

THE EXPLORATORY STUDY OF CHALLENGES,
COPING STRATEGIES, AND RETENTION FACTORS
AMONG CALL CENTRE SERVICE EMPLOYEES IN
YOGYAKARTA, INDONESIA

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By

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ABSTRACT

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Firmansyah

Call centre employees are faced with various work-related challenges due to high job expectations and frequent interactions with customers. This study aims to explore the work challenges experienced by call centre employees, the coping strategies they use, and the factors that contribute to employee retention. A qualitative case study approach was applied to examine the experiences of call centre employees in Yogyakarta, Indonesia. Data is collected through semi-structured interviews with five call centre employees who handle incoming and outgoing calls and have at least two years of work experience. The findings identify workload and emotional distress as the main challenges faced by employees. Workload and emotional distress arise from situations experienced by employees in their interactions with colleagues and customers. To overcome these challenges, employees rely on support and personal skills in managing their job challenges. In addition, a positive work environment and opportunities for career advancement were found to influence employees' decisions to retain their positions. This study contributes to the understanding of call centre work by providing empirical insights into employee experiences in the Indonesian context. These findings offer practical implications for organizations in addressing employee challenges, strengthening coping strategies, and supporting employee retention in call centre environments.

Keywords: Call centre, challenge, coping strategies, employee, retention factor

Subject Area (Library of Congress Classification): HF5548.7-5548.85

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LIST OF ABBREVIATIONS

AVE	Average
CVI	Content validity index
I-CVI	Item-level content validity index
P1	<i>Participant 1</i>
P2	<i>Participant 2</i>
P3	<i>Participant 3</i>
P4	<i>Participant 4</i>
P5	<i>Participant 5</i>
S-CVI/AVE	Scale-level content validity based on the average method
S-CVI/UA	Scale-level content validity index based on the universal agreement method
SUM	Summary
T1	<i>Triangulation 1</i>
UA	Universal agreement

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Yogyakarta is an operational business destination that creates new job opportunities as a regional centre that is beneficial to investors, the government and low running costs (Oxford Business Group, 2018). Numerous international venture capitalists have recognized its strong performance, especially the rapid growth of high-tech businesses and the digital ecosystem (Cekindo, 2022). The city has the highest prospects for establishing a call centre company since it is home to highly skilled employees who are graduates of several prestigious universities (Convergence, 2019). It is a productive location for call centre employment due to the city's abundance of labor, inexpensive salaries, and low operating expenses, enabling enterprises to operate call centre business lines more efficiently (Saroh, 2016).

A call centre service is a centralized information system that helps customers obtain the required information (Kurniawan, 2021). Due to the significant part, it plays in the development of a company, having a call centre service has evolved from being desirable to being required. Several variables may account for this rapid development. The declining cost of telecommunications has created new, low-cost opportunities for many service-based businesses to interact with clients by telephone rather than in person. The industry has adopted many ideas for industrialization to minimize the cost of customer service by limiting the discretion of personnel whose activities are governed by automated systems. Many argue that call centres offer customers a number of advantages over face-to-face interactions, such as extended service hours and the provision of specialized services that are not available locally (Rychalski & Palmer, 2017).

Therefore, providing excellent, friendly, and timely service to every customer is the responsibility of the call centre. Call centre employees answer incoming phone calls, carefully listen to customer complaints, provide clear answers or information to any questions customers may have about products or other services, and assist customers in determining the best solution to their problems (Kiwak & Goss, 2021). Call centre employees serve as vital intermediaries between companies and customers, playing a key role in sustaining customer loyalty through effective communication and representation (Alhalabi, 2020). Therefore, call centre employees must have good communication skills and telephone etiquette to take responsibility for the image of the company they represent (Solanki, 2021).

Every career, even call centre employees, often has obstacles. According to Hussain et al. (2019), stress often impacts call centre employees' performance. In contrast, the high-pressure environment of call centre services may lead to job dissatisfaction, fatigue, heightened anxiety, excessive workload, and a decline in employee performance (Baseman et al., 2018). Park et al. (2019) stated that call centre employees experienced emotional dissonance experienced because of psychological pressure that caused discomfort to the work climate that involved the feelings of call centre employees. Call centre employees tend to do repetitive work using the phone to talk to customers daily. High communication faced by call centre employees tends to meet various job demands that can be irregular depending on customer demands which can further increase emotional energy and fatigue in call centre employees (Kim & Leach, 2021).

The inherent demands of call centre work contribute to significant workload pressure, ultimately increasing the complexity of their job responsibilities. Several studies have suggested that stress and burnout eventually direct them to have the intention to leave the job (Anwar & Graham, 2019; Dhanpat et al., 2018; Gorde, 2018; Klint et al., 2021; Lee et al., 2019; Mahajar &

Yunus, 2017; Miller & Hendrickse, 2016; Montalbo, 2016; Zito et al., 2018). Additionally, tension and other risky situations negatively affect the safety and health of the call centre service and the employees' lives. As a result, stress on call centre employees is complicated, which each call centre employee must deal with while providing services.

Nevertheless, employees experience various pressing challenges working in call centre services. These challenges and pressures must be handled by employees. So that the impact of the pressure employees feels does not interfere with their work performance. For this reason, providing resources to employees tends to help make employees confident and involved in dealing with stressful jobs and can efficiently run out of emotional resources such as practical assistance (technical and training) and emotional assistance (employee health) (Ro & Lee, 2017). Li et al. (2017) have supported this claim and found that call centre employees are under long emotional demands because of suppressing their genuine emotions, which makes employees use a lot of their psychological resources to control emotions, potentially leading to emotional exhaustion and cynicism. The long emotional demands experienced by call centre employees have the potential to have an impact on them.

Employees facing high job demands are needed to use effective coping strategies to deal with work-related challenges. Thus, call centre employees are essential to be able to face challenges and have a view of how employees in call centre services cope with the problems. Organizations developing in the current digitalization era tend to be able to keep up with the pace of development in the industrial and business world. The rapid growth of the business world also impacts on job demands that will continue to be challenging for employees.

Undoubtedly, it is not just coping that keeps some call centre employees able to work an extended time. Employees are expected to stay in their jobs because of some factors. However, the factor for each employee is different from one another. According to Hochwlder (2019), intrinsic motivation plays a crucial role in enabling call centre employees to actively influence outcomes and cultivate a sense of purpose within their work environment. At the same time, Staicu and Vasilua-tefnescu (2022) found that call centre employees are staying in jobs to earn temporary extra income and can continue their studies or because they are looking for a stable position during the pandemic. Additional factors influencing employees' intention to remain or leave their jobs include Human Resource Management practices, reward systems, career advancement opportunities, compensation, and work-life balance (Dechawatanapaisal, 2017; Dhanpat et al., 2018).

However, the call centre is one of the most significant areas of an organization in terms of client-business connections (Kiwak & Goss, 2021). It is gaining an in-depth awareness of challenges, coping strategies, and retention factors that cause call centre employees to work for an extended time to enhance their skills and promote an organization's development. Thus, it would be fascinating to investigate the challenges, coping strategies, and retention factor of call centre employees in Yogyakarta, Indonesia.

1.2 Problem Statement

Based on the elaboration above, the importance of call centre services in developing countries is undeniable, including Yogyakarta. Any size of the company may benefit from using a call centre. Even for a small company, there are many reasons to set up a call centre, including reducing costs incurred internally, improving customer satisfaction and experience, and

delivering marketing information. According to Amirgaliyev et al. (2023), call centres are strategic parts of organizations, and their main benefits are operational efficiency and business profits through managing the right number and distribution of operators.

However, challenges in the world of call centres have been a concern for a long time. According to Akanji (2016), challenges such as work stress for call centre employees tend to have similarities as faced by developing and developed countries. For this reason, the potential challenges of work stress tend to occur in various countries with call centre employees. Lala (2022) stated that Indonesian call centres tend to face rude customers and drain energy because of the actions of customers who are not all polite. However, call centre services are at the organization's frontline in dealing with clients.

For this reason, call centres must be able to carry out their work even though they are under a lot of pressure. According to Ellyawati (2017) study of customers in Indonesia, when customers experience service failure or dissatisfaction, the majority customer express negative word-of-mouth communication and have the potential to react and even boycott the company, which is potentially dangerous for the company's survival. Customers that engage in negative communication, such as negative word-of-mouth, will, of course, trigger many other customers who have the potential to be impacted and do not utilize the company's services. Not just call centres, but further research also indicates that work-related services and direct interactions likely to provide difficulties (Batayneh et al., 2019; Choi et al., 2019; Ehsan & Ali, 2019; Hendy et al., 2021).

Call centre employees need to have coping strategies to help them cope with work challenges. According to Montalbo (2016), call centre employees tend to have technical training

such as computers and technology but not in handling emotional stress, making them less likely to manage tasks, feel incompetent, lack achievement, and have low productivity. Individual coping strategies and proactive stress management practices are required, according to Akanji (2016), rather than leaving employees to deal with the various stressors a call centre faces daily, such as using monitoring processes to develop various skills rather than for disciplinary purposes. Individuals who do not use coping strategies in dealing with demands tend to be stressed and emotionally soluble (Felix et al., 2019). When individuals encounter specific challenges with limited coping resources—such as low flexibility—they are more likely to experience lose resource and heightened vulnerability to stress (Freire et al., 2020). The world of call centres, known as the world of work involving emotions, is a real challenge for its employees. Resources are beneficial for call centre employees in dealing with customers, where customers have the potential to drain the energy of call centre employees.

Based on some of the difficulties mentioned above, what retention factors caused call centre employees to stay for an extended period? According to Despoteris and Myloni (2018), the work environment at a call centre is distinct from that of other workplaces, and the challenges call centre employees have to encounter, including their emotions and motivation, are the key to their success at work. Dhanpat et al. (2018) identified compensation, opportunities for career progression, supervisory support, and work-life balance as key factors influencing call centre employees' decisions to remain in their roles. Training programs such as good career development, a conducive work environment, proper job description and better remuneration should be provided to retain call centre employees, bringing many benefits to companies (Kareem et al., 2020). Meanwhile, research shows that call centre employees have high turnover

rates (Doellgast & O’Brady, 2020). For this reason, this research explores what retention factors make call centre employees in Yogyakarta keep their jobs for an extended time.

Numerous research has addressed the difficulties inherent in the call centre setting. However, some employees have remained at the call centre for an extended time. This research takes part to investigate part of this issue. Researcher tried to investigate the challenges of call centre employees, employee coping strategies, and retention factor employee stay for an extended time tends to have not received the attention of researchers in Indonesia, especially Yogyakarta. However, according to Callin (2025), the expansion of call centre operational companies is predicted to no longer be centred in Jakarta, but rather to spread to secondary cities such as Surabaya, Bandung, and specifically Yogyakarta. This gap in the literature has the potential to be investigated because Yogyakarta is one of the focus points of call centre organizations in Indonesia and has the potential to be explored as learning material in industrial and organizational psychology.

1.3 Research Objective

General Objective: This research explores the challenges, coping strategies, and retention factors employees keep on the job for an extended time.

1. To explore the on-the-job challenges of call centre employees.
2. To identify call centre employees’ coping strategies to deal with challenges.
3. To explore retention factors for call centre employees staying on the job.

1.4 Research Question

The proposed study aims to answer the following question

1. What are the on-the-job challenges for call centre employees?
2. What are the call centre employees' coping strategies to deal with challenges?
3. What are the retention factors for call centre employees staying on the job?

1.5 Significance of Study

This study purposed to provide a focused understanding of the challenges faced by call centre employees, employee coping strategies, and what factors influence employees' decisions to stay in their jobs for a long time. Although some studies have examined work challenges such as emotional burden, work-family conflict, emotional dissonance, and intention to quit in customer service positions (Dwi Lestari & Yuwono, 2020; Wijoyo et al., 2021), these studies tend to use a quantitative approach that collects statistics rather than capture the actual experiences of employees themselves.

Research in Nigeria shows that the call centre workplace is dynamic with irregular schedules. Employees use strategies such as eating fast food rather than cooking for themselves, taking sufficient breaks, consuming stimulants, and doing stretching exercises to respond to daily challenges (Omagbemi & Onyinye, 2020). However, few details are available on how these strategies operate in the Indonesian context, particularly in developing service centres such as Yogyakarta.

The study in Indonesia by Mardiyanti et al. (2023) highlights that high work engagement will keep call centre employees in their jobs, even though the work is repetitive and they face more customers who are complaining. However, no existing studies have thoroughly explored how call centre employees in Indonesia perceive and respond to workplace challenges, their coping strategies, and the factors contributing to their long-term retention.

By addressing this gap, the current study contributes to a deeper understanding of employee retention in the Indonesian call centre industry, particularly in Yogyakarta, highlighting employee experiences that are often overlooked in broader organizational research.

1.5.1 Contribution to Sustainable Development and Goals (SDGs)

This study attention to employees who work in call centre services which carry the SDGs movement that involves all lines of life does not rule out the work sector. The SDGs have 17 global goals with 169 measurable achievements for the world development agenda to create peace, human prosperity, and planet earth now and in the future (Wikipedia, 2022). SDGs encourage every sector, including government, civil society, private, and academics, without leaving anyone. In line with the role of the SDGs, which is the goal of many countries, including Indonesia, as stated in the eighth point in the SDGs, namely decent work and economic growth. The eighth theme of the SDGs is creating a comprehensive and productive workforce by providing decent jobs and a healthy work environment. As part of academics, researcher want to be involved in this process by researching call centre employees who are believed to be one of the most challenging jobs and have problems that tend to be high among other jobs in Indonesia (Anggen, 2021). This study attempts to contribute by exploring the real-life experience of call centre employees to become a reference for further studies, stakeholders, human resources management, and new employees. Furthermore, this research also attempts to provide benefits for companies to reduce costs due to employee turnover.

1.5.2 Contribution to Call Centre Business

This research explores the real-life experiences of call centres from a broad perspective and provides a deeper understanding of employee challenges and coping strategies. This research

also explores how employees who work in call centres survive. This approach attempts to provide insights for companies in implementing employee policies to create a healthy work environment in accordance with employees' life balance. According to Locke and Latham (2020), more recent attention has focused on employees being able to negotiate job content according to their strengths as long as it remains challenging and achievable. This research focuses on the call centre service employee experience. The insights gained from this exploration are intended to serve as a reference for organizations in formulating more effective and efficient policies, particularly those concerning call centre employees. Since the investigation of the challenges of call centre employees is different from other jobs, the coping strategies of employees in facing challenges and the retention factors that make employees stay long in a call centre tend to be different from other companies. This research provides insights for companies to understand what employees face when working, especially in call centre services.

1.5.3 Implication to Human Resource Management

This research is believed to be valuable for further investigation, which is still lacking in Indonesia, and it can be used as a reference in research related to call center services. In addition, this study has the potential to improve the human resources company's strategy for retaining its employees within the call centre service organization. According to Johnson (2016), call centers have a bad reputation for having one of the highest turnover rates in the world.

Building on the significance of this study, the researcher expected to contribute toward bridging the existing gap in understanding and practice. If gaps in knowledge continue, there will be a lack of understanding and tolerance for call centre service employees. Given the nature of their responsibilities, call centre employees represent a workforce that requires particular

attention to remain aligned with the fast-paced growth of the business sector. This study can be a reference and awareness for the authorities, companies, HR, and all lines to realize the Sustainable Development Goals. It is expected to create a healthy working world for employees, especially call centre service. Researchers in the future can benefit from this study and explore the issue more.

1.6 Definition of Terms

1.6.1 Call Centre

The call centre is a position within a company where information is for each customer and has a service function responsible for answering information to each customer. The call centre contributes to billing, remote marketing, and debt collection by facilitating communication between customers and companies, whether for service and support inquiries or ensuring requests are routed to the correct department (Yarbrough, 2022). In this study call centre is a centralized department in Yogyakarta in the private sector that works on incoming and outgoing calls from existing and prospective customers. Call centre employees are based within the organization or subcontracted to another company that specializes in taking calls in contact with customers.

1.6.2 Challenge

The term challenge on the job refers to difficulty and stimulation (Taylor, 1981). Job-related challenges encompass task characteristics, contextual factors, cognitive appraisals, and emotional states (Preenen, 2021). Challenge relates to what is faced by employees related to work tasks, work contexts, cognitive assessments, and mood states in the world of work. This study is interested in exploring the challenges in the call centre, which has the potential to create

a strong relationship between exposure to complex customer treatment and psychological tension, attitudes, and behaviors that affect employees to experience negative emotional responses and work situations of call centre employees who tend to put pressure on call centre employees. Among the challenges cited in the literature is Taylorism, demanding customers and the emotion of the employees.

1.6.3 Coping Strategies

According to Astarlioglu et al. (2011), a coping strategy refers to maintaining the human element by providing a safe work environment and keeping talented human resources motivated and high performing. Beyond maintaining performance, coping strategies are protective factors for employees in the workplace by creating an environment that provides resources or reduces stressors (Holman, 2002). In line with Korczynski (2003), it is necessary to cope with work challenges by providing socially supportive behavior.

In this study, coping strategies refer to specific psychological and behavioral responses employed by call centre employees to reduce stress and tension caused by various stressors. As noted by Zapf et al. (2003), they must express a “friendly smile” when on the phone, but most frequently face emotional dissonance. This coping strategy involves managing workplace challenges, including emotional exhaustion as experienced by call centre agents (Lewig and Dollard, 2003). Coping strategies contribute to positive outcomes in psychology and work success, such as positive beliefs, creativity, work engagement, positive coping, health, and teamwork (Diener et al., 2020).

The coping strategy is known as the concept of developing emotion regulation developed in psychology which tends to be carried out by call centre employees in controlling negative

emotions to overcome stressful situations through various adjustment responses. The intended coping is how employees face emotionally challenging situations in working at call centre services.

1.6.4 Retention factors

Employee retention refers to strategic and proactive efforts by organizations to encourage employees to stay with the organization for the long term by creating an environment where they feel valued, engaged, and able to imagine a future. Employee management that drives engagement plays a role in the deepest feelings and emotions that employees have about their position, management, and organization (Crowley, 2016). Previous studies have consistently shown that recognition, career development opportunities, fair compensation, and work-life balance are key factors influencing call centre employees' decisions to continue working or leave their jobs (Dechawatanapaisal, 2017; Dhanpat et al., 2018). By addressing these retention factors, organizations not only reduce costly employee turnover but also increase employee motivation, performance, and loyalty, thereby supporting sustainable organization outcomes, especially in high-pressure work environments such as call centres.

1.7 Delimitations

This study has several limitations in scope that may restrict the scope of the research findings. The researcher identified several limitations regarding the scope of this research. This study is limited by certain conditions specified for the investigation of this study. First, this research is limited to employees who receive incoming and outgoing calls that serve customers by telephone only. Second, this research is limited to call centre employees still working at call centre services. Third, this study is limited to employees with a minimum of two years of call

centre service experience. Fourth, this study is limited to participants who work in call centre companies working in Yogyakarta.

CHAPTER 2

LITERATURE REVIEW

2.1 Overview Call Centre in Indonesia

In Indonesia's continuously growing service industry, call centres have become important frontline workplaces, where employees interact intensively with customers through technology-based communication. Gustiawan et al. (2023) mentioned that customers in the service industry in Indonesia are frequently unpleasant, leading to high emotional exhaustion and low work engagement among employees. This also occurs in call centre jobs, which are shaped by cultural expectations that emphasize politeness, emotional control, and customer-oriented behavior, which can increase the emotional demand put on frontline employees. Therefore, this study used call centre employees as a relevant context to explore work challenges, coping strategies, and retention factors that make employees stay for a long time.

Call centres are work environments where employees use telephones or other computer-based technologies to interact with customers (Bakker et al., 2003). Call centres were used by organizations starting in the 1990s to improve customer facilities and reduce the cost of some services that are useful for both customers and organizations (Lewin & Sager, 2007). In recent years, the development of the call centre industry has begun to play an increasingly diverse role in all types of businesses. In Indonesia, the call centre industry has been a pioneer in providing increasingly diverse and extensive of client services, with customer satisfaction as the primary goal for call centre employees. Call centre employees working in call centre answering or initiating calls on behalf of the company tend to influence customer satisfaction with a company (Gorde, 2018). Building a good relationship with customers is essential, which is the point of success for employees in call centre service. Call centre positions are typically characterized by a

high level of performance monitoring and standardized communication scripts, which can increase work-related stress (Sprigg & Jackson, 2006). Meanwhile, the application of Artificial Intelligence in playing the role of communication is exciting to simplify and speed up the process of complaints from clients. Artificial intelligence can provide answers and collect information on complaints from clients. Although the use of artificial intelligence can simplify service processes, it can also reshape the role of employees by concentrating more emotionally demanding interactions on human agents, thereby affecting their psychological adjustment in the workplace.

