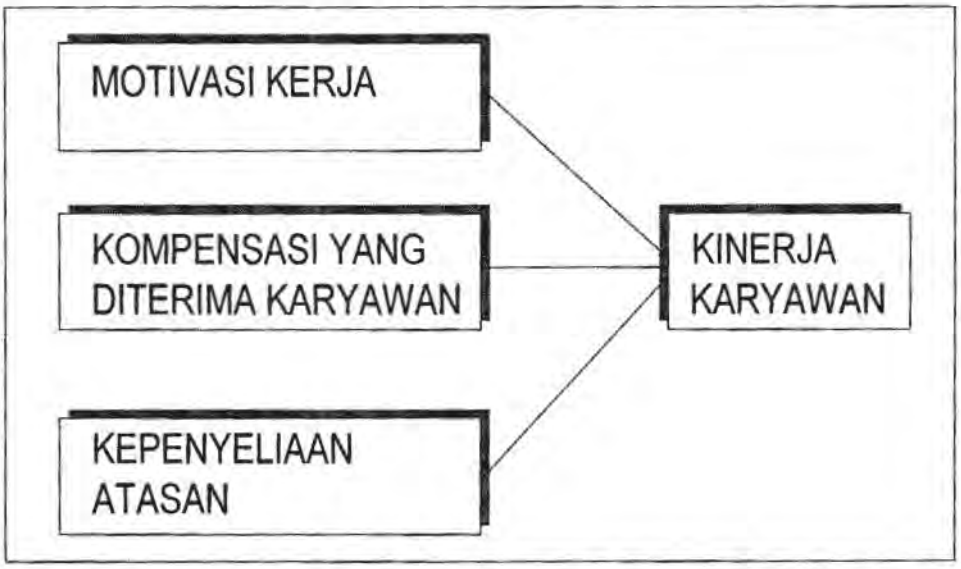
PENDAPAT

1. Alat analisis untuk penelitian multidimensi yang selama ini dikenal luas antara lain: (a) Analisis Faktor Eksploratori, (b) Analisis Regresi Berganda dan (c) Analisis Diskriminan.
2. Terdapat kelemahan terhadap alat-alat analisis tersebut terutama pada keterbatasan hanya dapat menganalisis satu hubungan pada satu waktu. Dalam bahasa penelitian dapat dinyatakan bahwa teknik-teknik itu hanya dapat menguji satu variabel dependen melalui beberapa variabel independen. (Ferdinand, Augusty, 2002)

STRUCTURAL EQUATION MODEL

1. **SEM** adalah sekumpulan teknik-teknik statistikal yang memungkinkan pengujian sebuah rangkaian hubungan yang relatif "*rumit*" secara simultan. **SEM** merupakan per-luasan atau kombinasi dari beberapa teknik multivariat. Sering juga disebut sebagai *Path Analysis* atau *Confirma-tory Factor Analysis*.
2. Melalui **SEM** memungkinkan peneliti dapat menjawab pertanyaan penelitian yang bersifat regresif maupun dimensi-onal sehingga **SEM** sering disebut sebagai kombinasi antara analisis faktor dan analisis regresi berganda.

CONTOH PATH DIAGRAM



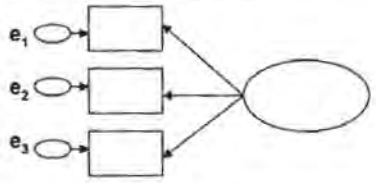
KONVENSI SEM

1. **VARIABEL TERUKUR (Measured Variable):** disebut juga *observed variables* atau *indicator variables*, yaitu variabel yang datanya harus dicari melelui penelitian lapangan. Digambarkan dalam bentuk: X_1
2. **FAKTOR** adalah sebuah variabel bentukan dan dibentuk melalui indikator-indikator yang diamati dalam dunia nyata.Disebut juga *latent variables* atau *constructs* atau *unobserved variables:* Y_1
3. **HUBUNGAN ANTAR VARIABEL** dinyatakan melalui garis karena itu bila tidak ada garis berarti tidak ada hubungan langsung yang dihipotesakan.