According to Dormann and Zijlstra (2003), employees who work in call centres who act to serve customers themselves are divided into two types:

a. Incoming call centres

Incoming call centres generally handle incoming calls, dealing with questions and complaints from customers. Customer questions are often straightforward and require standard answers, but at times clients have complex requests for assistance that require non-standard solutions.

b. Outgoing call centre

Outgoing call centres tend to be organization-initiated contacts, particularly for product or service offerings and sales efforts.

In the Indonesian context, research on call centre employees discusses emotional burden, work-family conflict, emotional dissonance, and intention to resign (Dwi Lestari & Yuwono, 2020; Wijoyo et al., 2021). These studies tend to use a quantitative approach that collects statistical data rather than capturing the real experiences of the employees themselves. However,

no previous studies have examined how employees psychologically cope with work challenges and their coping strategies at work, as well as the factors that enable them to remain in their jobs for a long time. Consequently, understanding of how call centre employees themselves perceive these work challenges, develop strategies to cope with them in their daily routines, and psychologically justify their decision to stay in their roles over time remains limited. This study aims to expand the current understanding by exploring the challenges, coping strategies, and factors that Indonesian call centre employees use in their daily work routines. Therefore, a qualitative approach is needed to capture employees' life experiences and the complex processes through which coping and retention abilities are built in the context of call centre work.

2.2 Frontline Employees and Emotional Demands in Service Work

According to Slåtten (2011), a frontline employee is a work role such as making daily or frequent contact with customers. In work environments such as call centres, these employees not only interact regularly with customers, but also manage their emotions to maintain service quality. These employees are the ones who are most familiar with interacting with customers and driving the company forward. A critical factor affecting business profits is the level of engagement of frontline employees (Grigoroudis et al., 2012; Yoo & Jung, 2019). Technically, frontline employees have a different approach in every world of work. Lucia-Palacios et al. (2019) emphasize that front-line employees must be aware of their capability and limitations to better manage customer satisfaction. This shows that managing emotions and developing effective coping strategies are an important part of frontline work, especially in the context of call centres where emotional demands are constantly present. According to Jung et al. (2018) stress management and coping repertoires are needed to improve the abilities of frontline employees and mitigate the negative impact of emotional work and burnout. This phenomenon

prepares frontline employees to face the demands of their job. This is particularly evident among call centre employees, who must manage a high emotional workload while maintaining service performance. These factors shape the behavior of frontline employees such as call centre in determining their views on carrying out their duties. Meanwhile, the service industry needs frontline personnel to develop its business. Undoubtedly, industrial businesses will believe that qualified frontline employees are profitable employees.

2.3 Challenges Face by Call Centre Employee in Indonesia

Job challenges are a natural thing to face in every job. The challenges themselves play a role in the daily development of employees. This is because daily call centre employees tend to face customers with various characteristics and behaviors in telephone calls that demand settlement. The demands experienced by call centre employees make it difficult to work in a call centre. For 100 years, the study of employee challenges has been carried out in the field of psychology (Hom et al., 2017). In the context of call centres, job challenges frequently come from emotional demands, performance monitoring, and interactions with customers that require constant emotional regulation.

Several of the challenges call centre employees tend to experience in this section are divided into three concepts and explored through a literature review. These challenges are framed in the context of call centre employees remaining relevant to the research theme:

a. Taylorism-Control and Supervision

One of the main challenges faced by call centre employees is a work setting that implement *taylorism* management principles, which emphasize control, efficiency, and strict supervision in daily work practices (Prassl, 2018; Woodcock, 2017). Call centre employees

tend to have many methods of control and supervision, such as controls from supervisor attendance and recording of phone calls to automated electronic logs and the need to follow scripts carefully is emphasized continuously during training and the first shift, and very little is said about how scripts are developed (Woodcock, 2017). According to Prassl (2018) Taylorism is on the rise again, emerging under the guise of the on-demand economy, with technology and algorithms providing a high level of control and supervision that has the potential to threaten humanity of employees. Woodcock (2017) states that call centre employees tend to have low incomes, unprofitable jobs, oppressive controls, and poor treatment. The work in call centres shows very strict and potentially inhumane arrangements. This is supported by Molino et al. (2016) that, call centre employees experience strict control in doing work which in turn limits their autonomy. Woodcock (2017) stated in his research that call centre employees tend to deliberately extend the time to ask questions that are not important to extend before starting their work in front of the telephone to their supervisor. These forms of control and supervision create a work environment where efficiency targets are prioritized over the psychological satisfaction and autonomy of employees. In the context of Indonesian call centre employees, Wijoyo et al. (2021) state that call centre employees use standard scripts to communicate with customers and tend to receive complaints and requests from clients, which is not an easy. Strict regulations on regulated scripts make employees tend to make employees experience limitations in dealing with customers. Not only does a binding script work. Fulfill 24-hour service at call centre companies in Indonesia, employees tend to work at night, at weekends and on national holidays to handle heavy customers. This has the potential to spend quality time between call center employees and their families because they spend a lot of time at work (Dwi Lestari & Yuwono, 2020). This imbalance between work

and personal life further contributes to emotional exhaustion among call centre employees. Such working conditions increase emotional stress and contribute to emotional exhaustion, making Taylorism-based control and supervision a significant psychological challenge for call centre employees.

Call centre employees tend to do the same thing every day to reduce their time on the phone. This tends to be a significant challenge for call centre employees. Meanwhile, call centre employees tend to face other situations that often bother them, such as customers who have the potential to pressure them and waste their energy. A high level of supervision and limited autonomy can cause emotional stress, so employees need to develop coping strategies to maintain their performance and well-being.

b. Challenging Customer Interactions

According to Hochschild (1983) difficulties for call centre employees occur because they suppress their responses and feelings to maintain a pleasant voice on the phone, even in the face of hostility and verbal abuse. This view is supported by Arvan et al. (2019), who state that poor treatment of customers is a work-related hazard for employees who work with the public, as customers can sometimes be rude, hostile, and abusive. There is a clear relationship between exposure to poor customer treatment and psychological tension, attitudes, and behavior (Arvan et al., 2019; Hochschild, 1983). However, suppose it is related to customer abuse literature. In this case, an employee who has experienced unfair treatment is likely to experience negative emotional responses and retaliate with work that is detrimental to both the customer and the employer. It can also occur because of frustration with work experience that triggers bad treatment from customers who respond with poor service. Call centre employees face challenges due to continuous telephone contact with customers requesting

information, support and assistance, exposing employees to significant stress (Molino et al., 2016). These challenges are not easy to deal with and tend to demand resolution. The tasks performed by the call centre involve their feelings in carrying out the work. Repeated exposure to demanding or pressuring customers contributes to employee emotional distress, which is a major component of customer service work. This requires coping strategies to manage feelings and maintain service quality. This interaction is not an isolated incident, but is often experienced repeatedly as part of daily work routines, making emotional pressure a constant aspect of call centre work. As a result, the way employees interpret, internalize, and respond to challenging customer interactions is crucial to understanding their psychological coping mechanisms in the workplace. In the Indonesian context, frequent interactions with customers from diverse backgrounds and expectations can further increase emotional demands, especially when service standards require consistent politeness and compliance (Azzahra et al., 2024).

c. Emotional Labour in Call Centre Service Work

According to Arvan et al. (2019) call centre service is a dynamic process that requires various methods to understand the underlying mechanisms of the customer better. This is also a challenge for call centre managers in dealing with their employees. The manager's challenge is to identify call centre employees who can cope better with emotional exhaustion than employees who disengage from customers (Rod & Ashill, 2013). A more recent concern for focusing on employees can negotiate job content according to their strengths as long as it remains challenging and achievable (Locke & Latham, 2020). Remember that call centre employees are important in generating positive customer experiences and impressions, and call centre agents must regulate their feelings and expressions (Molino et al., 2016).

Managing emotions during continuous interactions with customers is an ongoing challenge that can affect employee well-being and performance. These ongoing emotional demands require employees to find ways to cope with stress and maintain engagement, which will be discussed in the next section. Challenges are important in the work area. However, Al-Qathmi and Zedan (2021) found that in facing challenges, more experienced employees with skills and abilities have a greater chance of facing challenges. A broader perspective is said by Akanji (2016), stating that the challenges of working in a call centre tend to show that the context of work stress in developing countries has similarities with the challenges that are often faced in developed countries. In a study in Indonesia, Dwi Lestari and Yuwono (2020) stated that call centre employees tend to experience tension and emotional exhaustion during working hours and potentially find it difficult to fulfill their roles in their non-work lives because their busy work schedule. This study is supported by Motoda and Kimbal (2020) Indonesian employees tend to get calls that are not contacted or rejected, and listening to unexplained reasons from clients who are supported may make employees anxious, burdened and stressed at work because they do not get good results which at the same time have to complete another job. In the context of call centres in Indonesia, employees face high call volumes and demanding customer interactions, which can increase emotional demands and stress.

Through a literature review, the challenges of working in a call centre have potential advantages and disadvantages. Going forward, this researcher believes this is a step toward the future, and the potential challenges of working in a call centre will be further developed for better progress. However, the more challenging the world of work, the employees tend to have strategies in dealing with job challenges, such as coping strategies. Then, employees

who stay on the job have their own retention factors to continue to stay and work. Therefore, the demands of pressure experienced by employees are a major challenge for call centre employees, affecting their well-being and shaping the coping strategies discussed in the next section.

2.4 Coping Strategies for Managing Taylorised Work Conditions and Emotional Strain

The call centre employees face complex challenges such as strict supervision based on Taylorism, demanding customers, and emotional employees as discussed in the previous section. Strategies for coping with problems are very important for call centre employees in highly structured and supervised working conditions, where autonomy is limited and emotional demands are high (Hobfoll, 1989). These working conditions often contribute to high levels of emotional exhaustion and work-related stress, requiring employees to develop coping strategies to maintain their psychological well-being and work performance. Coping strategies serve as adaptive mechanisms that enable employees to manage work stress factors and maintain engagement despite facing repetitive tasks and emotional pressure. In the context of call centre work, coping is not only a personal response to stress, but also professional competency that enables employees to provide consistent service quality and remain committed to their job responsibilities.

Coping strategies require organizations and individuals to carry out processes at work every day. Much of the current literature pays particular attention to coping strategies (Akanji, 2016; Good et al., 2015; Narahari & Koneru, 2018). In demanding service environments such as call centres, coping strategies play an important role in helping employees manage emotional stress and maintain their wellbeing. According to Narahari and Koneru (2018) organizations and

individuals need to take steps in dealing with challenges such as stress to reduce risks for their employees and organizations. Akanji (2016) stated the need to use various individual coping strategies to reduce the harsh effects of stress on call centres every day. In challenging conditions, such as handling with angry customers and overcoming mindfulness, they can consciously observe their internal experiences such as feelings of fear, anger, and sadness only (Good et al., 2015). For call centre employees, coping strategies often involve surface acting and deep acting, as part of emotional display regulation (Grandey & Sayre, 2019). These forms of emotional regulation can either drain or conserve emotional resources depending on the context. Supported by Gabriel et al. (2015), surface acting and deep acting can be beneficial or detrimental to employee well-being. Checking and managing feelings is critical to the nature of high-demand jobs and how to deal with them. This view is also supported by Ozor and Eze (2018), who wrote that emotional intelligence is a type of coping strategy that allows individuals to manage their emotions and cope with life's challenges more effectively.

Coping strategies refer to specific psychological or behavioral efforts to reduce stress and tension caused by specific stressors (Smith et al., 2015). For this reason, call centre employees who continue to work and know the high challenges in their work tend to continue to process daily in dealing with these situations. Coping strategy is an expanded concept of emotion regulation developed in psychology that tends to control negative emotions in stressful situations through various adjustment responses (Smith et al., 2015). Srivastava and Dey (2019) state that the existing data is consistent with Smith's finding that resilience individuals can cope better with life's challenges; thus, training and counseling are suggested to be organized by management to help employees grow themselves. In contrast Maslach and Leiter (2016) argues that changing work patterns and developing coping skills are popular suggestions for employees.

Research in Indonesia indicates that call centre workers experience significant work-related stress and emotional exhaustion due to organizational factors and work demands, suggesting that cultural and organizational contexts can shape the coping strategies adopted by employees (Dwi Lestari & Yuwono, 2020).

Research on coping strategies has been applied to employees. In salespeople's jobs, which are customer-serving as well as customer-related call centres, Charoensukmongkol and Suthatorn (2018) mentioned that coping strategies such as mindfulness affect their optimism and resilience, which in turn develops a sense of efficacy and reduces emotional exhaustion. Another study in the nursing field related to services to patients Ozor and Eze (2018) stated that various challenges from nursing work could be overcome and prevent fatigue by developing nurses' emotional intelligence. It will be beneficial for employees if this research is a future study to provide complete insight into employees' coping strategies in dealing with work in a call centre that tends to be demanding. Understanding the effectiveness of these coping strategies is crucial to exploring why employees choose to remain in such demanding work environments (Sprigg & Jackson, 2006). Overall, coping strategies are crucial in helping call centre employees maintain emotional stability, reduce fatigue, and maintain organizational commitment. Understanding how these strategies work provides a foundation for exploring retention factors, which will be discussed in the next section.

2.5 Retention Factor Employee Keep on the Job for a Long Time

Employee retention refers to an organization's efforts to retain skilled and committed employees over a long period of time. According to Hom et al. (2017), retention is not only about how long employees stay, but also about the psychological and organizational factors that

influence employees' decisions to stay or leave their jobs. However, call centre employees are known to have demanding and stressful jobs, which makes long-term retention challenging. Barnes (2013) notes that retaining call centre employees in call centre sector is challenging because employee turnover rates are much higher than in other fields of work.

Retention is influenced by intrinsic and extrinsic factors. External factors include compensation, fair performance appraisals, and career development opportunities (Aburumman et al., 2019), while internal factors relate to employees' sense of meaning and personal growth in their roles (Hochwlder, 2019). These elements collectively increase employees' willingness to remain in demanding work environments such as call centres.

Yousef (1998) highlights job security as a strategy for retaining employees. In addition, several studies indicate that compensation that satisfies employees (Despoteris & Myloni, 2018), fair job appraisal (Mendelov & Strndov, 2020), fair career promotion (Moss et al., 2008), required training (Chambel & Castanheira, 2012), and required development (Staicu & Vasilua-tefnescu, 2022), have the potential to make call centre employees tend to stay long in work, and go through various kinds of work. Challenges include tight arrangements at work and handling difficult customers and emotional employees because call centre employees tend to be motivated to carry out their work. In line with DePasque and Tricomi (2015), employees tend to adapt and learn faster when motivated. This motivation affects the development process of employees in doing work.

According to Zedelius et al. (2012), increased performance and business must be supported by increased motivation. Supported by Battistelli et al. (2013) stated that motivation has the potential to influence employee attitudes and commitment to produce better performance.

This finding is in line with the views of Satyaningrum and Djastuti (2020) that increased compensation and rewards can develop more creative solutions to customer's problems and better customer service when providing more task feedback.

Organizations can try to implement various retention strategies, but this does not guarantee that all employees will remain with the organization, as employees can still choose to leave (Kyndt et al., 2009). Therefore, it should be noted that when organizations recruit people with the appropriate skills, they develop and implement retention strategies to prevent them from leaving (Smith et al., 2015). The retention factor employees keep on the job for extended time literature has been covered in various work contexts and is still being discussed. Due to the rapid development of the call centre business industry, this research has the potential to be used as research in the future because what factor employees keep on the job for extended time tends to develop from time to time.

2.6 Theoretical Framework

2.6.1 Theory X and Theory Y

This study is based on McGregor Theory X and Theory Y framework, which consists of two sets of alternative assumptions (McGregor, 2006). McGregor asserts that there are two very different views on the nature of people in the workplace. Theory X assumes employees are always in the worst possible state that employees are unmotivated and unwilling, they hate their own jobs and their tasks, and they have no self-control and creativity. Whereas Theory Y argues that employees are self-motivated and enjoy work challenges with collaborative work arrangements, motivating, providing opportunities for self-initiative, self-responsibility, and empowering them to make their own decisions.

Theory X and Theory Y were developed to explain the two perspectives of employees. Theory X and Theory Y can focus on the management of employees about how they should be managed. Theory X tends to be used for employees who are low risk and do not make any decisions, as they are supervised and directed by several levels of managers and supervisors. Authority is rarely delegated and control remains centralized. Theory Y tends to be used for participatory and decentralized employees who naturally encourage collaborative and trust-based relationships between managers and their team members.

Because the focus of this study is to see the life of a call centre in the face of work challenges, what are their coping strategies, and what retention factors make call centre employees keep on-the-job for extended times. Understanding the driving factors or what makes call centre employees stay will build a bigger picture in understanding their real life at work and staying long on their jobs. Theories X and Y are defined as two very different views of human nature in the workplace.

Organizations must act the role of retention factors that make employees stay for a long period of time to improve the performance or effectiveness of call centre employees. Therefore, the retention factors that motivate or encourage employees must be significant to make them stay in their jobs.

2.6.2 Transactional Approach Theory

According to Lazarus and Folkman (1984), stress is an interactive process between individuals and their environment, in which the impact of stressful events on psychological and physical health is determined by coping. Based on this widely adopted transactional approach, coping will be determined by the cognitive and behavioral efforts used in responding to work

challenges faced by call centre employees, such as internal or external demands that individuals perceive as threats to their well-being.

According to Zimmer-Gembeck and Skinner (2016), the coping approach is divided into two: the strategic approach and the evasive one. Coping strategy approaches frequently have many responses in common with problem-focused coping, including cognitive or behavioral efforts to deal with stressors. This is usually assessed as problem solving, cognitive reassessment, seeking for information or support, and taking specific action. Avoidance coping strategies include cognitive and behavior responses to avoid events or situations that cause discomfort. These are ways to distract from stress triggers, ignore the situation, denial or minimization, withdrawal, escape, and positive thinking.

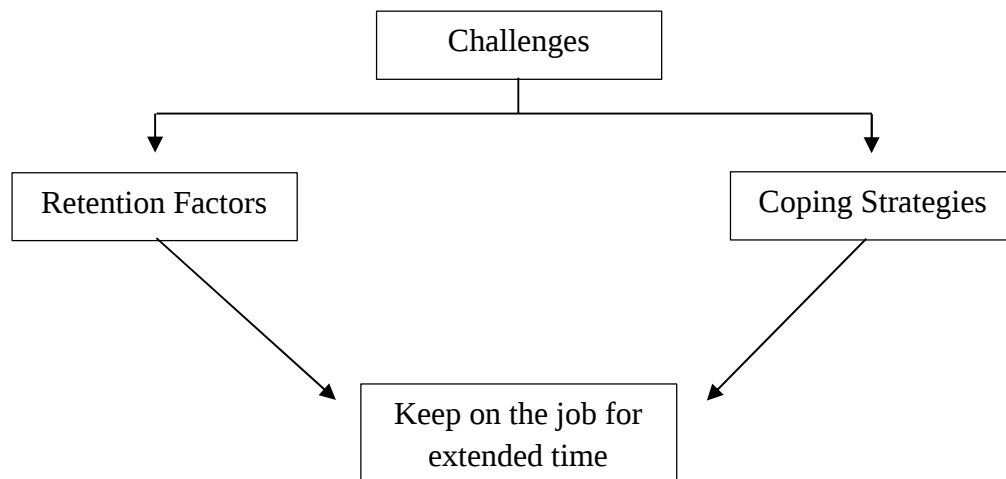
In the transactional theory of stress and coping (Lazarus & Folkman, 1984), work-related challenges are understood as stressors that are interpreted by employees based on their resources and capacities. Coping strategies refer to the cognitive and behavioral efforts used to manage or deal with work challenges, including problem-focused approaches, such as seeking solutions or support, and emotion-focused approaches, such as regulating feelings or acceptance. Campbell et al. (2013) stated that judgment can be related to one's interpretation of the environment and the process of evaluating the resources available to cope with it by understanding the views of call centre employees on challenges and their coping strategies, it is possible to build a big picture to understand their experiences of challenges and what employees coping strategies in the call centre services. Although employee retention is not explicitly defined in the theory, in this study it is understood as the long-term result of repeated experiences with challenges and coping. When employees perceive challenges as manageable and implement effective coping strategies, supported by organizational resources such as fair compensation, career development

opportunities, and work-life balance, they are more likely to maintain engagement and stay in their jobs over time.

2.7 Conceptual Framework

Figure 2.1

Conceptual Framework of Challenges, Coping Strategies, and Retention Factors



Note. This figure demonstrates the conceptual framework in this research.

According to this model, challenges are related to motivation and coping strategies in employees' retention. Coping determines responses to challenges experienced by call centre employees. Employees tend to manage the demands that occur in call centres behaviorally and cognitively. Designing a coping strategy is recommended to overcome challenges in the workplace to create a positive work environment with improved employee morale and productivity (Srivastava & Dey, 2019). This view is supported by Ozor and Eze (2018) employees who quickly improve from exposure to challenges in the workplace make employees stronger, tend to show flexibility, and successful coping habits foster confidence in facing challenging situations at work and result in greater resilience.

Additionally, challenges in the world of work are impossible to avoid while working. Employees tend to face various kinds of challenges at work. According to this model, motivation factors tend to play a role in making employees continue to grow and play a role. According to Steers et al. (2004), motivation is related to factors that energize and sustain human behavior over time. For example, in call centre employees their motivation determines them to stay in their jobs for a long time.

CHAPTER 3

METHODOLOGY

3.1 Research Paradigm

3.1.1 Selection of Qualitative Study

This study applied a qualitative case study design, focusing on the limited organizational context of call centre employees in Yogyakarta. Yilmaz (2013) defines qualitative study as an interpretive and naturalistic approach to studying cases, phenomena, situations, and individuals in their natural environment so that researchers can reveal findings through interpretation based on participants lived experiences. The decision to use qualitative design was based on the aim of extracting meaning from participants' experiences, allowing researchers to explore how individuals understand their personal and social realities. Qualitative studies are a type of social research that focuses on how individuals interpret and understand their experiences in order to understand social realities (Mohajan, 2018). By taking advantage of the insights gained from a comprehensive understanding of call centre employees' experiences, this study aims to provide implications for organizations and fill gaps in the existing literature.

3.1.2 Research Approach

In this study, qualitative case study approach was employed to examine in-depth a program, event, process, or individual (Creswell & Poth, 2018). This study adopts a qualitative case study approach, in which the case is limited by location (Yogyakarta), organizational context (call centre work setting) and participants (call centre frontline employees), allowing for an in-depth exploration of challenges, coping strategies and experiences related to retention. Hancock and Algozzine (2006) emphasize that case studies encompass individuals, events, or

groups to develop a deep understanding of situations and their meaning for those involved. The case study approach also enables researchers to capture the characteristics of real-life experiences, including individual behavior, small group dynamics, and organizational processes which are typically used to explore natural phenomena or contemporary setting (Yin, 2018). According to Alam (2021), qualitative case studies are particularly useful when “how” and “why” questions are being asked. For this reason, this approach was considered appropriate to explore real-life cases among call centre employees in their current work setting. Case studies allow researchers to obtain accurate and time-relevant data that can be clearly identified and analyzed to gain an in-depth and holistic understanding of phenomenon (Baxter & Jack, 2008; Creswell & Poth, 2018). In this research, the case study method was applied to explore the on-the-job challenges, coping strategies and retention factors influencing call centre employees’ decision to remain in their roles for the extended of time.

3.1.3 Semi-Structured Interview

The researcher conducted semi-structured interviews, which offer flexibility and allow for an in-depth exploration of participants’ perspective (DeJonckheere & Vaughn, 2019). In such interviews, researchers can refocus questions or probe further when new or interesting insights emerge. This method was chosen because it can be applied both individually and in groups, depending on the research needs (DiCicco-Bloom & Crabtree, 2006). A list of interview questions was prepared prior to data collection and is presented appendices.

3.2 Data Collection

3.2.1 Sample

Purposive sampling was used in this study, as it allows the researcher to deliberately select participants who meet specific inclusion criteria relevant to the research objectives. This technique is a non-probability sampling method that relies on the researcher's judgment in identifying suitable participants. According to Fusch and Ness (2015), data saturation is not determined by the total number of participants but by the depth and richness of information collected. The sample size in this research was considered sufficient once data saturation was achieved, indicated by the point where no new themes of information emerged (Cohen, 2000). For this research, five participants met the inclusion criteria; however, data collection initially extended to eight participants before it was determined that sufficient saturation had been reached. Supported by Dworkin (2012), a sample size ranging from 5 to 50 is generally considered adequate for qualitative research. A short explanation will be included in the results section regarding why data from two participants were excluded, to ensure transparency and alignment with qualitative reporting standards. Data saturation was determined when no new codes or insights emerged from the interviews. After the fifth participant, the researcher observed a repetition of similar experiences and challenges. The sixth interview confirmed the consistency of themes, indicating that additional interviews would likely yield redundant data (Guest et al., 2006).

Several demographic criteria were studied among call centre service employees. The inclusion and exclusion criteria of demographic characteristics will be listed below. Inclusion criteria:

1. Call centre employees who handled both incoming and outgoing calls.
2. Minimum two years of work experience.
3. Still employed in the call centre throughout the interview.

4. Working at the call centre in Yogyakarta.

Exclusion criteria:

1. Former call centre employee.
2. Work for less than two years.

3.3 Proposed data collection procedure

3.3.1 Ethical Clearance

On data collection, interview questions were prepared in English and translated into Bahasa Indonesia for interview use. The interview questions were then approved by my supervisor, Puan Wirawahida Binti Kamarul Zaman, and Universiti Tunku Abdul Rahman (UTAR). For the interview questions that have been translated into Indonesian, they have been validated by Indonesian experts. This study was conducted in compliance with the ethical guidelines of the American Psychological Association (APA), which include the principle of confidentiality. Written/oral consent is given to participants before conducting interviews. Participants gave informed consent before the interview began, and each participant was informed of the study's purpose. Informed consent was signed and obtained after they agreed to participate. This study uses a recorded online meeting platform. After the interview session, participants received an RM10 receipt. Interviewed participants were not asked to disclose their names, and the interview session was conducted online. Lastly, the written/oral consent obtained was kept secure.

3.3.2 Ethical Considerations

The Consent Form states that informed consent is the process of informing research participants about research. Sankar (2018) states that there are two ways to inform consent: a written explanation and an oral explanation that must be included in the agreement, namely the identity of the researcher (name, contact information, what organization), the purpose of the study, voluntary participation, consent to the recording, interview topics, risks or rewards, research results, and data privacy and confidentiality. This study received ethical approval from Universiti Tunku Abdul Rahman, with the reference number U/SERC/21/2023, ensuring that all procedures complied with institutional ethical standards.

Informed consent was obtained from each participant in this study by completing and signing an electronic consent form. The informed consent form includes an invitation to give consent, work background information, procedures, voluntary participation, the risks and rewards of taking part in the research, compensation, confidentiality of contact and inquiries, and obtaining a statement of consent. The researcher received approval to conduct the study from Universiti Tunku Abdul Rahman, in accordance with the Personal Data Protection Act 2010 (PDPA). The validity period for this study is 31 January 2024.

In addition, each participant communicated via WhatsApp for clarification regarding the research. Participants receive interview invitations via WhatsApp to participate after agreeing on an interview time. Researcher used a network of acquaintances of senior employees in the workplace who knew many of the members to recommend and sent their WhatsApp number to researcher. Peticca-Harris et al. (2016) emphasize that researchers should seek assistance from gatekeepers to recruit participants when participants are difficult to find. Gatekeeper could be company staff or managers who can help researcher develop good relationships and recruit participants quickly (Peticca-Harris et al., 2016). Researcher contacted each participant via

WhatsApp to explain more about the study and the policies in place to protect their confidentiality during the study. As this is a voluntary study, participants remained compensation and this study also has the flexibility to withdraw from the study at any time either before, during, or after the interview via email, phone, or in-person notification. Researcher recorded and explained the interview process through audio and video recordings. For the purpose of maintain the confidentiality and privacy of research participant researcher did not disclose the real names of participants on this research. Researcher used alphanumeric codes to label each participant. Researcher will retain the data collected in this study as required by Tunku Abdul Rahman University. After the required data retention period of 5 years, the data will be deleted and destroyed.

3.3.3 Reflexivity

Reflexivity in qualitative research emphasizes the researcher's awareness of their background, experience, and potential influence throughout the research process (Berger, 2013). As the primary tool for data collection, researchers are aware that personal perspectives and prior academic learning in psychology can influence how data is interpreted and understood. Recognizing this, continuous reflection is carried out during interviews and data analysis to minimize bias and maintain openness to participants' authentic experiences. The researcher recognized the power imbalance between the interviewer and the participants, particularly as the study focused on workplace experiences. To address this, a neutral and empathetic interview approach maintained, ensuring participants felt comfortable sharing their views openly. Through this reflective stance, the researcher sought to maintain the credibility, transparency, and reliability of the findings.

3.3.4 Interview (Online or Offline)

Interviews are conducted online according to the convenience of the participants. Online interviews are implemented following the same protocols as face-to-face interviews, ensuring that the quality of interaction, depth of responses, and data credibility remain consistent across both modes. Data collection methods are digitally customized. Online interviews using video recording were conducted in this study. Offline and online interviews, as both methods must go through the usual ethical procedures, such as obtaining signed consent, anonymity, and privacy and confidentiality of participants' identities. Recommended video conferencing tools are Zoom, Google Meet, or Microsoft Teams. For the consent form, the researcher informs the participant about the consent and sends a copy to the participant so that the participant can digitally sign the consent and return it to the researcher after the interview.

The procedure of the interview is as follows:

1. Pre-interview preparation (Preparation of interview protocol, interview questions, consent form and participant recruitment poster).
2. Identification of potential participants.
3. Recruit participants (Talk to them, and only continue after participants agree to be interviewed).
4. Scheduling (Schedule an interview with the participants and double-check that the interviewer and researcher can attend the interview).
5. Explanation of consent (In addition to informed consent, participants also sign an agreement using any digital software).

6. Interview (Before starting the video recording, ensure participants know that it is only being recorded for academic purposes).
7. Post-interview (Transcription of data, confirmation of data with participants, and interpretation of data begins).

The interview questions were translated into Indonesian to match the understanding of call center employees in Indonesia. Before the interview, participants were briefed of the details of the study and ethical principles such as confidentiality. Data collection was carried out through semi-structured interviews, which were recorded using both video and audio. Personal data and responses are treated with strict confidentiality, and data will only be accessible to the researcher and supervisor. Interviews were conducted based on participants' willingness to answer questions. Participants are free to withdraw from the interview.

The aim of this qualitative case study is to explore employee challenges, coping strategies, and retention factors that influence call centre employees to stay. To gather this information, semi-structured interviews were conducted, with participants informed of their rights and the recording process. The interview protocol was followed closely to ensure participants remained engaged throughout the sessions. Creating and implementing an interview protocol is not an easy task (Yeong et al., 2018). Yeong et al. (2018) further highlights that beginner researchers may struggle due to limited experience, which can lead to deviations from the intended research objectives despite having control over the interview process. A high-quality interview starts with the implementation of a proper interview protocol. To ensure the accuracy of the data collected, a member check was conducted with each participant.

3.4 Pilot study

Before conducting the actual interview, the researcher conducted a pilot study as an interview experiment. According to Castillo-Montoya (2016), the four-phase process of adjusting interview to the research questions, constructing question-oriented conversations, getting feedback on interview protocols, and testing research interview protocol tools in developing appropriate instruments for conducting interviews. Professionalism and integrity are consistently maintained throughout the study. Eldridge et al. (2015) stated that pilot studies are a series of small studies conducted in preparation for full-scale study. The researcher interviewed two call centre employees to carry out the pilot study in this research.

3.5 Analysis after pilot study

Prior to data collection, the researcher conducted a pilot study with 2 participants to detect formatting, ambiguous wording and errors before conducting the actual interviews. The researcher ensured that the interview questions were relevant to the research objectives and could answer the research questions. The pilot study helped to ensure the validity of the interview questions given to the interviewees, the call center employees.

However, there was one question item that the researcher identified as ambiguous which stated “Can you share about factors that keep you wake-up in the morning to go to work?” changed to “Can you share about the factors that made you keep going to work?” to avoid the misinterpretation that occurred with the first participant in the previous pilot study. The participant answered that “I do not work every day and do not start work in the morning every day”. Therefore, the question was changed. After the necessary corrections were made, the researcher continued scheduling with the next participant. Once the schedule was agreed upon,

the researcher sent a link via WhatsApp for the participant's login access to attend the scheduled interview.

A pilot study on this qualitative research has been conducted, resulting in an understanding in accordance with the research questions that have been prepared. The pilot study was conducted comprehensively, validating the research methods and ensuring the relevance of the instruments used. The positive results of this initial stage provide a strong basis for the continuation of the research, demonstrating the feasibility and sustainability of the methodological planning that has been designed by the researcher.

3.6 Data analysis

Data analysis is a systematic approach applied by researchers after conducting interviews to understand phenomena and reveal trends as themes and content emerge (Johnson, 2015). Thematic analysis was selected because it enables the researcher to identify and interpret patterns of meaning across participants' experiences, which aligns with the exploratory and interpretive nature of this case study (Braun & Clarke, 2006). Unlike content analysis, which focuses primarily on frequency and categorization of words, thematic analysis emphasizes the interpretation of meaning, making it more suitable for exploring personal experiences, coping strategies, and retention factors of call centre employees. Researcher extrapolated the emerging themes to look for consistency and relate the themes to conceptual framework. This research conceptual framework is McGregor's (1960) X and Y motivation theory and Lazarus and Folkman's (1984) Transactional approach theory.

Researcher used semi-structured interview questions as guidelines for the data collection in this qualitative case study. The specific generalization method for wider data analysis was

applied in this study that included coding, categorization, and abstraction. Data analysis also includes member check as part of the process. The researcher conducted member check to clarify the data gathered during the interview process (Birt et al., 2016). For this research, the researcher used the triangulation method. In qualitative research, researcher used the triangulation method. In qualitative research, researchers conduct triangulation by collecting data from various sources to ensure rich and in-depth information (Yin, 2018). Begley (1996) states that triangulation is a useful method for collecting high-quality, measurable data from various methods, sources, and participants for research purposes.

3.6.1 Stages of data analysis

Data analysis in qualitative research requires a systematic series (spiraling processes) of stages or steps to organize, interpret, and present findings obtained from qualitative data (Charmaz, 2006). The thematic analysis in this study followed Braun and Clarke's (2006) six phases: (1) familiarization with data, (2) generating initial codes, (3) searching for themes, (4) reviewing themes, (5) defining and naming themes, and (6) producing the report. These stages guided the researcher in identifying patterns within participants' narratives and clustering related meanings into subthemes and overarching themes.

In short, after participants answered the three research questions, I collected this data through semi-structured interviews online and transcribed it into text to process the textual data through coding. The six phases carried out by the researcher were:

1. Familiarization with data

Throughout the process, researcher read repeatedly to fully understand the participants' experiences. During the familiarization process, researcher noted initial impressions and

patterns of meaning that emerged consistently among participants. In the fourth and fifth participant interviews, the researcher began to observe that the main issues raised by participants showed strong similarities to previous interviews. No new areas of experience were found that were substantially different, indicating that the scope of the phenomenon had been adequate since the early stages of analysis.

2. Generating initial codes

The five transcripts have been coded. In the initial interviews, various codes were generated to capture the participants' varying experiences of work, coping strategies and employee retention factors. However, in the fourth and fifth interviews, the codes that emerged tended to repeat existing codes.

3. Searching for themes

The codes from the five participants then classified to form initial themes. This process showed that the main themes had emerged consistently since the initial interviews. The fourth and fifth interviews did not produce new themes but served to enrich and reinforce existing themes. Thus, saturation occurred not only because of data repetition but also because of the stability of the thematic structure that formed across participants.

4. Reviewing themes

The identified themes were reviewed by examining their overall suitability. There was no need to add, combine, or split themes after reviewing all five transcripts. This indicates that the existing themes adequately reflected the overall variation in participants' experiences, further confirming the achievement of data saturation.

5. Defining and naming themes

At this stage, each theme is defined conceptually by clarifying its core focus and meaning limitations. This process is carried out by ensuring that each theme represents a different dimension of experience and is relevant to the research question.

6. Producing the report

At the reporting stage, the themes were presented narratively with supporting quotations from various participants. In addition, member checking was conducted with all participants to validate the researcher's interpretation against the participants' experiences.

In practice, these six theoretical phases were operationalized through a series of eight iterative steps described below, reflecting how the researcher moved from data collection to theme development in a systematic and reflexive manner. Here are some general stages in the qualitative data analysis process:

1. Selection of participants: participants are selected using purposive sampling
2. Data collection: data is collected using semi-structured interviews online using zoom and Google meet.
3. Transcribing: the data that has been collected is then transcribed using Microsoft word.
4. Provisional coding: the researcher used provisional coding to ensure that the interview questions and the data obtained were appropriate.
5. Reflection: the researcher reflected on the data obtained against the research questions, methodology, content, and ethics.
6. Revision of interview guidelines (if any): the researcher changed the way of asking questions and research questions that were not appropriate.
7. Participant selection: the researcher continued the interview to the next participant.

8. Data collection: data was collected using semi-structured interviews online using zoom and Google meet.

These stages are not always linear and often overlap, because qualitative data analysis is iterative and dynamic.

3.7 Triangulation

In this study, data triangulation was applied to enhance the credibility of the findings. Data was collected from interviews with frontline call centre employees and verified with insights from their team leaders. Triangulation was conducted by comparing themes that emerged from employee interviews with perspectives provided by team leaders. This process allowed researchers to identify consistencies and differences among participants' experiences, thereby strengthening confidence in the findings (Bhandari, 2022; Jick, 1979; Patton, 1999). By using multiple data sources within the same organizational context, researchers ensured a more comprehensive understanding of employee challenges, coping strategies, and retention-related experiences.

In addition, checks by members are carried out to further support the credibility of the research. After developing themes and sub-themes, participants are invited to review the interpretations and confirm whether they accurately reflect their experiences. This step ensures that the findings capture the meaning intended by the participants (Marshall & Rossman, 2016). Data analysis follows a thematic analysis process, which includes transcription, coding, theme identification, and interpretation. Interview transcripts were systematically coded to identify patterns and recurring themes relevant to the research questions (Syed & Nelson, 2015). This

process allowed researchers to organize the data into coherent themes and sub-themes, which were then used to answer the research questions.

3.7.1 Reliability

Validity and reliability are essential components of rigorous research. In qualitative studies, researchers apply repeated questions to validate the validity and reliability of their research (Elo et al., 2014). Trust in research refers that researchers collect data systematically and demonstrate transparent method in data interpretation and data collection (Daly et al., 2013). According to Darawsheh (2014), reliability in qualitative research involves the researcher's ability to consistently produce stable results through an iterative process. Cypress (2017) argues that achieving reliability requires thorough documentation of data collection procedures, clear explanation of applied strategies, participant involvement in the data collection process, and clarification of the researcher's role. Elo et al. (2014) also describe reliability as the stability of data across time and various conditions. Researchers established rapport through a process of member check by discussing the data with each study participant and agreeing on the interpretation of the transcribed data (Cypress, 2017). Member check is a common method used by qualitative researchers to validate participant responses (Birt et al., 2016). Moreover, it serves as a means of verifying the accuracy of the research (Morse, 2015). To ensure reliability in this research, the researcher sent participants' interpretations of the interview transcripts to ensure the researcher had accurately captured their responses and meanings.

3.7.2 Validity

In the qualitative research, validity is closely tied to the researcher's personal experience and belief system (Merriam & Tisdell, 2015). Validation serves as a means to determine whether

the instruments used in the study accurately capture the phenomena under investigation. Among the most commonly employed strategies to enhance validity in qualitative research is the triangulation of various data sources (Creswell & Poth, 2018). Elo et al. (2014) emphasize that credibility involves accurately identifying and representing research participants. To support validity, this study applied purposive sampling. Yin (2018) suggests that methodological triangulation is an effective approach to enhance validity in qualitative case studies, especially when aligning findings with other sources of data. In this research, data saturation was achieved by closely examining participants' responses and identifying recurring themes throughout the semi-structured interview process.