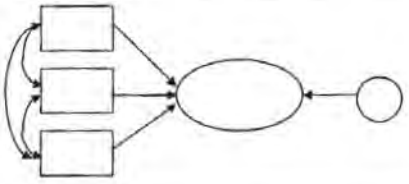
HUBUNGAN ANTAR VARIABEL

1. Garis dengan anak panah satu arah (→): garis ini menunjukkan adanya hubungan yang dihipotesakan antara dua variabel, variabel yang dituju oleh anak panah merupakan variabel dependen:

a. Hipotesa mengenai Dimensi Faktor



b. Hipotesa mengenai Hubungan Regresi

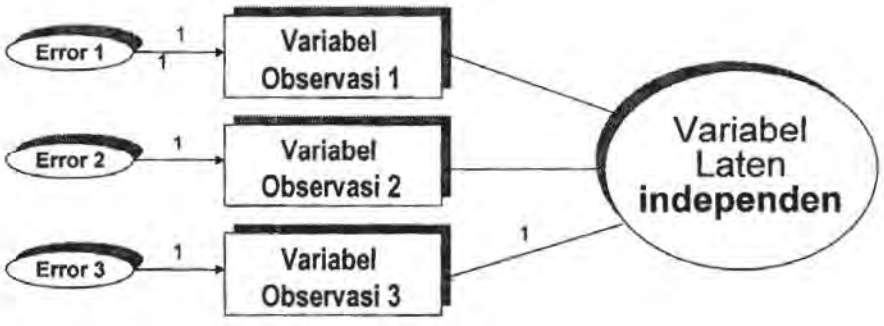


HUBUNGAN ANTAR VARIABEL

2. Garis dengan anak panah 2 arah ( ): menunjukkan hubungan yang tidakdianalisis. Anak panah ini menggambarkan kovarians atau korelasi antara dua buah variabel

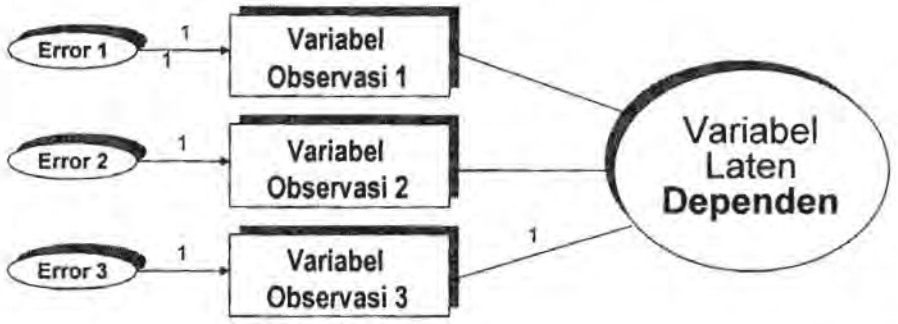
MEASUREMENT MODEL

ANALISIS FAKTOR KONFIRMATORI
MEASUREMENT MODEL UNTUK VARIABEL
LATEN **INDEPENDEN**



MEASUREMENT MODEL

ANALISIS FAKTOR KONFIRMATORI
MEASUREMENT MODEL UNTUK VARIABEL
LATEN **DEPENDEN**



SEM PADA HR RESEARCH

Judul : **JOB AND LIFE ATTITUDE OF MALE EXECUTIVES**
Oleh : Timothy A. Judge; John W. Boudreau and Robert D. Bretz, Jr
Jurnal : Journal of Applied Psychology, 1994, Vol. 79, number 5, pp. 767 – 782

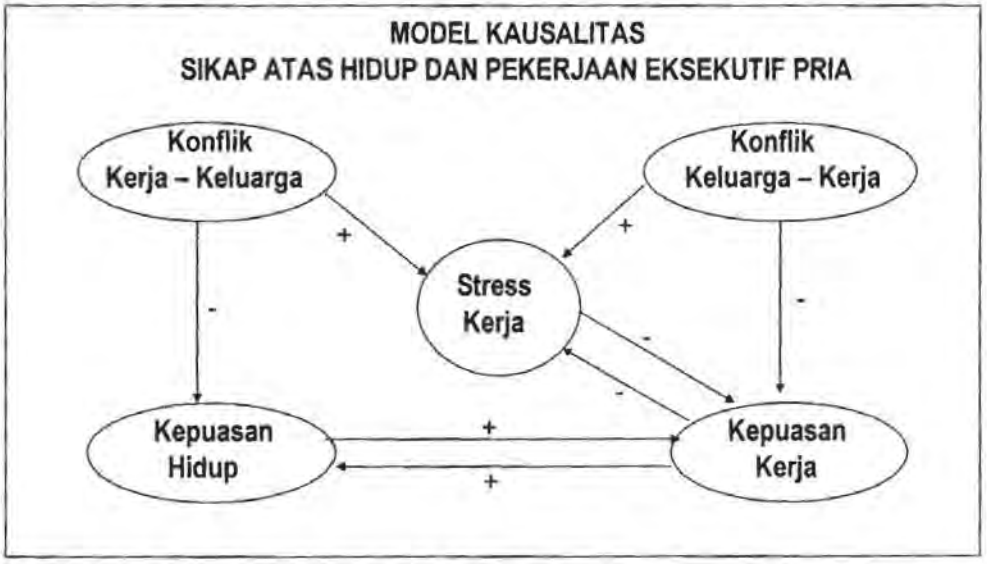
ABSTRAKSIS:

Penelitian ini mengungkapkan para pimpinan pria perusahaan yang menyangkut saling pengaruh antara kepuasan kerja, kepuasan hidup, stres pekerjaan dan konflik keluarga

PENGEMBANGAN MODEL: SIKAP EKSEKUTIF

Peneliti menghipotesiskan sebuah model kausalitas mengenai sikap eksekutif para pimpinan perusahaan berdasarkan lima konstruk, yaitu kepuasan kerja (*Job Satisfaction*), kepuasan hidup (*Life Satisfaction*), stres kerja (*Job Stress*), konflik kerja terhadap keluarga (*Work – Family Conflict*) dan konflik keluarga terhadap pekerjaan (*Family – Work Conflict*)

SEM PADA HR RESEARCH (Conti'd)



SEM PADA HR RESEARCH (Conti'd)

Model tersebut menghipotesiskan hubungan-hubungan berikut ini:

- Terdapat hubungan atau link yang positip antara kepuasan kerja terhadap kepuasan hidup
- Kepuasan hidup akan berpengaruh positip terhadap kepuasan kerja
- Konflik Kerja – Keluarga dan Konflik Keluarga – Kerja berpengaruh kepada Stres Kerja dan sperti konsep yang dikemukakan Frone et.al. dan O'Driscoll et.el., dapat dihipotesiskan bahwa pengaruh Konflik Kerja – Keluarga terhadap Stres Kerja akan lebih besar dari pengaruh Konflik Keluarga – Kerja terhadap Stres Kerja
- Konflik Kerja – Keluarga mempunyai pengaruh negatif terhadap Kepuasan Hidup
- Konflik Keluarga - Kerja berpengaruh negatif terhadap Kepuasan Kerja
- Pengaruh Konflik Keluarga – Kerja terhadap Kepuasn Hidup adalah tidak langsung
- Stres Kerja berpengaruh negatif terhadap Kepuasan Kerja
- Terdapat hubungan timbal balik antara Stres Kerja dan Kepuasan Kerja sehingga dihipotesiskan bahwa Stres Kerja adalah pengaruh dan sebagai konsekuen dari Kepuasan Kerja

SEM PADA HR RESEARCH (Conti'd)

KONSTRUK	DAFTAR PERTANYAAN
Konflik Kerja-Keluarga	1. Setelah kerja seharian, saya kembali ke rumah dalam keadaan yang sudah sangat lelah untuk dapat mengerjakan hal-hal pribadi yang ingin saya lakukan 2. Di kantor, saya terlalu banyak tugas yang harus dikerjakan sehingga hal-hal yang menjadi kepentingan pribadi saya hampir-hampir tidak dapat saya lakukan 3. Keluarga atau teman kerja saya tidak senang melihat betapa saya masih saja mengerjakan pekerjaan kantor ketika berada dirumah 4. Pekerjaan saya menyita waktu yang seharusnya saya gunakan untuk urusan keluarga
Konflik Keluarga - Kerja	1. Karena tugas-tugas rumah yang harus saya lakukan membuat saya terlalu lelah ketika akan mengerjakan pekerjaan kantor 2. Tuntutan-tuntutan pribadi terlalu besar sehingga tugas kantor terabaikan 3. Penyelia dan rekan kerja saya tidak senang melihat betapa saya terlalu banyak mengerjakan pekerjaan pribadi 4. Kehidupan pribadi saya terlalu menyita banyak waktu yang seharusnya saya gunakan untuk urusan kantor

SEM PADA HR RESEARCH (Conti'd)