3.7.3 Content Validity

Defining content validity is an initial task required in creating new measurement procedures or revising existing procedures in a study. To support the objectives of this study, which is to investigate and define the content domain associated with property assessors' willingness to consider sustainability issues in a new measurement scale for assessment purposes, content validity is defined as the extent to which the element of an assessment tool are relevant and represent the construct targeted for a specific assessment objective (Haynes et al., 1995). According to Rubio et al. (2003), content validity research tends to gain valuable information by engaging a group of experts to provide valuable advice on the quality of new measurement tools and objective criteria that can be used to evaluate each item. Yusoff (2019) states that content validity tends to be used to ensure the validity of assessments systematically based on data and best practice. Content validity studies include a systematic, subjective and two-stage process of designing and evaluating instrument items to determine whether the instruments used to follow the concept, the population being studied, and the socio-cultural

background in which the research is conducted (Zamanzadeh et al., 2015). This study uses a qualitative design with semi-structured interviews using interview questions will assess whether it is suitable for a new study. The form was designed to validate the expert had clear expectations and understanding in assessing the items provided by the researcher.

The researcher conducted content validity assessments from several experts. According to Yusoff (2019) a minimum of two experts for content validity can be accepted. Content validity was conducted by researcher with 2 supervisors. After receiving feedback from the 2 supervisors, the content validity was translated into Bahasa Indonesia. Then, researcher also used 2 expert lecturers in Indonesia in the qualitative field to conduct validation. The first expert is a psychology lecturer at University Gadjah Mada. The second expert was a Sociology lecturer at University Christian Satya Wacana. Finally, the content validity was calculated and reported to the supervisor to identify if it could be continued to the next pilot study.

Before conducting content validity, researchers need to prepare the following:

1. Prepare a content validity sheet
2. Determine the experts who will assess the content validity
3. Conducting content validity test (online or offline)
4. Experts critically review and provide scores for each item
5. Determine the content validity index

Content validity was assessed using the Content Validity Index (CVI). Item-level CVI (I-CVI) was calculated as the proportion of experts who rated an item as relevant (rating 3 or 4). Scale-level CVI was computed using the average method (S-CVI/Ave), which represents the mean of the I-CVI values across all items. In addition, the universal agreement approach (S-CVI/UA) was

calculated as the proportion of items that achieved complete agreement among experts. These procedures followed the guidelines proposed by (Davis, 1992; Lynn, 1986; Polit et al., 2007; Polit & Beck, 2006).

After the experts provided their ratings, each item's content validity index was calculated. The CVI was calculated by dividing the number of expert who rated that the item covered the concept properly, by the total number of experts who rated the item. To calculate the item content validity index, I-CVI is calculated based on the proportion of experts who give a rating of 3 or 4 (Polit & Beck, 2006).

Furthermore, to calculate S-CVI:

1. S-CVI Average (S-CVI/Ave): $\frac{\sum I-C}{N_i}$
2. S-CVI/UA : Proportion of all items that scored 3 or 4 (universal agreement) divided by the number of experts S-CVI/UA= $\frac{\sum U}{N_i}$

The use of the content validity index provides an indication of the extent to which the research tool represent the desired concept or dimension and can help researcher to improve the content validity of the instrument before it is used in qualitative data collection.

As explained above, the researcher conducted a content validity assessment with several experts. The researcher conducted content validity with 2 experts from Universiti Tunku Abdul Rahman and 2 experts from Indonesia. After receiving input from the experts, the content validity obtained the following results:

Table 3.1*Result Scale Content Validity Index*

Item	Expert 1	Expert 2
Item 1	4	4
Item 2	4	3
Item 3	4	3
Item 4	4	3
Item 5	4	4
Item 6	4	4
Item 7	4	3
Item 8	4	3.75
Item 9	4	3.75
Item 10	4	3.5
Item 11	4	4
Item 12	4	4
Item 13	4	3
Item 14	4	3
Item 15	4	3
<i>If</i> 1 2	3	4
Irrelevant	Relevant	
0	1	

From the results obtained, the experts gave value to each item proposed by the researcher in the "relevant" category.

Table 3.2*Result of Item Content Validity Index and Universal Agreement*

Item	Expert 1	Expert 2	Expert in Agreement	I-CVI	Category	UA
Item 1	1	1	2	1	Relevant	1
Item 2	1	1	2	1	Relevant	1
Item 3	1	1	2	1	Relevant	1
Item 4	1	1	2	1	Relevant	1
Item 5	1	1	2	1	Relevant	1
Item 6	1	1	2	1	Relevant	1
Item 7	1	1	2	1	Relevant	1
Item 8	1	1	2	1	Relevant	1
Item 9	1	1	2	1	Relevant	1
Item 10	1	1	2	1	Relevant	1
Item 11	1	1	2	1	Relevant	1
Item 12	1	1	2	1	Relevant	1
Item 13	1	1	2	1	Relevant	1
Item 14	1	1	2	1	Relevant	1
Item 15	1	1	2	1	Relevant	1
Proportion Relevance	1	1				
Average proportion of items judged relevance across the two experts		1				
Sum of I-CVI		15	Sum of UA			15
S-CVI/Ave: (total of I CVI/total items		1	S-CVI/UA: (Total UA/Item Result			1
Category		Accepted				Accepted

Note: Table of I-CVI and UA result

This stage of content validity provides the formulation of new measurement procedures in qualitative research. In the context of this qualitative research, the content validity that has been validated by these experts has been determined with an "acceptable" status. According to Polit et

al., (2007); Polit & Beck, (2006), at least the value obtained is "1" to be accepted and can be continued to the next stage. This content validity is directed at ensuring that the concepts and dimensions contained in the research instrument are carefully recognized and accommodated by the researcher, confirming the reliability and relevance of the aspects measured to support the validity and accuracy of the instrument in describing the phenomenon under research.

CHAPTER 4

FINDINGS AND ANALYSIS

4.1 Introduction

This chapter outlines the qualitative methods employed for data collection, details the analytical procedures undertaken, and presents the key findings derived from this phase of the study. These findings will be examined in depth, drawing on relevant literature previously discussed in Chapter 1.

4.2 Respondents Demographics

Participants in this study are employees who work in call centre services. The criteria for prospective participants in this study were as follows: (a) call centre employees who handle incoming and outgoing calls (b) have a minimum of two years of work experience (c) still working in the call centre during the interview (d) working in a call centre in Yogyakarta. The results were collected from individual interviews with employees at a call centre in Yogyakarta. There were 5 employees, including 4 women, 1 man, and 1 team leader (male), who served as triangulation data. All participants had worked at the call centre in Yogyakarta for more than 2 years. Using connections with senior employees at the call centre and knowing many employees at the workplace, the researcher received recommendations via WhatsApp. Furthermore, the researcher reconfirmed whether the participants met the required criteria before determining the interview schedule. The participants' ages ranged from 27 to 34 years old, and they were working in inbound and outbound services in various divisions (English, Provider, OBH RTFM, Fiber). All interviews were conducted online based on the agreement and the specified time.

According to Dasgupta (2015), potential participants is very important in responding research questions. The purpose as a researcher is to gather data in an impartial way, analyze the result data, and interpret the data so that it can be understood by others. Guillemin et al. (2016) noted that researchers deal with gaining entry to research sites and ethical issues that might arise during research. To ensure compliance with ethical issues, approval from Universiti Tunku Abdul Rahman (UTAR) was obtained prior to the commencement of the research. Clearance was granted by the university on 31 January 2023, with the study required to be completed by 30 January 2024.

According to Sanjari et al. (2014) the best approach for researchers to document interview data verbatim is to assign generic code to each participant. Generic codes enable the researcher to label each participant and protect the participant's identity (Johnson, 2015). Researcher used an alphanumeric system to name the participants in this study. Each participant was assigned a code: P1, P2, P3 and so on (higher or lower alphanumeric value, according to interview order). Then, researcher also interviewed their team leader to triangulate the data from the call centre employees. Researcher gave the code T1 to highlight the code for the team leader. Researcher saved the audio and video recording data collected from online individual interviews. Researcher saved the data into separate files for coding and identifying themes from the interviews into Microsoft Word.

The characteristics of the respondents who participated in the research are summarized as below:

Table 4.1*Demographic Background of Participant in this Research*

Participant	Position	Work duration	Gender	Age	Educational background
P1	Inbound English	More than 2 years	Female	27	Bachelor degree
P2	Inbound Provider	More than 2 years	Female	27	Bachelor degree
P3	Outbound Provider	More than 3 years	Male	28	Bachelor degree
P4	Inbound OBH RTFM	More than 3 years	Female	31	Bachelor degree
P5	Inbound Fiber	More than 7 years	Female	34	Bachelor degree
T1	Team Leader	More than 3 years	Male	29	Bachelor degree

Note: Participant is employee and team leader in a call centre

Table 4.2

Demographic Table

Participants	Related Aspects
P1	P1 at the time of the interview was a 27-year-old woman who had been working for two years at a call centre. P1 was part of the English-speaking inbound team that handled all calls coming into the call centre company. The calls received were requests for information or assistance in resolving issues experienced by users of the product's services. P1 handled calls in English, as the product was used by foreigners living in Indonesia.
P2	P2 at the time of the interview was a 27-year-old woman who had been working

as an inbound employee for more than two years. P2 was a graduate of international relations and worked for incoming calls on provider products. Inbound calls involve questions about product information or complaints about product services. P2 also assists in preparing reports if customer issues persist for more than 24 hours. P2 also conducts outbound calls to follow up on every customer's issue that comes in to ensure whether there are any unresolved issues or if they have been resolved.

P3 P3 is a 28-year-old man who has been working for 3 years. P3 graduated with a degree in Indonesian literature before working at the call centre. P3 is part of the data management and verification team that handles reports from customers who have encountered problems when using their service products. Customer reports come from calls and social media reports that have been collected. P3 makes outbound calls to customers whose issues have been resolved.

P4 P4 is a 31-year-old woman who works in the OBH RTFM (On Behalf Real time Floor Monitoring) division. Employees in this division are responsible for monitoring employees, summarizing mass problems, and attending to calls that accumulate. P4 has been working in the call centre service for four years. During the interview, P4 was assigned to handle inbound calls during times of high call volume and accumulation. When handling inbound calls, P4 also monitors every issue that comes in. If an issue is not resolved within 24 hours, it is forwarded to her supervisor.

P5 P5 is a 34-year-old woman who has been working in a call centre for seven years. P5 has held many positions in the same company in different divisions,

ranging from prepaid, postpaid, and English prepaid. At the time of the interview, P5 was positioned to handle customers using wireless networks with fiber networks. P5 handled incoming calls related to fiber networks and analyzed customer issues. Every issue that comes in is checked and assisted in resolving each problem.

T1 T1 is a 29-year-old man who has been working for 3 years in a call centre. He spent his first year working as an incoming call handler before being promoted to on-behalf team leader in his second year. At the time of the interview, T1 had been a team leader for 1 year. As team leader, T1 collects all complaint data from hard complain customers and special customers to be escalated to supervisors and managers.

4.3 Research findings

The results of this study align with the established research objectives. Each result supports the answers to the research questions proposed from the beginning. In-depth analysis of the data revealed patterns that are in line with the explorative objectives of this study. The findings below hence represent the result that is compelling in response to the research questions that I aim to answer. To recap, my three RQs are as follows: -

1. What are the on-the-job challenges for call centre employees?
2. What are the call centre employees' coping strategies to deal with challenges?
3. What are the retention factors for call centre employees staying on the job?

The themes and sub-themes identified under the categories of work challenges, coping strategies and employee retention factors are summarized in Table 4.3. Representative quotes illustrate how participants described their experiences of workload.

Table 4.3

Themes, Subthemes, and Illustrative Quotations

Theme	Sub-theme	Description	Representative Quotes
Workload	1. Role of Work	Employees experienced workloads due to multitasking, handling complex customer demands, and strict time targets. They felt pressured to maintain both service quality and speed simultaneously.	“Here I am sad that the challenges are not the only job. Think about it, work is easier to deal with than the environment like that anyway.” (P2) “There are other divisions that push us, and the customer is also uncooperative.” (P3) “But customers do not want patience. The point is that they want the results now.” (P4)
	2. Communication with leader, peers, and subordinate	Communication barriers were reported as a major source of stress. Employees faced difficulties reaching leaders, unprofessional behavior, and cross-departmental tension that disrupted workflow and added to emotional pressure.	“Another challenge is probably the work environment.” (P2) “It was unprofessional there, it was said that the unprofessionalism brought personal problems to work.” (P2) “The most annoying thing is when we have to ask questions, we have to queue, it is really when we want to immediately end our handle with this customer.” (P3)
Emotional Distress	1. Unpleasant customers	Employees experienced emotional distress due to suppress their emotions, deal with uncooperative customers, and customer personally attack employees with harsh words while interacting with them.	“In the workplace we suppress our anger, we hold it in, we compress our emotions”. (P1) “We also get emotional, sometimes there are customers who cannot be told but pretend to know like that”. (P2) “If the toughest call is a call that tends to be a hard complaint..... and there are hard complaints that really attack individuals, so those that attack individuals such as saying harsh words or yelling”. (P2) “He abused me with impolite words and then raised his voice because he felt that he understood what I was

Theme	Sub-theme	Description	Representative Quotes
			doing and felt that his education level was higher”. (P3) “You dog, stupid or what and then all the zoos come out and attack personally. You are stupid, you are a stupid woman like that with curses like that”. (P5)
Support and Skills of Employee	Organizational and Leader Support	Employees receive continuous support from leaders and the organization, enabling them to handle demanding customers effectively. Supervisors and managers provide assistance, advice, and emotional reassurance, fostering a sense of teamwork and reducing stress.	“Yes, but there will also be support from the supervisor.” (P1) “They are scolded by a customer and the customer is too rude while using impolite language, there is still support on the side.” (P4)
	Communication Skill	Communication serves as both a professional skill and a coping mechanism. Employees use empathy, active listening, and emotional control to manage difficult interactions with customers and collaborate effectively with colleagues. Experience also enhances communication ability over time.	“Strategy is that we have to understand, we have to really understand what this customer actually needs like that.” (P3) “Reducing our ego, lowering our ego, preparing our ears then eeee but still. But still be able to analyze customer problems clearly with clarity.” (P5)
	Work Preparation and Motivation	Employees prepare physically and mentally before work to ensure readiness in handling demanding tasks. Creating a comfortable workspace, fulfilling basic needs, and maintaining personal notes help sustain motivation and job performance.	“So if I am in a cubicle that makes me comfortable, that’s how I work comfortably.” (P2) “Do not let us work hungry because we will be on the floor or in our office, we are not allowed to bring food in.” (P4) “For me, I usually keep a separate note of what I have to do when handling like that.” (P3)
Positive work environment and opportunities for advancement	Social Support	Employees feel valued through appreciation from customers, co-workers, and leaders. Gratitude and small rewards increase motivation, sense of belonging, and satisfaction, creating a positive emotional climate at work.	“The customer said eeeeh Thank you...” (P1) “There are compliments that make us impressed...” (P2) “She was really grateful...” (P3) “Just a small gift from my leader makes me feel like I have succeeded.” (P1) “Indomaret shopping vouchers... or given lunch.” (P4)
	Employee Well-being	Well-being is built through supportive co-workers, fun work atmosphere, work-life balance, opportunities for growth, and financial stability. These factors contribute to continued motivation and retention.	“The most affected by the work environment are the friends who always help us...” (P1) “Co-workers in the office are really fun.” (P4) “We do not take our work back home.” (P2) “So it's a lot of moving around... not getting bored.” (P5) “What’s the motivation to stay is

Theme	Sub-theme	Description	Representative Quotes
			because of the money.” (P5) “The overtime money is pretty good.” (P5)
	Employee Commitment	Employee commitment is driven by opportunities for career advancement, personal growth, financial incentives, and meaningful work. Employees remain in the job due to promotions, self-improvement, rewards, and the sense of helping others.	“So the more time we work, we can be considered for a position...” (P2) “Yes, the enthusiasm to work and improve.” (P4) “My biggest motivation is money, holidays, and setting goals...” (P5) “I felt that eee my work was needed... people who really need it.” (P3) “Not just about getting paid... I am happy doing my job.” (P3)
	Employee Involvement	Employees actively participate in creating a comfortable working atmosphere, sharing stories, and building strong co-worker relationships. Enjoyment with colleagues increases enthusiasm and supports long-term retention.	“If there are many friends, it's just comfortable...” (P2) “Here I have found... people who can be shared with...” (P3) “The friends are really fun. So we are also excited to go.” (P4)

Workload. In line with this theme, all of the participants had challenges when working in a call centre. These challenges come from customers, co-workers and supervisors. However, there are different challenges experienced by participants such as employees are multitasking, customer demands to be resolved, uncooperative customers, conveying information and being accepted by customers, and employees feel pressured with limited time and targets. Every employee faces different challenges at work.

4.3.1 Theme 1: *Workload*

This study aimed to achieve the research objective of exploring the work challenges faced by call centre employees. The research questions focused on identifying specific work challenges faced by call centre employees. The challenge identified by the researcher in this study was workload.

Call centre employees experience workloads that are demanding, stressful, tiring and difficult for employees. This workload can come from various sources, such as work roles and communication with leaders, co-workers and subordinates. This research provides valuable insight into call centre employees' experiences of workload.

It was explained that there are five main workloads faced by call centre employees in Yogyakarta. Firstly, employees have to perform multitasking. Second, customer demands that must be resolved. Third, uncooperative customers. Fourth, delivering information and being accepted by customers. Lastly, employees feel pressured with limited time and targets. By examining these challenges, this study contributes to achieving the research objective of exploring the work challenges of call centre employees, as well as answering the research question of what are the challenges for call centre employees.

Workload is an employee work situation that must be completed as well as possible, stressful, tiring and unpleasant. Workload comes from situations faced by employees. Whether the workload arises from co-worker relationships, relationships with customers, it is a challenge for employees. This research has presented data regarding employees' experience of workload.

Sub-theme 1: Role of work. Call centre employees find their job roles to be highly challenging and multifaceted. The challenges they face are not limited to customer interactions, but also include pressure from other departments, strict company regulations, and demanding performance targets. Their role requires a balance between efficiency, emotional control, and flexibility in a fast-paced work environment. As a result, the 'job role' itself becomes a major source of stress and a test of resilience.

“Here I am sad that the challenges are not the only job. Think about it, work is easier to deal with than the environment like that anyway.” (P2)

“There are other divisions that push us, and the customer is also uncooperative.” (P3)

“But customers do not want patience. The point is that they want the results now.” (P4)

These quotes illustrate that employees view the combination of workload, pressures between divisions, and customer expectations as a significant burden. The need to deal with uncooperative or impatient customers while meeting organizational targets adds to the stress and requires strong emotional management. Employees often struggle to meet these expectations within tight deadlines, as P1 explains that handling complaints under time pressure is ‘very, very difficult’ (P1). In addition, restrictions from company policy sometimes prevent them from resolving issues efficiently, further adding to the burden.

Overall, this sub-theme highlights that the work role for call centre employees is characterized by constant multitasking, emotional regulation, and high-performance expectations. Their ability

to remain patient, communicate clearly, and adapt under pressure is crucial not only for achieving service quality but also for maintaining their own psychological well-being. This reflects the importance of work role complexity within the broader theme of employee challenges in the call centre environment.

Sub-theme 2: Communication with leader, peers, and subordinate. Communication with supervisors, peers, and other departments emerged as a significant source of workload and stress for call centre employees. Participants described various communication barriers—including unprofessional behavior, limited access to supervisors, and misaligned expectations between departments—that hinder professional development and complicate task completion. These dynamics added to employees' daily stress beyond their routine call-handling duties.

“Another challenge is probably the work environment”. (P2)

“It was unprofessional there, it was said that the unprofessionalism brought personal problems to work”. (P2)

“The most annoying thing is when we have to ask questions, we have to queue, it is really when we want to immediately end our handle with this customer”. (P3)

These quotes highlight three related issues: (1) the overall work environment can be a source of stress (P2), (2) unprofessional behavior from leaders or colleagues brings personal conflicts to the workplace, damaging support and growth opportunities (P2), and (3) procedural barriers—such as having to queue to consult with leaders—create time pressure that interferes with service delivery (P3). Together, these communication issues hinder timely problem solving, reduce employee support, and add to emotional labour and task burdens. After facing communication challenges, participants described additional demands related to emotional labour and managing difficult customer interactions.

Emotional Distress. It is explained that there are five main emotional stresses that employees face. These are customer complaints, being harassed by customers, employee panic in dealing with customers, employee stress, and employee difficulty in managing emotions. By examining these challenges, this study contributes to achieving the research objective of exploring the work challenges of call centre employees, as well as answering the research question of what are the challenges for call centre employees.

4.3.2 Theme 2: Emotional Distress

This study aimed to achieve the research objective of exploring the work challenges of call centre employees. The research questions focused on identifying the work challenges faced by call centre employees. The challenge identified by the researcher in this study is emotional distress. This emotional distress can come from sources that are unpleasant for employees. This research provides valuable insights into the experiences of call centre employees in dealing with work challenges.

Sub theme 1: Unpleasant customers. Emotional stress emerges as one of the main challenges faced by call centre employees. This form of stress stems from unpleasant interactions with customers, which cause stress, frustration and emotional exhaustion. Employees describe this experience as a situation in which they have to suppress their emotions while continuing to provide friendly and professional service.

P1 explains the need to suppress emotions when handling calls, saying:

‘At work we suppress our anger, we hold it in, we suppress our emotions.’ (P1)

Similarly, P2 shares a similar experience, saying:

‘We also get emotional, sometimes there are customers who can’t be told but pretend to know.’ (P2)

These statements illustrate how employees must control their emotional reactions even when provoked by customers. This kind of emotional suppression often results in internal tension and fatigue.

In addition to suppressing their emotions, employees frequently face verbal abuse and rude behavior from customers. P2 explains, 'The most difficult calls are those that tend to be serious complaints... and there are serious complaints that really attack the individual, such as using foul language or shouting.' (P2) P3 also expressed similar frustration, stating:

"He blamed me with rude words and then raised his voice because he felt he understood what I was doing and felt that his level of education was higher." (P3)

Another participant, P5, emphasized the same issue, sharing:

"You dog, you idiot or whatever, and then all the animals come out and attack personally. You're stupid, you stupid woman, with those kinds of abusive words." (P5)

These stories show that employees experience frequent demeaning treatment from customers, including verbal abuse and personal attacks.

Overall, the participants' experiences show that emotional pressure is a common challenge in the call centre environment. Employees are expected to remain calm and maintain a 'smiling voice' even when faced with hostility. The need to suppress emotions when dealing with abusive customers not only affects their psychological well-being but also increases the emotional demands of their job.

The findings on this theme indicate that emotional distress is a major challenge in the daily experiences of call centre employees. Constant exposure to rude or demanding customers, combined with the need to suppress emotions and maintain professionalism, puts sustained psychological pressure on employees. This kind of pressure commonly leads to feelings of frustration, exhaustion, and even the desire to resign.

Nevertheless, despite the intense emotional demands, employees develop various ways to cope with these challenges. Their ability to adapt, seek support, and apply interpersonal or emotional management skills becomes crucial in maintaining their performance and well-being. The next theme, support and skills of employee, explores these coping strategies in depth, highlighting how employees rely on both internal and external resources to manage emotional pressure and maintain resilience in their work environment.

Support and skills of employee. Based on the theme, all participants and MCs get support and have skills at work such as employees are supported by leaders, dissatisfied customers can be escalated, understanding customer needs, employees must have an extra level of patience, employees use two-way communication to provide information to customers, critical customers are notified with special notices, preparing notes on ways to resolve customer complaints, going to work in a happy mood to be comfortable in handling calls, and motivation from within employees makes employees able to handle customer pressure. By examining employees' coping strategies, this research contributes to answering the way employees deal with challenges at work.

4.3.3 Theme 3: Support and skills of employee

This theme highlights how call centre employees depend on both organizational support and individual skills as strategies for coping with work-related challenges. Support from leaders and peers provide emotional and technical assistance, while communication and motivation competencies help employees maintain their performance under pressure. Together, these coping strategies enable employees to remain resilient and adaptive when dealing with demanding customer interactions.

Sub-theme 1: Organizational and leader support. Organizational and leadership support emerged as the primary coping strategy that enabled employees to manage customer demands effectively. Participants explained the importance of receiving encouragement, guidance, and practical assistance from their leaders when facing challenging situations. Such assistance fosters a sense of psychological security and reduces emotional stress, especially when dealing with stressful customers. P1 emphasized the supportive role of supervisors in facilitating daily tasks and improving service quality:

“Yes, but there will also be support from the supervisor”. (P1)

Another participant shared an example of direct assistance from a leader when dealing with a rude customer, demonstrating that support is not only available but also actively provided when needed:

“They are scolded by a customer and the customer is too rude while using impolite language, there is still support on the side”. (P4)

In addition to direct assistance, leader support also includes open communication for consultation and advice. Employees report being able to discuss work challenges directly with their leader:

“We can discuss it with Leader”. (P1)

This interaction reflects an organizational culture that values collaboration and mutual support. For some employees, this guidance has had a personal impact—for example, one participant reconsidered their decision to resign after consulting with their team leader, demonstrating how managerial support contributes to both emotional well-being and employee retention. Additionally, participants stated that problem-solving often involves multiple levels of hierarchy.

As one participant explained, complex cases are escalated from team leaders to managers for follow-up, reflecting a structured system of shared responsibility.

Overall, this sub-theme illustrates that support from the organization and leaders serves as the primary coping strategy for employees. This support boosts employees' confidence in handling customer-related stress, encourages teamwork, and ensures that no employee feels isolated when facing challenging situations in the call centre environment.

Sub theme 2: Communication Skill. Based on the previous discussion regarding organizational and leadership support, another coping identified among call centre employees is their communication skills. Although support from leaders provides direction, communication competence enables employees to translate that direction into effective daily interactions—both with customers and peers—to manage challenging work situations.

Communication skills among call centre employees reflect their ability to convey information clearly, understand customer needs, and interact appropriately in the work environment. P2 emphasizes that communication with colleagues often becomes an adaptive strategy when the leader in charge is considered difficult to approach:

“For example, the TL on duty is really annoying, we would rather ask a friend than ask the TL like that”. (P2)

This highlights how employees use communication interpersonally in a selective manner to maintain workflow efficiency. When leaders are unavailable, they turn to experienced peers for a quicker solution, ensuring customer calls are handled within the limited time available.

P3 also explains that communication is not just about speaking, it also involves accurately understanding and interpreting customer needs:

“Strategy is that we have to understand, we have to really understand what this customer actually needs like that”. (P3)

These findings indicate that communication skills are closely related to empathy and understanding. Employees must be able to identify the core issues in customer complaints to avoid conflict while ensuring customer satisfaction. Effective communication enables them to manage emotional demands while maintaining professionalism.

In addition, emotional regulation in communication emerges as an important element. P4 emphasizes the importance of avoiding feelings of pressure when dealing with customers:

“If you have a job that basically requires maintenance, let’s do it. It means not to make it a pressure”. (P4)

This shows that employees who can maintain emotional balance when communicating with customers are better able to prevent stress escalation. Customers may express their frustration freely, while employees are expected to remain calm and professional, which requires self-awareness and self-control.

P5 further explains that managing emotions through communication involves humbleness and active listening:

“Reducing our ego, lowering our ego, preparing our ears then eeee but still. But still be able to analyze customer problems clearly with clarity”. (P5)

This quote illustrates that communication is interconnected with emotional intelligence. Employees must be open-minded, refrain from ego-driven reactions, and focus on accurately analyzing problems even in emotionally tense situations. Such communication skills enable them to manage difficult interactions effectively.

Furthermore, communication skills develop over time. P5 notes that length of service plays an important role in improving communication patterns:

“Tenure really affects that. How long you work, how often you can interact really affects it”. (P5)

This insight shows that longer exposure to customer interactions allows employees to refine their communication approach, become more confident, and respond more appropriately to different customer personalities.

Overall, this sub-theme shows that communication skills serve not only as a technical requirement but also as a coping strategy. Through effective communication—based on empathy, emotional regulation, and experience—call centre employees can overcome challenging interactions, reduce emotional stress, and maintain service quality in a high-pressure environment.

Sub-theme 3: Work preparation and motivation. Following an emphasis on communication skills, another coping strategy identified among call centre employees is work preparation and motivation. These strategies highlight how employees create a positive mindset and physical readiness before handling customer calls. Preparing oneself before work is considered an important step in maintaining focus, emotional balance, and overall work performance throughout the day.

Participants emphasized that a comfortable workspace, physical readiness, and mental motivation contribute to a productive work environment. P2 explained that comfort plays an important role in how they perform their duties:

“So if I am in a cubicle that makes me comfortable, that's how I work comfortably”. (P2)

This statement indicates that employees purposely choose workspaces that help them remain relaxed and focused. Comfort becomes a preventative coping strategy, ensuring that physical comfort does not add to the emotional strain of challenging customer interactions.

Similarly, P4 describes how personal preparation before starting work helps maintain performance during long customer service shifts:

“Do not let us work hungry because we will be on the floor or in our office, we are not allowed to bring food in”. (P4)

This highlights the importance of basic physical preparation—such as eating before work—as part of a self-care and coping strategy for employees. Since employees are not allowed to eat during working hours, managing their physical needs prior to work allows them to remain focused and calm when interacting with customers.

In addition to physical readiness, mental preparation is also evident in how employees organize their work. P3 shares strategies that reflect proactive problem solving through documentation:

“For me, I usually keep a separate note of what I have to do when handling like that”(P3).

By taking notes on the steps and solutions from previous customer interactions, employees can refer back to these notes when similar issues arise. This not only improves efficiency but also minimizes dependence on leaders, especially when supervisors are busy or employees have to wait their turn for assistance. This kind of self-preparation empowers employees to handle calls more independently and confidently.

Overall, work preparation and motivation serve as integral coping strategies to help employees maintain emotional stability and work effectiveness. Employees consciously prepare themselves physically and mentally before starting work, ensuring they can manage demanding customer

interactions throughout the day. Through comfort, readiness, and motivation, they build resilience to the stress inherent in call centre work.

Positive work environment and opportunities for advancement. This study aims to achieve the research objective, which is to explore the factors that contribute to employees staying with the company for an extended time. The research questions focus on what retention factors make employees stay with the company for an extended time.

4.3.4 Theme 4: Positive work environment and opportunities for advancement

This theme highlights how a positive work environment and the availability of career development opportunities influence employees' decisions to retain their positions within the organization. Participants emphasized that, in addition to job duties, engagement in call centres is influenced by teamwork, recognition, and social connections. A friendly and cooperative environment helps employees find meaning in their work and reduces the emotional stress of interacting with customers. Furthermore, career paths within the organization provide motivation and direction for employees. Overall, this experience shows that a positive work environment and advancement opportunities play a crucial role in retaining call centre employees in the long term.

Sub-theme 1: Social support. Social support in the call centre work environment comes from various sources, including customers, supervisors, and peers. Participants explained how appreciation and positive recognition from others in their work environment created a sense of motivation, belonging, and satisfaction. This appreciation not only boosted morale but also strengthened the relationship between employees and customers. Feeling appreciated through

words or gestures of gratitude made employees feel that their work was meaningful and rewarding.

P1 explained how receiving thanks from customers resulted in feelings of success and happiness:

“The customer said eeeeh Thank you, or for example I Thanks, even though it was native it was just like happy like successful”. (P1)

Similarly, P2 emphasized that appreciation and compliments from customers made him feel comfortable and satisfied at work:

“There are compliments that make us impressed like that, which is eeee part of me satisfied anyway”. (P2)

This kind of experience shows that customer appreciation contributes to the emotional well-being of employees and serves as a motivating factor that encourages them to continue working at the call centre. P3 adds that receiving sincere appreciation from customers can turn frustration into pride and personal satisfaction:

“She was really grateful, really what, at that time I was previously annoyed and became like I really did not deserve this speech”. (P3)

In addition to customer appreciation, support and recognition from leaders also play an important role in increasing employees' sense of achievement. P1 explains how small gifts from leaders make him feel recognized and successful:

“Just a small gift from my leader makes me feel like I have succeeded”. (P1)

Similarly, P4 shared that tangible appreciation from leaders, such as vouchers or small gifts, strengthens employees' motivation and attachment to the organization:

“Indomaret shopping vouchers are fifty thousand rupiah, yes seventy-five or one hundred, or getting gifts from the TL itself, given food or given lunch”. (P4)

The importance of such recognition is further reinforced through organizational practices. T1 confirms that appreciation goes beyond individual recognition, with celebrations of employee birthdays, Valentine's Day, Christmas, and other company events that include small gifts or awards for top-performing employees.

Overall, social support from customers, peers, and leaders fosters a positive emotional climate in the call centre, encouraging employees to remain committed and engaged in their roles.

Sub-theme 2: Employee well-being. Employee wellbeing in a call centre environment is influenced by supportive peers, work-life balance, opportunities for growth, and financial stability. Participants explained how peer support and fellowship increase comfort and belonging in the workplace. This social support not only reduces the demands of work, but it also contributes to employee enthusiasm and motivation.

P1 shared that mutual assistance among colleagues makes the work environment more supportive and pleasant:

“The most affected by the work environment are the friends who always help us to help each other”. (P1)

This statement describes how collaboration among employees creates a sense of security and emotional comfort, especially when dealing with challenging customer interactions. Similarly, P4 emphasizes that having pleasant relationships with colleagues increases their job satisfaction and motivation:

“That need is what makes us excited to get up to work right, the second is work friends, co-workers. Co-workers in the office are really fun”. (P4)

This shows that positive social interactions improve employee well-being by creating a cheerful and engaging work atmosphere. Meanwhile, P2 highlights another aspect of wellbeing,

maintaining a healthy boundary between work and personal life—by explaining that call centre work does not disrupt personal time:

“So it is good that we do not take our work back, we do not take it home”. (P2)

This boundary allows employees to rest, participate in family life, and recharge their emotional energy, which helps maintain their performance and mental health.

Another component of well-being identified by participants was the opportunity for job variety and advancement. P5 revealed that moving between divisions helped him gain new experiences and avoid boredom:

“So it’s a lot of moving around. So that’s also a lot of experience. So it’s like not getting bored”. (P5)

Similarly, P4 acknowledges that the promotion system within the company increases motivation and retention:

“There is a system like getting promoted, okay, what’s the language for career opportunities”. (P4)

Money also plays a big part in how happy people are at work and how motivated they are to stick with the organization. P5 directly states that money is the main reason for staying:

“So what’s the motivation to stay is because of the money. Because I need it anyway”. (P5)

T1 confirmed that many employees preferred to remain in their jobs due to difficulties in finding alternative employment and the need for financial security. In addition, P4 mentioned the benefits of additional pay during certain shifts:

“So if for example we come in according to eee shifting with a high additional salary, yes we like it”. (P4)

P5 also highlights the appeal of financial bonuses such as overtime pay and additional pay for working on public holidays:

“The overtime money is pretty good. Or maybe THR is anything before Eid”. (P5)

Overall, employee well-being in the call centre context comes from social and structural factors—supportive relationships, work-life balance, opportunities for growth, and financial incentives. These factors collectively promote psychological comfort and employee satisfaction, which in turn contribute to their decision to remain with the organization for a long period of time.

Sub-theme 3: Employee commitment. Employee commitment in a call centre environment is reflected in career advancement opportunities, personal satisfaction, and performance-based incentives. These elements form long-term bonds between employees and the organization and influence their decision to remain in their positions.

P2 emphasizes the relationship between length of service and career opportunities, explaining that employees who stay longer are more likely to be considered for higher positions:

“So the more time we work, we can be considered for a position that is determined like that. To increase the level of ourselves anyway”. (P2)

For P2, long-term commitment is meaningful because it unlocks growth and enhances self-development. Supporting this view, P4 describes a sense of continuous improvement, referring to the motivation to continually develop competencies in the workplace:

“Yes, the enthusiasm to work and improve”. (P4)

Statement P4 reflects how continuous personal improvement strengthens commitment and aligns with available career paths. This is also confirmed by MC, who notes that the company provides clear internal career paths.

On the other hand, P5 highlights financial incentives as the main factor behind his commitment:

“My biggest motivation is money, holidays, and setting goals, like that”. (P5)

For P5, financial rewards, holidays, and setting personal goals keep him motivated to continue working. He sets monthly goals as personal metrics for enjoying the results of her work, showing that commitment can also be rooted in individual financial priorities rather than organizational opportunities.

On the other hand, P3 describes a different form of commitment based on meaningful work and helping others:

“I felt that eee my work was needed. There are people who really need it like that anyway”. (P3)

P3 describes a situation where customers with special needs are highly dependent on call centre support. This sense of being needed provides emotional satisfaction and deeper commitment. P3 adds that job satisfaction goes beyond monetary considerations:

“Not just about getting paid, but because I have to explain it. I am happy, I am currently in a phase where, I am happy doing my job like that”. (P3)

The P3 statement indicates that intrinsic values — such as the pleasure of helping customers and meaningful interactions — significantly contribute to sustained commitment.

Overall, this sub-theme shows that employee commitment arises from a variety of complementary sources: career prospects, personal development, financial stability, and the

meaning of the work itself. These interconnected factors influence employees to continue working at the call centre in the long term.

Sub-theme 4: Employee involvement. Employee involvement refers to the extent to which employees actively participate in creating a positive, comfortable, and collaborative work environment. Their involvement is reflected through sharing stories, building meaningful relationships with peers, and maintaining a positive atmosphere in the workplace. These social interactions are not separate from job performance; rather, they strengthen motivation in the workplace and contribute to long-term retention.

P2 highlights how simple interactions with peers—such as being greeted or asked a question—create a sense of belonging and comfort in the workplace:

“Then besides that, eee If there are many friends, it’s just comfortable because when we come there are people who call us and ask questions”. (P2)

This sense of inclusion allows employees to feel recognized rather than isolated. Similarly, P3 emphasizes the importance of having peers who can listen and share experiences:

“Here I have found, for people who can be shared with, and understand it so it’s like my reason”. (P3)

For P3, the ability to share stories and be understood by peers strengthens emotional connections, reinforcing their intention to continue working at the call centre. P4 also expressed a similar sentiment, stating that pleasant peers increase enthusiasm for coming to work:

“The friends are really fun. So we are also excited to go”. (P4)

This experience shows that employee involvement is not limited to task completion, but is also closely related to the relational and social aspects of work. Supportive coworker relationships,

pleasant interactions, and a sense of belonging contribute to sustained motivation and long-term employee retention.

Participants consistently stated that their commitment to remain working at the call centre was influenced by a positive social environment and meaningful engagement with colleagues. These social elements enhance their well-being, strengthen job satisfaction, and encourage employees to retain their positions for an extended time.

CHAPTER 5

DISCUSSION

5.1 Discussion for Theme I: Workload

The first question in this study aimed to explore the work challenges faced by call centre employees. Participants in this study mentioned their experiences of work challenges in the form of workload. This study found 2 workloads in Yogyakarta call centres, namely job roles and communication with leaders, co-workers, and subordinates. The findings show not only how challenging it is to work in a call centre, but also the unique local context in which work challenges exist. These challenges contribute to a deeper understanding of employees' experiences in the call centre industry, especially in Yogyakarta.

In the first theme, research participants stated that working in call centre services has a lot of workload that they must face. Call centre employees handle an average of 30-50 calls per day, which requires multitasking and adherence to strict performance targets. In this study, workload was found to have an impact on the work process perceived by employees. Customers in call centre services provide significant challenges for employees, as expressed by P1, P2, P3, P4, and P5. They all faced difficult customer complaints, including general complaints, verbal attacks, and unreasonable requests. In addition to facing work pressure, employees also felt a negative impact on their health and personal lives. Both T1 and the participants' statements highlighted the challenges faced by call centre employees in Yogyakarta. T1 emphasized the workload and its negative impacts, such as employee turnover and low customer satisfaction.

Existing literature findings support this study and found that the challenges of working in call centre services have a lot of workload that employees have to complete and deal with. Previous literature relating to workload shows that call centre work is an exhausting routine with

detailed scripts, supervision, lack of autonomy, and continuous performance pressure with demeaning treatment from supervisors, threats of termination, and emotional work demands in interacting with customers (Crowley, 2016). Management must regulate and develop the way call centre services work so as not to face a lot of workload. P3 said that in call centre services, work is multitasking. P5 added that employees are faced with targets that are too high even beyond their abilities. P3 and P5's statements are supported by Doellgast and O'Brady (2020), who found that workload is a challenge that employees in call centre services must face. Harry (2021) conducted research that discussed call centre employees who faced fatigue and exhaustion which clearly led to a decrease in the level of organizational commitment. In a survey of 2100 call centre employees organized by the Communications Workers of America (CWA), with the purpose of examining the causes and effects of this workplace wellbeing and stress. According to Doellgast and O'Brady (2020), employees in call centres experience intense pressure and high levels of harassment, especially in meeting performance metrics that are perceived as unreasonable, with intensive monitoring oriented more towards rule enforcement than skill development, while fear of job insecurity and potential termination contribute to stress levels, burnout, absenteeism, and intent to quit. Therefore, through an in-depth understanding of the workload faced by call centre employees, this research provides a basis for challenges that need to be advocated against in the work environment.

These findings have significant implications for organizational practice and policy. Understanding that the work roles and communication with leaders, co-workers, and subordinates experienced by call centre employees can negatively impact customer service and company reputation, employee management needs to prioritize creating policies that support employee well-being. According to Belete (2018) emphasizes that employees are considered a

valuable asset to the organization. Implementing strategies that allow employees to focus on customer service and reduce the burden of additional tasks can help improve service quality and company reputation. In this regard, it is important for organizations to update their policies to better support employee well-being and provide a work environment that allows them to provide quality services to customers. In line with Doellgast and O’Brady (2020), improving employee well-being and productivity in call centres can be achieved through quality training, providing flexibility, progress monitoring approaches, functional technology, and close supervision of vendors as well as job security for employees. As such, these findings contribute to in-depth understanding of the call centre work environment, where employees are exposed to workloads that can affect their overall well-being. Workload experience emerged as the primary source of work challenges among participants. From the perspective of Lazarus and Folkman's transactional model, this stress can be understood as the result of participants' primary assessment, in which job demands are considered excessive and exceed available resources. As someone who has never worked in a high-pressure environment such as a call centre, researcher aware of my limitations in fully understanding the workload employee face. This requires researcher to be careful in interpreting the data and ensuring that they do not underestimate or overestimate the challenges they face. In ensuring the validity of the findings, the researcher will consider the importance of data triangulation, as was done by using data triangulation in this study. By involving participants in the verification process, the researcher can ensure that interpretations are in line with their experiences.

5.2 Discussion for Theme II: Emotional Distress

The first question in this study tried to determine what the workplace challenges are for call centre employees. Participants in this study mentioned the experience of their work challenge of

emotional distress. This study found emotional distress in Yogyakarta call centres, namely unpleasant customers.

In the second theme, the research participants stated that working in call centre services had emotional pressures that they had to deal with. The findings collected by the researcher through interviews with employees in call centre services confirmed that call centre services have a lot of emotional stress. In this study, emotional stress was found in employees in handling customers. Some aspects of emotional distress faced by employees include difficulty managing emotions, suppressing feelings, and sometimes becoming angry unintentionally. P1, P2, P4, and P5 experienced emotional distress while working in the call centre, especially when dealing with difficult customers. They felt panic, stress, anger, and frustration, and P1 and P5 admitted that these situations affected their mood and performance. P2 felt unappreciated, and P4 witnessed a new employee who almost gave up due to difficulties. P5 recognized that it was difficult to maintain emotional stability in this job.

Both participant statements and T1 highlighted the emotional distress experienced by call centre employees. Participants' statements described the difficulties employees face in maintaining composure and dealing with difficult customers, resulting in feelings of panic, frustration, and even thoughts of resignation. They also mentioned that exposure to various customer complaints and behaviors drained their energy, making it difficult to maintain an emotional state in challenging situations.

T1 supported this experience by stating that many customers complained in harsh words and grumbled loudly, which was difficult for new and old employees to deal with. It was recognized that some employees left the company without notification due to the stress of interacting with

loud customers. In addition, not all customers who call are well-behaved or co-operative, adding to the challenges employees face. T1 also mentioned that dissatisfied customers may ask to be called back, which further adds to the emotional stress that employees experience. Existing literature findings support this research and found that the challenges of working in a call centre service have many challenges that employees must resolve and face.

The concept of emotional distress experienced by employees, as supported by previous research, describes how customers who are very demanding in their calls can increase the emotional workload and fatigue felt by employees (Kim & Leach, 2021). In such situations, unpleasant interactions with customers, which are often filled with impoliteness and uncertainty, have the potential to cause emotional exhaustion that can drain call centre employees' personal resources (Al-Hawari et al., 2019). Thus, the task of answering customer calls and dealing with the various emotions they bring such as fear, anger, and sadness, are aspects that call centre employees must with on a regular basis (Bojanić et al., 2020). However, the findings of Amit et al (2020) through an online survey of 227 employees confirmed the occupational health issues faced by call centre employees in the Philippines, listing common symptoms such as back pain, headaches, neck pain, and insomnia, as well as indicating that smoking and drinking habits can predict the likelihood of these problems. This was also supported by P5 who said that call centre employees even had to be hospitalized due to the stress they were under. Therefore, it is important for companies to manage stressors and build employee resilience in the face of continuous pressure (Al-Hawari et al., 2019). As stated by P1, P2, and P5, they suppressed their emotions even though they were angry and did not like the treatment from customers. From the transactional stress model, such interactions are interpreted as emotional challenges, particularly when customer behavior provokes employees' sense of respect and emotional security. When

employees shared feelings of panic, stress or frustration, researcher became more aware of the importance of considering this emotional well-being in this research, not only as a research variable but as an important aspect to consider in decision-making and recommendations. When employees shared stories of emotional distress that might make them want to quit their jobs, researcher was reminded of my responsibility to maintain their privacy and use their data carefully.

5.3 Discussion for Theme III: Support and skills of employee

The second question in this study is what coping strategies are used to overcome work challenges in call centre services. This research has presented data regarding employees' experiences of coping strategies with employee support and skills that help them cope with work. The interaction between these supports and skills forms a comprehensive strategy for employees to cope effectively with work-related challenges. This research found three main supports and skills that employees have which include organizational and leader support, communication skills, and work preparation and motivation in call centre services in Yogyakarta. In the three explorations of this research, it was found that all of these employee supports and skills play a role in helping employees manage workload and improve service quality to customers.

In the third focus of this research, employee support and skills used by call centre employees became an important coping strategy to cope with employee workload. In a call centre environment, employee support and skills become important elements that help employees deal with work challenges, especially in customer handling, emotional stress faced by employees and other problems at work. The findings provide a deep understanding of the complexity and role of employee support and skills in the call centre environment. The results provide direction

for organizational practices and policies to develop employee support and skills that support employees in their work and ensure optimal customer service. Both T1 and participant statements P1, P3, P4, and P5 highlight the importance of leaders and organizations supporting to call centre employees at work. As explained by T1, it highlighted the role of supportive leaders in calming employees, making them feel comfortable, and providing motivation. It was also mentioned that supportive leaders pay attention to employees and recognize the challenges employees face during long calls with difficult or uncooperative customers and provide immediate assistance. These leaders encourage their subordinates to remain friendly and have interactions that focus on solving customer problems.

Participant's statement further supported the importance of co-workers' support. They highlighted that support in call centre services is not just vertical but also horizontal, creating a strong support system among employees. Participants mentioned that supportive leaders understand the needs and potential of each employee, helping them grow and develop in their roles. Employees also shared personal experiences of receiving helpful advice and support from colleagues, such as dealing with challenges from rude customers or difficult situations they have faced.

In this context, organizational support became the foundation that helped employees gain positives in their work, such as maintaining good relationships with customers, avoiding mistakes that could harm their work, and creating a professional work environment. Overall, both T1 and participants agreed that support from leaders and organizations is very important for employees at work.

P3 expressed similar experiences regarding communication in the workplace. P3 highlighted the importance of looking out for signs during the welcome greeting to find out if the customer has any difficult complaints based on the welcome greeting. If it is recognized that it will be a difficult customer, then employees automatically prepare themselves for difficult interactions with customers. Then, P3 also notes every personal experience with customers that is useful for future customers in a note and asks direct questions on customer problems according to P3's experience with previous customers. This makes communication between employees and customers more effective in solving customer problems. P5 emphasizes the importance of active listening to customers, reducing ego, and effective two-way communication, considering customer satisfaction as the main task. These are certainly skills that employees should be prepared for when dealing with difficult customers. This ability allows employees to be more in control of the conversation with customers over the phone. Although P2 and P3 have a slightly different focus, both agree that effective communication and being sensitive to the signs given by customers are very important in call centre services. In addition, both P2 and P3 emphasized the importance of paying attention to the rules and mental preparation in dealing with customers and focusing on understanding customer needs when communicating.

The concept of employee support and skills not only resulted from this study, but also found documented in several literature findings that support the involvement of call centre employees and organizations in providing support in the work environment. According to Zakaria et al. (2020), call centre employee performance improvement comes from social support, organizational support and supervisor support which are significant contributors that create a stress-free environment, increase customer satisfaction, and achieve competitive advantage. Then, according to Eneizan et al (2021), it is important to emphasize the importance of support

for call centre employees, as their emotional state directly affects customers and can lead to positive or negative outcomes for the company. Employee support and skills involve many aspects. Management must pay attention to the work environment so that employees can face challenges in the workplace and provide the great quality service to customers. P2 said that the organization has facilitated a system with special notifications to alert employees to regular customers who are always critical. Thus, employees can mentally prepare before handling such customers.

Because, according to P4, employees prepare themselves before facing customers like preparing for war. Interestingly, the study found a unique coping behavior: employees believe that maintaining a positive mood at the start of the workday affects the nature of interactions with customers. Employees reported that starting the day in a negative mood often correlated with receiving calls from difficult customers. While this belief may be anecdotal, it highlights the psychological strategies employees use to manage stress and optimize performance.

P1, P2, and P4 agreed that the company has prepared all the answers to customer questions, and employees just need to follow the guidelines and not make up answers that do not exist. The support gained at work will ultimately benefit employees, customers, and the company. In line with Chakraborty and Ganguly (2019) a supportive work environment contributes to employee engagement, improves organizational performance, and creates a culture that supports employee productivity and well-being. In a study of 31 managers in Sweden at two different points in time over the course of one year, this research examined first-hand experienced of top managers in using structured support framework for systematic workplace organization within their work groups. These managers have an important role in organizing the work environment. To develop a positive work environment, managers must be sensitive to the

needs and capacities of their diverse teams (Molin et al., 2020). In another study conducted by Yusliza et al (2021) mentioned that a supportive work environment will affect retention and alignment between individual and organization. From Lazarus and Folkman's perspective, social support improves employees' secondary coping by increasing their perceived ability to cope with job challenges. Employees who feel supported by employee support and skills, can deal the challenges of work in call centre services. As the researcher had no prior work experience, understanding how social support and problem-solving processes worked in a real work environment depended on empirical literature and guidance from supervisors. This approach ensured that the interpretation of employees' experiences was informative, thorough, and not limited by the researcher's lack of organizational experience. The researcher was also assisted by a supervisor in Indonesia to ensure that the researcher interpretation was not influenced by a lack of personal experience. Therefore, this study found coping strategies through employee support and skills of employee that will help employees face challenges effectively and provide quality services, which in turn will increase the productivity and reputation of the organization.

5.4 Discussion for Theme IV: Positive work environment and opportunities for advancement

The third question in this research attempts to explore what factors make employees stay in their jobs for an extended time. This research has presented data on employees' experiences of the factors that make employees stay in their jobs for a long time, namely a positive work environment and opportunities for advancement. This research found 4 factors that make employees stay in call centre services in Yogyakarta, namely social support, employee well-being, employee commitment, and employee involvement.

In exploring the fourth theme of this study, the focus was on the factors that contribute to call centre employees staying in their jobs for a long time. The findings gathered by the researcher through interviews with call centre service employees found that employees stay for a long period of time due to the positive work environment and opportunities for advancement. As a qualitative study, the findings provide deep insight into the factors that help call centre employees stay in their jobs for a long time. In this study, a positive work environment and opportunities for advancement were found to have an impact on employees that made them stay for a long period of time. Employees perceived a positive work environment and opportunities for advancement that led them to gain financial fulfillment, opportunities for self-development, satisfaction in helping others, and encouragement to achieve personal and professional career goals.

P1, P2, P3, and P4 highlighted the importance of workplace social support in a call centre environment. They emphasize that rewards and recognition, whether from co-workers, customers, or leaders, have a positive impact on employees and the overall relations between the company and its customers. While P1 focuses on a broader perspective on social support, P2, P3 and P4 provide specific examples and experiences relating to interactions with customers and the resulting positive effects on employees.

Both T1 and the participants' statements highlighted the importance of social support in the workplace, particularly in a call centre environment. They mentioned various activities that promote a sense of community and belonging among employees, such as celebrating birthdays, public holidays, and occasions such as Valentine's Day or Christmas through gift exchanges and photo booth competitions. Participants emphasized the positive impact of social support, including improved morale, stronger relationships, and a sense of achievement. They highlighted

the importance of rewards and recognition from co-workers, customers, and leaders in fostering a positive work environment. These social support measures contribute to employee satisfaction, motivation, and overall customer satisfaction.

The emphasis on social support resonates with the researcher experience as a researcher in an educational setting, where peer support plays an important role in academic success and well-being. However, researcher understanding of social support in the workplace is abstract and does not fully capture the nuances of professional relationships. Researcher should be aware that researchers' interpretations of social support in the workplace may be characterized by a collaborative and hierarchical nature compared to student environments. Researcher should consider that social support dynamics in professional environments, such as call centres, may differ significantly from those in academic contexts.

Then, P2, P3, P4, and P5, the participants in the call centre, expressed their shared commitment to their jobs. Although their motivations differed slightly, all participants showed strong commitment and satisfaction in their current roles. Their commitment was influenced by financial needs, opportunities for personal development, satisfaction in helping others, and the drive to achieve personal and professional goals. Their shared perspective highlights the importance of recognizing and supporting employee commitment in a call centre environment.

T1 and employees with similar opinions expressed their desire to work in a call centre and highlighted career opportunities in call centre companies. This career flexibility allows employees to explore different paths within the organization. Participants P2, P3, and P4 all agreed on the importance of fostering a supportive work environment and encouraging positive relationships among colleagues. This shared perspective emphasizes the role of social

relationships and collaboration in improving employee engagement and overall job satisfaction in call centre environments.

Existing literature findings support this research and find that a positive environment and opportunities for advancement have an impact on employees, such as employee job satisfaction and achievement of organizational goals (Taheri et al., 2020). P1 emphasized how rewards can boost morale and strengthen relationships. Then, P2 expressed happiness in helping others and receiving praise or thanks from customers, highlighting the satisfaction that comes from positive feedback. Moreover, P3 also shared similar sentiments, describing the emotional impact of customer appreciation and a sense of accomplishment in handling interactions. However, P4 further emphasizes the importance of social support through recognition and rewards received for successfully resolving customer issues, leading to increased satisfaction and motivation. Management should pay attention to what support employees desire and what advancements can be offered to employees to keep them on the job. These findings reflect organizational practices that are consistent with the assumptions of Theory Y, in which employees are seen as capable, trustworthy, and motivated to develop. According to Ferdiana et al. (2023), support for career development, organizational loyalty, and organizational support influence employees to stay longer and emphasize the importance of creating a positive work environment and providing advancement opportunities for employees in an effort to retaining them. Most employees agree that the longer employees work, the longer they get the opportunity to advance both in the company where they currently work and when they leave. Others said that employees get the opportunity to advance by switching tasks to gain more knowledge and experience to be able to compete with new employees who are educationally smarter than them. This finding enhances the literature on the factors that influence employees to stay long term in the call centre industry

by detailing the contribution of positive work environment and advancement opportunities in retaining call centre employees.

5.5 Correlation with the conceptual framework

In exploring the theme of workload, it was evident that the interaction between individuals and their work environment significantly influences stress levels, in line with Lazarus and Folkman (1984) theory that stress coping ability determines the effect of stressful experiences on an individual's physical and psychological well-being. This research contributes to existing theories on workplace stress and emotional labor by showing how unique workplace dynamics, such as 'whisper alerts' and leader queues, add to the challenges typically faced by call centre employees in Yogyakarta. In this study, whispers from other divisions when employees handle customers for longer add challenges to workers, whereas these calls are usually calls with difficult customers that certainly need high focus and patience which are then followed by whispers from other divisions indicating the call must be resolved immediately. Furthermore, the leader queue faced by employees when they need help that must be resolved immediately, but have to queue to ask the leader creates challenges for employees as well. This theme highlights the complexity of job challenges in call centres, revealing that stressful experiences often stem from everyday interactions (Lazarus & Folkman, 1984). This theme therefore integrates theoretical insights with practical evidence, reinforcing the idea that occupational stress is a constant element in the workplace (Schuler, 1980).

Emotional stress in call centres, as described by the participants, underscores the importance of addressing the emotional dimension of the workplace to prevent burnout (Cordes et al., 1997). Furthermore, Zapf et al (2003) criticized the potential negative outcomes of suppressing

emotions, such as depression and anxiety, when employees are required to maintain a positive attitude. Thus, this theme emphasizes the need for autonomy and emotional support in managing the psychological demands of customer service roles.

The coping strategies theme digs deeper into the transactional approach theory by Lazarus and Folkman (1984), which identifies coping as an important factor in reducing stress. The findings show that call centre employees use both problem-focused and emotion-focused coping strategies, which confirms the relevance of the theory. These strategies are critical in helping employees manage the stress associated with their roles, thereby contributing to their psychological well-being. This research suggests that organizations should invest in tools and training that can improve employees' communication and problem-solving skills while fostering a supportive work environment. By integrating theoretical concepts with empirical data, this theme enhances our understanding of how coping strategies influence employees' ability to effectively navigate stressful work environments.

Finally, the theme of factors contributing to what makes employees stay longer draws on McGregor X and Y theory of motivation, which is relevant to understanding the impact of support and opportunities for advancement in the workplace. This research shows that a supportive work environment and offering opportunities for progression are critical in motivating employees to stay with the organization. In addition, this study extends the current literature by emphasizing the role of social activities and job rotation as retention strategies. These insights contribute to the theoretical understanding of employee retention by integrating psychological, social, and developmental perspectives. These efforts not only support individual employees, but also ensure organizations benefit from a skilled, experienced and committed workforce. In line with Theory Y, (Ferdiana et al., 2023; Panait, 2020) further support this view, emphasizing the

importance of creating an environment that encourages employee development and satisfaction. Therefore, this theme integrates conceptual frameworks with practical insights, showing how motivation and a positive work environment contribute to employee stay.

In summary, these interconnected themes illustrate the complex interactions between workload, emotional distress, coping strategies, and a supportive work environment in shaping employee experience and well-being in a call centre context.

5.6 Practical Implication

Application of this research to professional practice. Firstly, this research contributes to sustainable development and changes that drive every sector including creating a comprehensive and productive workforce by providing decent jobs and a healthy working environment. Call service provide many opportunities and attractive salary bonuses to employees (as P5 said). Call centre service organizations open opportunities to employees who are willing to improve individual skills by entering new tasks in different divisions. On the other hand, the salary bonus offered with job performance also varies. With this, it is able to improve skills for employees and of course increase employee motivation to continue working.

Increasing employee skills is very helpful for employees in dealing with customers. In the end, employees are not only a comforter for customers who are having problems with the services they use. Furthermore, employees become educators for customers and are immediately able to communicate properly in solving customer problems. This also avoids the accepted stigma that call centre employees are employees who only listen to complaints, anger, and harsh words from customers every day. In addition, work regulations are strict and lead to taylorism. Then, the motivation that comes from the salary bonus offered makes the employee's work not only

maintain the company's reputation, but has an impact on the prosperity of the employee's family life. P5 also mentioned that he can always buy what he wants from the salary bonus she has earned. This highlights how decent work is an important concern to be realized in the future.

Secondly, this research also contributes to professional practice by providing current business leaders with an overview of the job challenges experienced by employees, strategies to overcome job challenges, and factors that make employees stay on the job for an extended time. For example, to adapt quite difficult (as mentioned by P3) is that employees find it difficult to adapt to new leaders. Therefore, leaders must be able to use their leadership style in collaborating with subordinates. Related to this, it is important to create a pleasant atmosphere at the introduction of the new leader. On the job training for the new leader to understand the working situation of the employees is one of the attractive offers to the business leader. On the other hand, employees can support each other in solving customer problems with other more senior co-workers. Senior colleagues usually have a wealth of experience that has encountered many customer problems and various solutions. For this reason, senior colleagues become a solution for employees who do not reach out to their leaders. This of course creates co-worker support in carrying out work and makes employees not feel neglected when they are solving problems with customers. The picture offered by this research is to provide insight so that companies can understand what employees are facing, and become a reference for companies in designing more effective and efficient policies in the future, especially for call centre employees.

Third, this study is a research that has benefits for the company's human resources to improve strategies in retaining employees, especially in call centre services. As mentioned above, my research seeks to examine the challenges faced by call centre employees in Yogyakarta. In addition to revealing the job challenges experienced by employees, this study also explores the

coping strategies used by employees in dealing with their job challenges and what factors make employees stay in their jobs. Therefore, based on the above statements, it becomes the basis to look at employees' experiences in maintaining their jobs in call centre services. Basically, call centre service is a workplace that has a high turnover rate compared to other jobs.

For example, get emotional (as mentioned by P2) is that employees feel angry at what their customers do on the phone. Therefore, employees must be able to understand the rules attached to employees, reduce emotions, keep talking with a smile voice and continue to provide support to customers. Related to this, policy makers in organizations should be able to create rules that not only discipline employees. Furthermore, controlling and providing persuasive education to customers who have made harsh calls is also important. On the other hand, employees have support from their co-workers and supervisors to share stories about their experiences at work. This enhances social support in the workplace and creates a sense of belongingness to one another. Furthermore, it provides a sense of family to call centre employees and triggers motivation to continue working while establishing familiarity with colleagues. Support from leaders and co-workers will play an important role in providing valuable resources that aim to make employees continue to maintain their jobs in call centre services. This research can serve as a reference and awareness for authorities, companies, human resources, and all lines to realize the Sustainable Development Goals. According to Tepayakul and Rinthaisong (2018) the longer employees stay in the job and have high experience will increase internal job satisfaction and engagement, which will lead to improved customer service. As mentioned in the problem statement, the world of call centres, known as the emotionally engaging world of work, is a real challenge for its employees. As frontline employees, employees receive all customer complaints in ways that are not all good communication and even negative communication.

Companies, human resources, and researchers who understand the challenges of the job, coping strategies, and retention factors that make employees stay will save on recruitment costs and minimize mistakes. Furthermore, it ensures the company's reputation in the minds of customers who use the company's services. By managing the job challenges employees face, understanding coping strategies and the factors that make employees stay, will avoid the occurrence of precarious employees who abuse employees.

The research results of this study can be applied to increase the knowledge of leaders, human resources, and researchers to design to prepare employees for organizational challenges and to support sustainable development goals. This knowledge can be used to reorganize work systems, what support to provide and what opportunities to offer. Future employees can be managed using the results of this study to develop coping strategies that can improve employees' ability to deal with work challenges related to employee retention, thus reducing voluntary turnover.

5.7 Novelty of the research

This study offers contextual novelty by examining call centre employees in Yogyakarta, a secondary city that has received limited academic attention compared to the major centres discussed in Chapter 2. Although some findings are consistent with existing literature, this study highlights unique characteristics that differentiate call centre service employees in Yogyakarta from those in other countries and different organizational contexts. Novelty, emerges from the evaluation of similarities and differences, fits, and mismatches between elements (Berlyne, 1960).

One key point of novelty lies in the coping strategies employed by participants. Previous studies in other countries describe coping strategies based on individual emotional regulation, such as

mindfulness practices and emotional intelligence development. In contrast, participants in this study consistently emphasized leader support as their primary coping strategy. This pattern—where employees rely on leaders to cope with emotional pressures—is rarely found in international call centre research and therefore represents a unique contextual feature of the work culture in Yogyakarta.

For example, participants described that ‘we are usually always supported,’ indicating that leaders actively provide assistance when employees deal with difficult customer interactions. This support helps reduce emotional distress, provides decision-making resources, and speeds up customer handling through the leader’s authority. Given that call centre employees often deal with customers who use abusive language, show impatience, or attempt to challenge the company’s reputation, leader support becomes a crucial mechanism for maintaining employee well-being and performance. The emphasis on leader-led coping strategies is a unique finding compared to previous literature.

In addition, this study identifies a new form of organizational support, characterized by a proactive approach. Unlike the reactive strategies described in previous studies, the proactive system implemented in this call centre allows employees to prepare for challenges by identifying frequently critical customers before taking calls. This allows employees to prepare themselves mentally, reducing the emotional and psychological impact of unexpected difficulties. This level of organizational anticipation has not been widely reported in previous call centre studies, adding a layer of contextual uniqueness to this research.

Although the theoretical advancement of this study is limited due to the small sample size and qualitative case design, its uniqueness remains valid and meaningful as it provides context-

specific insights from an under-researched environment—Indonesian call centres in secondary cities such as Yogyakarta. This research expands existing knowledge by revealing coping strategies that differ from dominant international findings, particularly the central role of leader-led and proactive organizational support. These contextual contributions offer practical value for organizations operating in similar environments and enrich broader understanding of how cultural, regional, and structural factors shape employee experiences in call centre settings.

5.8 Recommendation for action

In this study, researcher focused on job challenges, coping strategies in the face of challenges and factors that make employees stay for extended time. The findings from this study proved useful in exploring the experiences of employees in call centre services, which can be used as a reference for future work and learning. The results of this study provide insights that business leaders can apply to manage, support, and provide development opportunities for their employees. Employees in organizations should be considered for the challenges they face, supported in dealing with challenges, and given opportunities for advancement. Managers and supervisors can ensure their employees get what they need and ultimately contribute their best to the organization and serve customers. The recommendations in this study are as follows:

-) Management of employee work systems: This recommended course of action means that employees have autonomy in their work areas. Instead of working to scripts and exhausting administration to get the attention of their supervisors, they can implement policies that reduce exhausting administration and can direct their customers more easily and quickly.

-) Opportunities to gain support and prepare employee skills: This action recommendation means that employees have a source of support from various sources including their co-workers, work environment, supervisors, and work tools. Then, create on the job training how senior employees share personal strategies in dealing with different types of customers.
-) Positive work environment and advancement opportunities: This recommendation means recognizing and rewarding employees for the experience and offering advancement in the field of work. The benefits received from customers and leaders show employees how valuable their contributions are to customers and to the organization.

Employees tend to remain working in an organization if they are satisfied with the work environment. According to Lee et al. (2018), the average employee turnover rate reached approximately 70% from 2008 to 2011 in the private sector. Positive environments and opportunities for advancement can be learnt from supervisors or other managers in different organization which they can be used to retention frontline employees. The work environment in call centres is characterized by repeated, monotonous, unchallenging work, quality control monitoring, and unfair employment practices (Dhanpat et al., 2018). Addressing these systemic issues is crucial to improving the employee experience.

Future research could benefit from adopting more specific methodological approaches to deeper and broader understanding of call centre dynamics. For example, multi-location qualitative case studies can increase transferability by capturing variations across organizational and geographic contexts. Conducting research in large cities such as Jakarta, where call centre operations are often influenced by higher customer volumes, more complex service structures, and different

management practices, can reveal contextual differences that are not apparent in the current context. Comparing findings between secondary cities such as Yogyakarta and metropolitan areas such as Jakarta can highlight how environmental, economic, and organizational factors influence job challenges, coping strategies, and employee retention. Researchers may also consider maximum variation sampling to capture diverse demographic and occupational backgrounds or use focus group discussions to explore collective understanding among employees. Finally, methods such as journal studies or experiential sampling techniques can help document employees' emotional experiences and coping processes in real time, providing richer insights into their daily challenges.

5.9 Conclusion

Supported and skilled employees have the power to overcome work challenges. This research not only adds to the understanding of challenges and coping strategies among call centre employees, but also highlights the importance of a holistic approach in improving their well-being and productivity. The study sees the importance of paying attention to organizational policies, based on Doellgast and O'Brady (2020), quality training, flexibility, a more humane monitoring approach, as well as functional technology and proper supervision can create a more supportive work environment.

Findings on coping strategies, such as organizational and leader support, communication skills, and work preparation and motivation, emphasize that employee well-being is not just an individual responsibility, but is the result of a dynamic interaction between employees and their work environment. By highlighting the important roles of social support, well-being,

commitment, and employee engagement, this research provides valuable insights into how organizations can retain employees to work longer.

This research has implications for management, HR, and researchers to better understand and design strategies that not only address organizational challenges, but also support sustainable development goals in retaining employees. The results of this study are expected to be used to develop more effective coping strategies, thereby reducing voluntary turnover intentions and promoting a work environment that supports the growth and long-term commitment of call centre employees in Yogyakarta.

5.10 Recommendations for further research

The purpose of this qualitative case study is to explore the job challenges, coping strategies, and factors that make employees stay for an extended time in call centre service employees. Future researchers can explore what employees from other industries face in terms of challenges, coping strategies and what factors make them stay. Researcher recommends conducting research on improving employees' interpersonal skills while working in a call centre. Whether the experience of employees working in call centre services has an impact on the work environment that makes employees grow and develop personally. Future researchers will benefit from studying employees' experiences in call centre services. Researcher interviewed 5 call centre employees and 1 team leader as a data triangulation. Increasing the sample size of the study participants can provide a more depth and diversity in the data sources. Future researchers can also use quantitative methods to analyze the relationship between job challenges and coping strategies in employee retention. More research can bring new insights for leaders and human resources to better understand and increase the number of employees who stay on the job. Although this study

focuses on the experiences of call centre employees, it is necessary to explore the viewpoints of call centre leaders and find solutions to address the gaps.

5.11 Limitations

This research provides valuable insights by collecting information related to the experiences of employees working more than 2 years in call centers in Yogyakarta Indonesia. There are several limitation that must be acknowledged in this study. This study was conducted with a small sample of five participants, with one data triangulation. Despite the emphasis of qualitative research on depth rather than sample size, the limited number of participants tried to limit the findings to the population of call centre employees in Yogyakarta. In addition, the use of purposive sampling, while effective for selecting participants who can provide rich and relevant information, can lead to selection bias. Participant selection in this study was assisted by employees who work in a call center environment in selecting participants who would be subjects in this study. The participants selected have unique experiences that do not represent the overall population of call center employees.

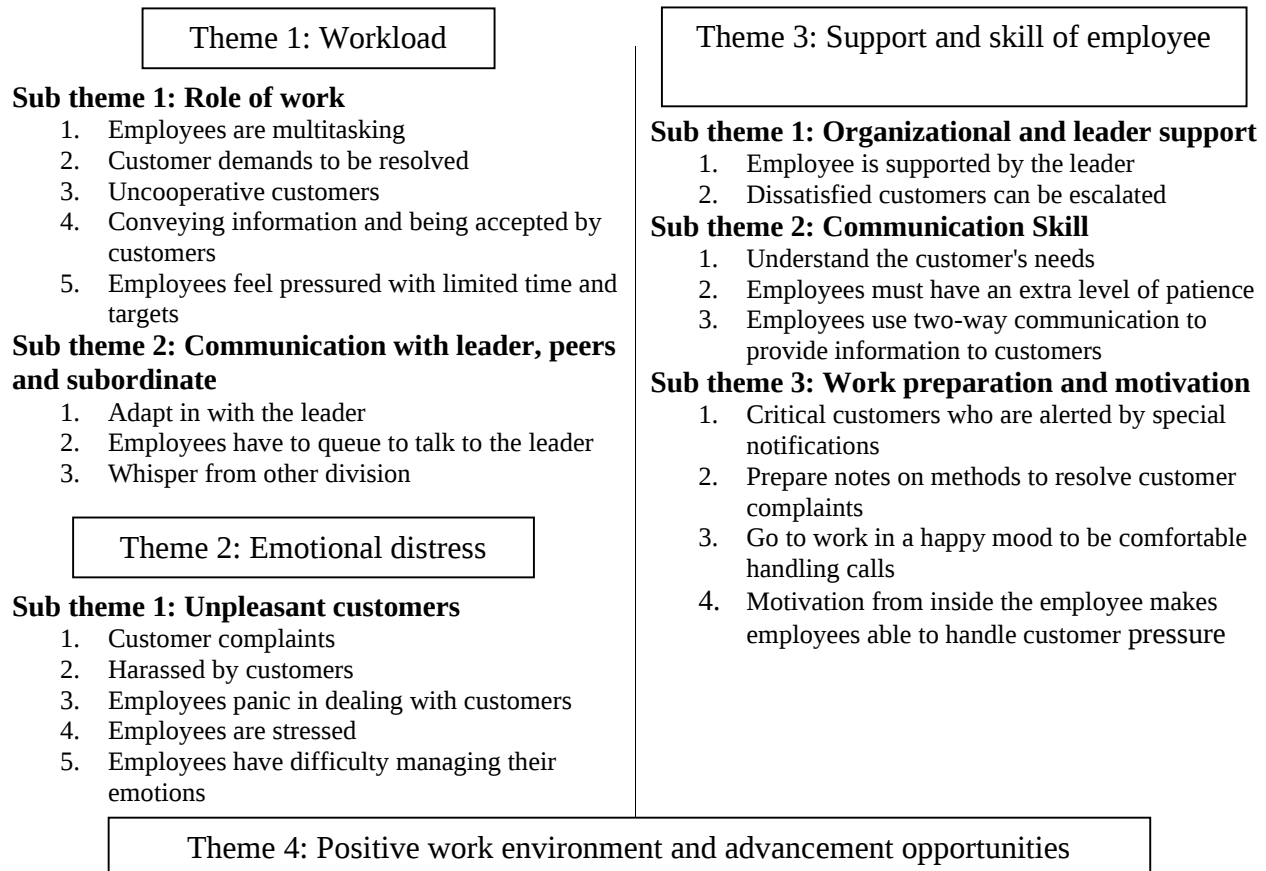
This study also has geographically limitations because it was conducted in Yogyakarta, Indonesia, which may limit the applicability of these findings to other locations. Cultural, economic, and organizational differences in other regions or countries probably result in different challenges, coping strategies, and factors that contribute to employees staying for extended time for call center employees. The semi-structured interview method was used as the primary data collection method, and despite allowing for in-depth exploration, the flexibility of semi-structured interviews meant that the direction of the interview could be influenced by the interviewer's perspective, which could affect the consistency of the data collected.

In addition, the subjective nature of data interpretation is also a limitation, as the interpretation of qualitative data is heavily influenced by the perspective of the researcher. Although efforts have been made to ensure accuracy and objectivity through techniques such as content validity, member checking, and data triangulation, there is still a risk of subjective interpretation that could affect the findings of this study. This research was also conducted over a limited period of time, which tends to affect the depth of data collection and analysis. As such, the findings of this study are exploratory in nature and might not have fully captured the full scope of challenges, coping strategies, and employee stay factors experienced by call center employees. Further research with larger samples and diverse methodological approaches will provide a deeper understanding of research in the field of call center services.

Appendix

Figure 5.1:

Research findings



Sub theme 1: Social support

1. Employees are happy to be appreciated
2. Get an achievement from the company
3. The environment supports each other

Sub theme 2: Employee Well-being

1. Not thinking about work when at home
2. Comfortable with the working environment

Sub theme 3: Employee commitment

1. Open career opportunities
2. Employees must stay to fulfill their needs
3. Employees get performance pay

Subtheme 4: Employee involvement

1. To level up with work experience
2. Co-workers make work comfortable
3. Employees are enthusiastic to work and correct mistakes

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APPENDIX A

Ethical Approval for Dissertation



UNIVERSITI TUNKU ABDUL RAHMAN

DU012(A)

Wholly owned by UTAR Education Foundation

Co. No. 578227-M

Re: U/SERC/21/2023

31 January 2023

Pn Wirawahida Binti Kamarul Zaman
Department of Psychology and Counselling
Faculty of Arts and Social Science
Universiti Tunku Abdul Rahman
Jalan Universiti, Bandar Baru Barat
31900 Kampar, Perak

Dear Pn Wirawahida,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under Expedited Review.

The details of your research project are as follows:

Research Title	The Exploratory Study of Challenges and Coping Strategies of Call Centre Service Employees in Yogyakarta, Indonesia
Investigator(s)	Pn Wirawahida Binti Kamarul Zaman Dr Nurul Iman Binti Abdul Jalil Firmansyah (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Yogyakarta, Indonesia
No of Participants	Minimum 5 participants (Age: 19 - 60)
Research Costs	Self-funded
Approval Validity	31 January 2023 - 30 January 2024

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research.
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (605) 468 8888 Fax: (605) 466 1313
Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8888
Website: www.utar.edu.my



Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,



Professor Ts Dr Faidz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Arts and Social Science
 Director, Institute of Postgraduate Studies and Research



APPENDIX B

Content Validation for Expert Review dated 09 October 2023

First Expert: Dr. Sumaryono., M. Si. Psikolog

We would like to express our gratitude for your assistance with this study. Our interview protocol review will begin with the following: -

The scale will be rated based on Relevance, Clarity, Simplicity, and Ambiguity. The Likert-scale of 4 is used and its value are as follows.

Relevance	Clarity	Simplicity	Ambiguity
1 = Not relevant	1 = Not clear	1 = Not simple	1 = Doubtful
2 = Item need some revision	2 = Item need some revision	2 = Item need some revision	2 = Item need some revision
3 = Relevant but need minor revision	3 = Clear but need minor revision	3 = Simple but need minor revision	3 = No doubt but need minor revision
4 = Very relevant	4 = Very clear	4 = Very simple	4 = Meaning is clear

*There will be two segments of the interview protocol. The first segment will be questioned the participants who are employees in the call centre services. However, the second segment will be a modified question based on the questions in Segment 1 but is now targeted towards the manager/supervisor of employees in the call centre services to solve the issue of rigor.

Segment 1

Here is where the interview questions and ratings begin. Please read the main question and indicate your rating for each section (Relevance, Clarity, Simplicity, and Ambiguity). We recommend rating focused on the crucial questions while paying less attention to the sub-questions because they are supplementary questions to help support the primary question and may be amended based on the interview flow. Please leave a remark if there is a straightforward way to enhance the questions. Thank you very much.

The interview questions and ratings begins here. Please read the questions and indicate the rating based on Relevance, Clarity, Simplicity, and Ambiguity by using (/) or (x).

No.	Question	Aim of the question	Rate (1 - 4)			
Part 1 The following three Main question addresses this study's first research question: RQ1: What are the on-the-job challenges for call centre employees?			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A
1	You have been working as call centre service for more than 2 years, can you share what is call centre service in a daily basis? (Main)	This question explores the experience of working in the call centre services.				
IDN	Anda bekerja sebagai layanan call center selama lebih dari 2 tahun, dapatkah Anda menceritakan apa yang dilakukan layanan call center setiap hari? (Utama)	Pertanyaan ini mengeksplorasi pengalaman bekerja di layanan call center.	4	4	4	4
1a	What are the main activities that you engage in on a daily basis	This follow-up question asks about they are activities in call centre services.				
IDN	Apa kegiatan utama yang Anda lakukan setiap hari?	Pertanyaan lanjutan ini menanyakan tentang aktivitas mereka di layanan call center.	4	4	4	4
1b	What are the main responsibilities that you engage in on a daily basis?	This follow-up question asks about they are responsibilities in call centre services.				
IDN	Apa tanggung jawab utama yang Anda lakukan setiap hari?	Pertanyaan lanjutan ini menanyakan tentang tanggung jawab mereka di layanan call center.	4	4	4	4
1c	Can you share some of the	This question explores about the				

	challenges that you face as call centre service employee?	challenges of working in the call centre services.				
IDN	Coba ceritakan tantangan apa saja yang Anda hadapi sebagai karyawan layanan call center?	Pertanyaan ini mengeksplorasi tentang tantangan bekerja di layanan call center.	4	4	4	4
1d	How does the challenges affects you (in a positive way)?	This follow-up question asks the participant to describe the impact of challenges when they work in call centre services.				
IDN	Sejauh mana tantangan kerja memengaruhi Anda (secara positif)?	Pertanyaan lanjutan ini meminta peserta untuk menggambarkan dampak tantangan pekerjaan saat mereka bekerja di layanan call center.	4	4	4	4
1e	How does the challenges affects you (in a negative way)?	This follow-up question asks the participant to describe the impact of challenges when they work in call centre services.				
IDN	Sejauh mana tantangan kerja memengaruhi Anda (secara negatif)?	Pertanyaan lanjutan ini meminta peserta untuk menggambarkan dampak tantangan pekerjaan saat mereka bekerja di layanan call center.	4	4	4	4
1f	Can you describe a particularly challenging call you have received during your time in the call centre and how you handled it?	This follow up question asks the participant to describe the challenge when the employee handling customers.				
IDN	Bisakah Anda jelaskan panggilan dengan tantangan terbesar yang Anda terima selama berada di layanan call center dan bagaimana Anda menanganinya?	Pertanyaan lanjutan ini meminta peserta untuk menjelaskan tantangan saat bekerja dalam menangani pelanggan.	4	4	4	4

Please rate **QUESTION** based on the following by indicating RCSA.

Remarks (If any):

No.	Question	Aim of the question	Rate (1 - 4)			
Part 2 The following main question addresses this study's second research question: RQ2: What are the call centre employees' coping strategies to deal with challenges?			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A
2	Can you describe a challenging situation you faced on the job and how you overcame it? (Main)	This question aims to explore the common challenges and how to handle in maintaining in call centre for an extended time.				
IDN	Coba Anda gambarkan situasi menantang yang Anda hadapi di tempat kerja dan bagaimana Anda mengatasinya? (Utama)	Pertanyaan ini bertujuan untuk mengeksplorasi tantangan umum dan bagaimana menangani dalam mempertahankan di call center untuk waktu yang lama.	4	4	4	4
2a	Can you share your experience how you have successfully handled a particularly challenging customer situation?	This follow up question asks the participant to describe the challenge when the employee handling customers.				
IDN	Bagikan pengalaman anda saat Anda berhasil menangani situasi pelanggan yang sangat menantang?	Pertanyaan lanjutan ini meminta peserta untuk menjelaskan tantangan saat bekerja dalam menangani pelanggan.	4	4	4	4

Please rate QUESTION based on the following by indicating RCSA.
Remarks (If any):

No.	Question	Aim of the question	Rate (1 - 4)			
Part 3 The following main question addresses this study's second research question: RQ3: What are the factors contribute to call centre employees staying on the job for an extended time?			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A
3	Can you share about factors that keep you wake-up in the morning to go to work? (Main)	This question aims to explore the common factor for keep working in call centre for an extended time.				
IDN	Ceritakan faktor-faktor yang membuat Anda bangun setiap hari untuk pergi bekerja? (Utama)	Pertanyaan ini bertujuan untuk mengeksplorasi faktor-faktor tetap bekerja di call center untuk waktu yang lama.	4	4	4	4
3a	Can you share any strategies you have used to maintain your motivation working in a call center environment?	This question asks the participant their factor on staying for an extended time.				
IDN	Coba Anda bagikan strategi apa saja yang telah Anda gunakan untuk mempertahankan motivasi bekerja di lingkungan call center?	Pertanyaan ini menanyakan peserta alasan mereka bekerja untuk waktu yang lama.	4	4	4	4
3b	Despite of the challenges, how did you manage to stay on your for an extended time?	This question asks the participant their belief on what they have to do face the challenge and stay for an extended time.				
IDN	Dari semua tantangan dalam	Pertanyaan ini menanyakan kepada	4	4	4	4

	bekerja, bagaimana Anda bisa bertahan untuk waktu yang lama?	peserta, keyakinan mereka tentang apa yang harus mereka lakukan dalam menghadapi tantangan dan bertahan untuk waktu yang lama.				
--	--	--	--	--	--	--

Please rate **QUESTION** based on the following by indicating **RCSA**.

Remarks (If any):

Segment 2

The following questions will be asked of their managers to confirm some of the information their call centre employees provided. It is similar to the prior questions. However, it has been slightly modified to be directed at managers/supervisors.

The interview questions and ratings begins here. Please read the questions and indicate the

rating based on Relevance, Clarity, Simplicity, and Ambiguity by using (/) or (x).

No.	Question	Aim of the question	Rate (1 - 4)			
The following Main question addresses this study's second research question:			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A

1	What are the biggest challenges your employees face?	This question explores the experience of working in the call centre service as a manager perspective.				
IDN	Apa tantangan terbesar yang dihadapi karyawan Anda dalam bekerja?	Pertanyaan ini mengeksplorasi pengalaman bekerja di layanan call center dalam perspektif manajer.	4	4	4	4
2	What are some coping strategies that you have observed employees using to deal with these challenges?	This follow-up question asks the manager to describe employee coping strategies as a manager in the call centre services.				
IDN	Sebutkan beberapa strategi penanggulangan yang telah Anda amati yang digunakan karyawan untuk menghadapi tantangan mereka dalam bekerja?	Pertanyaan lanjutan ini meminta manajer untuk menggambarkan bagaimana menghadapi tantangan sebagai karyawan menurut perspektif manajer di layanan call center.	4	4	4	4
3	What strategies has the company implemented to retain employees?	This question explores about factor employee keep on the job for extended time in the call centre services.				
IDN	Strategi apa yang diterapkan perusahaan untuk mempertahankan karyawan?	Pertanyaan ini mengeksplorasi tentang faktor karyawan tetap bekerja untuk waktu yang lama di layanan call center.	4	4	4	4
Please rate <i>QUESTION</i> based on the following by indicating with RCSA.						
Remarks (If any):						

I greatly appreciate your contribution and expertise toward the dissertation. Please forward the interview protocol to the same email address or email directly to **firmansyah@1utar.my**. Thank you for taking your time to help us rate the interview protocol. Please let me know if there's anything we can do to help you at a later date.

INVESTIGATOR/SUPERVISOR (FOR CONTENT VALIDITY QUESTION)			
Full Name	Dr. Sumaryono, MSi. Psikolog		
Indonesian ID	3404072403670001		
Designation			
Qualification(s)	Dr	Specialization	: Psikologi Industri & Organisasi
Faculty / Institute	Psikologi UGM	Department	:
Institution Address	Jl Sosiohumaniora no 1 Bulaksumur Sleman Yogyakarta 55283		
Mobile Phone	+6812811252857		
E-mail	Sumaryono.cendix@ugm.ac.id		

I have read and understood, and hereby accept and agree to comply with the applicable Research Ethics & Code of Ethics. I promise that the information I provide here is complete and accurate and I agree that this Project will be carried out in accordance with the provisions. My involvement in this Project is only concerned with the validation of the above content validity questions. This does not conflict with my University duties and I have no other conflicts of interest to declare.

Yogyakarta, 9 Oktober 2023

Dr. Sumaryono, MSi. Psikolog

Investigator



Second Expert: Fred Keith Hutubessy

We would like to express our gratitude for your assistance with this study. Our interview protocol review will begin with the following: -

The scale will be rated based on Relevance, Clarity, Simplicity, and Ambiguity. The Likert-scale of 4 is used and its value are as follows.

Relevance	Clarity	Simplicity	Ambiguity
1 = Not relevant	1 = Not clear	1 = Not simple	1 = Doubtful
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3 = Relevant but need minor revision	3 = Clear but need minor revision	3 = Simple but need minor revision	3 = No doubt but need minor revision
4 = Very relevant	4 = Very clear	4 = Very simple	4 = Meaning is clear

*There will be two segments of the interview protocol. The first segment will be questioned the participants who are employees in the call centre services. However, the second segment will be a modified question based on the questions in Segment 1 but is now targeted towards the manager/supervisor of employees in the call centre services to solve the issue of rigor.

Segment 1

Here is where the interview questions and ratings begin. Please read the main question and indicate your rating for each section (Relevance, Clarity, Simplicity, and Ambiguity). We recommend rating focused on the crucial questions while paying less attention to the sub-questions because they are supplementary questions to help support the primary question and may be amended based on the interview flow. Please leave a remark if there is a straightforward way to enhance the questions. Thank you very much.

The interview questions and ratings begins here. Please read the questions and indicate the rating based on Relevance, Clarity, Simplicity, and Ambiguity by using (/) or (x).

No.	Question	Aim of the question	Rate (1 - 4)			
Part 1 The following three Main question addresses this study's first research question: RQ1: What are the on-the-job challenges for call centre employees?			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A
1	You have been working as call centre service for more than 2 years, can you share what is call centre service in a daily basis? (Main)	This question explores the experience of working in the call centre services.				
IDN	Anda bekerja sebagai layanan call center selama lebih dari 2 tahun, dapatkah Anda membagikan apa yang dilakukan layanan call center setiap hari? (Utama)	Pertanyaan ini mengeksplorasi pengalaman bekerja di layanan call center.	4	4	4	4
1a	What are the main activities that you engage in on a daily basis?	This follow-up question asks about they are activities in call centre services.				
IDN	Apa kegiatan dan tanggung jawab utama yang Anda lakukan setiap hari?	Pertanyaan lanjutan ini menanyakan tentang aktivitas mereka di layanan call center.	3	3	3	3
1b	What are the main responsibilities that you engage in on a daily basis?	This follow-up question asks about they are responsibilities in call centre services.				
IDN	Apa tanggung jawab utama yang Anda lakukan setiap hari?		3	3	3	3
1c	Can you share some of the challenges that you face as call centre service employee?	This question explores about the challenges of working in the call centre				

		services.				
IDN	Coba ceritakan tantangan apa saja yang Anda hadapi sebagai karyawan layanan call center? Bagaimana anda melakukan pekerjaan sebagai karyawan layanan call center?	Pertanyaan ini mengeksplorasi tentang tantangan bekerja di layanan call center.	3	3	3	3
1d	How does the challenges affects you (in a positive way)?	This follow-up question asks the participant to describe the impact of challenges when they work in call centre services.				
	Sejauh mana tantangan kerja memengaruhi Anda (secara positif)?	Pertanyaan lanjutan ini meminta peserta untuk menggambarkan dampak tantangan pekerjaan saat mereka bekerja di layanan call center.	4	4	4	4
1e	How does the challenges affects you(in a negative way)?	This follow-up question asks the participant to describe the impact of challenges when they work in call centre services.				
IDN	Sejauh mana tantangan kerja memengaruhi Anda(secara negatif)?	Pertanyaan lanjutan ini meminta peserta untuk menggambarkan dampak tantangan pekerjaan saat mereka bekerja di layanan call center.	4	4	4	4
1f	Can you describe a particularly challenging call you have received during your time in the call centre and how you handled it?	This follow up question asks the participant to describe the challenge when the employee handling customers.				
IDN	Bisakah Anda jelaskan panggilan dengan tantangan berat yang Anda terima selama berada di layanan call center dan bagaimana Anda menanganinya? (Pertanyaan ini bisa ditanyakan bila narasumber menjelaskan tantangan).	Pertanyaan lanjutan ini meminta peserta untuk menjelaskan tantangan saat bekerja dalam menangani pelanggan.	3	3	3	3

Please rate <u>QUESTION</u> based on the following by indicating RCSA.
Remarks (If any):

No.	Question	Aim of the question	Rate (1 - 4)			
Part 2 The following main question addresses this study's second research question: RQ2: What are the call centre employees' coping strategies to deal with challenges?			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A
2	Can you describe a challenging situation you faced on the job and how you overcame it? (Main)	This question aims to explore the common challenges and how to handle in maintaining in call centre for an extended time.	4	3	4	4
IDN	Coba Anda gambarkan (jelaskan) situasi menantang yang Anda hadapi di tempat kerja dan bagaimana Anda mengatasinya? (Utama)	Pertanyaan ini bertujuan untuk mengeksplorasi tantangan umum dan bagaimana menangani dalam mempertahankan di call center untuk waktu yang lama.				
2a	Can you share your experience how you have successfully handled a particularly challenging customer situation?	This follow up question asks the participant to describe the challenge when the employee handling customers.				
IDN	Bagikan pengalaman anda tentang bagaimana Anda berhasil menangani situasi pelanggan yang sangat menantang?	Pertanyaan lanjutan ini meminta peserta untuk menjelaskan tantangan saat bekerja dalam menangani pelanggan.	4	3	4	4

Please rate QUESTION based on the following by indicating RCSA.
Remarks (If any):

No.	Question	Aim of the question	Rate (1 - 4)			
Part 3 The following main question addresses this study's second research question: RQ3: What are the factors contribute to call centre employees staying on the job for an extended time?			Relevance , Clarity, Simplicity, Ambiguity			
			R	C	S	A
3	Can you share about factors that keep you wake-up in the morning to go to work? (Main)	This question aims to explore the common factor for keep working in call centre for an extended time.				
IDN	Coba Anda bagikan tentang faktor-faktor yang membuat Anda bangun setiap hari untuk pergi bekerja? (Utama) (Apakah mereka bekerja setiap hari?)	Pertanyaan ini bertujuan untuk mengeksplorasi faktor-faktor tetap bekerja di call center untuk waktu yang lama.	4	4	3	3
3a	Can you share any strategies you have used to maintain your motivation working in a call center environment?	This question asks the participant their factor on staying for an extended time.				
IDN	Coba Anda bagikan strategi apa saja yang telah Anda gunakan untuk mempertahankan motivasi Anda bekerja di lingkungan call center?	Pertanyaan ini menanyakan peserta alasan mereka bekerja untuk waktu yang lama.	4	4	4	4

3b	Despite of the challenges, how did you manage to stay on your for an extended time?	This question asks the participant their belief on what they have to do face the challenge and stay for an extended time.				
IDN	Dari semua tantangan dalam bekerja, bagaimana Anda bisa bertahan untuk waktu yang lama?	Pertanyaan ini menanyakan kepada peserta, keyakinan mereka tentang apa yang harus mereka lakukan dalam menghadapi tantangan dan bertahan untuk waktu yang lama.	4	4	4	4

Please rate *QUESTION* based on the following by indicating RCSA.

Remarks (If any):

Segment 2

The following questions will be asked of their managers to confirm some of the information their call centre employees provided. It is similar to the prior questions. However, it has been slightly modified to be directed at managers/supervisors.

The interview questions and ratings begins here. Please read the questions and indicate the

rating based on Relevance, Clarity, Simplicity, and Ambiguity by using (/) or (x).

No.	Question	Aim of the question	Rate (1 - 4)
The following Main question addresses this study's second research question:			Relevance , Clarity, Simplicity, Ambiguity

			R	C	S	A
1	What are the biggest challenges your employees face?	This question explores the experience of working in the call centre service as a manager perspective.				
IDN	Apa tantangan terbesar yang dihadapi karyawan Anda dalam bekerja? Pertanyaan ini alangkah lebih baik dimulai dengan menggali sejauh mana manajer mengenal karyawannya.	Pertanyaan ini mengeksplorasi pengalaman bekerja Di layanan call center dalam perspektif manajer.	3	3	3	3
2	What are some coping strategies that you have observed employees using to deal with these challenges?	This follow-up question asks the manager to describe employee coping strategies as a manager in the call centre services.				
IDN	Sebutkan beberapa strategi penanggulangan yang telah Anda amati yang digunakan karyawan untuk menghadapi tantangan mereka dalam bekerja?	Pertanyaan lanjutan ini meminta manajer untuk menggambarkan bagaimana menghadapi tantangan sebagai karyawan menurut perspektif manajer di layanan call center.	3	3	3	3
3	What strategies has the company implemented to retain employees?	This question explores about factor employee keep on the job for extended time in the call centre services.				
IDN	Strategi apa yang diterapkan perusahaan untuk mempertahankan karyawan? Apakah efektif strategi penanggulangannya? (Hal ini dapat menemukan	Pertanyaan ini mengeksplorasi tentang faktor karyawan tetap bekerja untuk waktu yang lama di layanan call center.	3	3	3	3

	persepsi manejer tentang bertahannya karyawan di perusahaan.)				
Please rate QUESTION based on the following by indicating with RCSA.					
Remarks (If any):					

I greatly appreciate your contribution and expertise toward the dissertation. Please forward the interview protocol to the same email address or email directly to **firmansyah@1utar.my**. Thank you for taking your time to help us rate the interview protocol. Please let me know if there's anything we can do to help you at a later date.

INVESTIGATOR/SUPERVISOR (FOR CONTENT VALIDITY QUESTION)

Full Name	Fred Keith Hutubessy		
Indonesian ID	Indonesia		
Designation	Lecturer and Researcher		
Qualification(s)		Specialization	: Social Science
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I have read and understood, and hereby accept and agree to comply with the applicable Research Ethics & Code of Ethics. I promise that the information I provide here is complete and accurate and I agree that this Project will be carried out in accordance with the provisions. My involvement in this Project is only concerned with the validation of the above content validity questions. This does not conflict with my University duties and I have no other conflicts of interest to declare.

Salatiga, April 11th, 2023.



Fred Keith Hutubessy
Investigator

APPENDIX C

Interview Questions (Before Modification)

Proposed interview protocol (Interview questions)

Date and time: _____

Interviewer Name: _____

Good day, my name is _____. Today I will conduct this interview session. This interview is part of our requirements for our research. And our research aims to discover the challenge and coping strategies and factor for keep extended time work on employee call centre. We would like to conduct an interview with you as you have been shown to be a good fit based on our context of study. 10RM (Rp. 35.000) will be given to you as a token of appreciation in participating in our research. To facilitate our information collection, audio and video means will be used to record our conversations. Researchers in the project are accessible to the data recorded. Hence, you must sign the prepared consent form. Kindly sign the informed consent as an indicator of agreeing to participate in this study. And there will be two copies, one for your own keeping and one for us. This interview session should last no longer than one hour and a list of questions will be covered during the session. Due to time constraints, it may be necessary to interrupt you to push ahead to the following question. Anything you would like to ask regarding our research? If there are no further questions, let's proceed to the first question.

Interview Question

1. You have been working as call centre service for more than 2 years, can you share what is call centre service in a daily basis?
2. Can you share some of the challenges that you face as call centre service employee ?

Probe: How does the challenges affects you (in a positive or negative way)?

3. Despite of the challenges, how did you manage to stay on the job for an extended time?

Probe: Tell me more about the coping strategies in terms of call centre service.

4. Can you share about factors that keep you wake-up in the morning to go to work?

Probe: What do you think about the factor that you are for keeps working?

That is all for our interview session. Thank you so much for your cooperation in participating in our study.

APPENDIX D

Interview Question (Revised After Modification)

Segment 1 : Protocol interview to call centre employee

Part 1

The following three Main question addresses this study's first research question:

RQ1: What are the on-the-job challenges for call centre employees?

1. You have been working as call centre service for more than 2 years, can you share what is call centre service in a daily basis? **(Main)**

) This question explores the experience of working in the call centre services.

2. What are the main activities and responsibilities that you engage in on a daily basis?

) This follow-up question asks about they are activities in call centre services.

3. Can you share some of the challenges that you face as call centre service employee?

(Main)

) This question explores about the challenges of working in the call centre services.

4. How does the challenges affects you (in a positive or negative way)? (sub)

) This follow-up question asks the participant to describe the impact of challenges when they work in call centre services.

5. Can you describe a particularly challenging call you have received during your time in the call centre and how you handled it?

) This follow up question asks the participant to describe the challenge when the employee handling customers.

Part 2

The following main question addresses this study's second research question:

RQ2: What are the call centre employees' coping strategies to deal with challenges?

1. Can you describe a challenging situation you faced on the job and how you overcame it?

(Main)

-) This question aims to explore the common challenges and how to handle in maintaining in call centre for an extended time.
- 2. Can you share your experience how you have successfully handled a particularly challenging customer situation?
 -) This follow up question asks the participant to describe the challenge when the employee handling customers.

Part 3

The following main question addresses this study's second research question:

RQ3: What are the factors contribute to call centre employees staying on the job for an extended time?

- 1. Can you share about factors that keep you wake-up in the morning to go to work? **(Main)**
 -) This question aims to explore the common factor for keep working in call centre for an extended time.
- 2. Can you share any strategies you have used to maintain your motivation working in a call center environment?
 -) This question asks the participant their factor on staying for an extended time.
- 3. Despite of the challenges, how did you manage to stay on your for an extended time?
 -) This question asks the participant their belief on what they have to do face the challenge and stay for an extended time.

Segment 2 : Protocol interview to upper management such as supervisor or team leader

Part 1

The following **Main question** addresses this study's second research question:

RQ1: What are the on-the-job challenges for call centre employees?

- 1. From a manager perspective, can you share what is call centre service in a daily basis?
(Main)

-) This question explores the experience of working in the call centre service as a manager perspective.
2. What are the main activities and responsibilities that call centre employee to engage in on a daily basis?"
-) This follow-up question asks the participant to describe employee experience as a manager in the call centre services.
3. Can you share some of the challenges that your employees face as call centre service employee? **(Main)**
-) This question explores about the challenges of working in the call centre services.
4. How does the challenges affects your employees (in a positive or negative way)? (sub)
-) This follow-up question asks the participant to describe the impact of challenges when they work in call centre services.
5. Can you describe a particularly challenging call your employees have received during your time in the call centre and how they handled it?
-) This follow up question asks the participant to describe the challenge when the employee handling customers.

Part 2

The following main question addresses this study's second research question:

RQ2: What are the call centre employees' coping strategies to deal with challenges?

1. Can you describe a challenging situation that your employee faced on the job and how you overcame it? **(Main)**
-) This question aims to explore the common coping strategy for maintaining in call centre for an extended time as a manager perspective.

2. Can you share your experience about how your employee have successfully handled a particularly challenging customer situation?

) This follow up question asks the participant to describe the challenge when the employee handling customers as a manager perspective.

Part 3

The following main question addresses this study's second research question:

RQ3: What are the factors contribute to call centre employees staying on the job for an extended time?

1. Can you share about factors that your employee keep wake-up in the morning to go to work? **(Main)**

) This question aims to explore the common factor for keep working in call centre for an extended time as a manager perspective.

2. Can you share your employee strategies have used to maintain their motivation working in a call center environment?

) This question asks the manage employee factor on staying for an extended time.

3. Despite of the challenges, on your perspective how your employee managed to stay on the job for an extended time?

This question asks the manager their belief on what they have to do face the challenge and stay for an extended time.