

THESIS

**WHAT MOTIVATES THE EMPLOYEE IN THE CALL
CENTER?**

**CASE STUDY: CALL CENTERS OPERATORS IN
ANTANANARIVO, MADAGASCAR.**



RABETOKOTANY HAINTSOSOA

No. Mhs.: 165002543/SDM/MM

**PROGRAM STUDI MAGISTER MANAJEMEN PROGRAM
PASCASARJANA UNIVERSITAS ATMA JAYA
YOGYAKARTA**

2018



UNIVERSITAS ATMA JAYA YOGYAKARTA
PROGRAM PASCASARJANA
PROGRAM STUDI MAGISTER MANAJEMEN

THESIS APPROVAL

Name : RABETOKOTANY HAINTSOSOA
Student ID : 165002543/SDM/MM
Concentration : Human Resource Management
Thesis title : Why The Call Center's Work Is Motivating? Case study: call centers operators in Antananarivo, Madagascar

Name of Supervisor
Drs. M.Parnawa Putranta,MBA.,Ph.D

Date

13/03/18

Signature



UNIVERSITAS ATMA JAYA YOGYAKARTA
PROGRAM PASCASARJANA
PROGRAM STUDI MAGISTER MANAJEMEN

THESIS APPROVAL

Name : RABETOKOTANY HAINTSOSOA
Student ID : 165002543/SDM/MM
Concentration : Human Resource Management
Thesis title : What motivates the employee in the call center? Case study: call centers operators in Antananarivo, Madagascar

Name of Supervisor

Date

Signature

Drs. M.Parnawa Putranta, MBA., Ph.D

19/04/18

Dr.C. Handoyo Wibisono, MM

19/4-2018

Prof. Dr. Shellyana Junaedi, SE., M.Si.

20 April 2018



Ketua Program Studi

Dr. J. Ellyawati, M.M.

ABSTRACT

Madagascar becomes one of the countries where the number offshoring's work increases every day. Today, the organization which practices the activity of offshore is capable to survive in front of the economic crisis, because they manage the motivation and the commitment of their workers and the rewards of the labor are much cheaper.

The objective of this paper is to analyze the motivation of the employee in the field of the call center's work. Furthermore, this analysis aims to establish strategies and politics for the motivation and retention of the employee in this domain. The study used a qualitative methodology for its analysis. Data was collected by interviewing sixteen (16) call center operators.

Hence this research has mainly undertaken some themes which described the perception of the call centers operators (CCOs) about their motivation in their work. Following the results obtained, the discussion will be made in order to maintain the the motivation of the employee who works in the sector of the call center, especially in Antananarivo, Madagascar.

Keywords: Employee, Call center, Motivation, and Retention

INTISARI

Madagaskar menjadi salah satu negara di mana jumlah pekerjaan “offshoring” meningkat setiap hari. Saat ini, perusahaan yang mempraktikkan aktivitas “offshore” mampu bertahan di tengah krisis ekonomi, karena mereka mampu mengelola motivasi dan komitmen para pekerjanya dan upah mereka jauh lebih murah.

Tujuan dari penelitian ini adalah untuk menganalisis motivasi karyawan di bidang “call center”. Penelitian ini memiliki tujuan untuk menetapkan strategi dan politik untuk motivasi dan retensi karyawan dalam pekerjaan ini. Penelitian ini menggunakan metodologi kualitatif untuk analisisnya. Data dikumpulkan dengan mewawancarai enam belas (16) karyawan yang bekerja di “call center”.

Oleh karena itu penelitian ini terutama menghasilkan beberapa tema yang menggambarkan persepsi operator call center (CCOs) tentang motivasi kerja mereka. Setelah hasil diperoleh diskusi akan dilakukan untuk mempertahankan motivasi karyawan yang bekerja di sektor “call center” terutama di Antananarivo, Madagaskar.

Kata kunci: Karyawan, Call center, Motivasi, dan Retensi

ACKNOWLEDGEMENT

I thank all who in one way or another contributed in the completion of this thesis. First, I give thanks to God for protection and ability to do work. I would like to thank my thesis advisor my supervisor Drs. M. Parnawa Putranta who was always encouraging me on track throughout my studies.

I am also deeply thankful to my informants. Their names cannot be disclosed, but I want to acknowledge and appreciate their help and transparency during my research. Their information has helped me complete this thesis. I am also so thankful to my fellow students whose challenges and productive critics which have provided new ideas to the work.

I also thank my family who encouraged me and prayed for me throughout the time of my research.

May the Almighty God richly bless all of you.

TABLE OF CONTENTS

ABSTRACT.....	I
INTISARI	II
ACKNOWLEDGEMENT	III
TABLE OF CONTENTS.....	IV
LIST OF TABLES	VII
LIST OF FIGURES	VII
CHAPTER 1 RESEARCH BACKGROUND	1
1.1. Introduction.....	1
1.2. Research background	2
1.3. Statement of problem.....	4
1.4. Research purpose	6
1.5. Research questions.....	7
1.6. Definition of terms	7
1.7. Description of Call Center	8
a. Call Center	8
b. The call center operator's job.....	9
c. Activities	9
d. Missions	10
▪ Mission of the employees	10
▪ Mission of the company	10
e. Purpose of the job	10
1.8. Assumptions, Limitations	11
a. Assumptions.....	11
b. Limitations	12
1.9. Summary	13
CHAPTER 2 LITERATURE REVIEW	14
2.1. Overview of motivation	14
2.2. Characteristics call centers works	16
2.2.1. Monotony of work	17
2.2.2. Job autonomy	18
2.2.3. Monitoring of work.....	18
2.2.4. Working conditions of a call center	19

2.2.5.	Physical work environment in call centers.....	20
2.3.	Theories related to the employee motivation.....	21
2.3.1.	Content theories	22
a.	Maslow hierarchy needs.....	22
b.	Motivator-hygiene theory	25
c.	ERG Theory	25
d.	McGregor's Theory X & Theory Y	26
e.	Need for Achievement Theory.....	26
2.3.2.	Process theories.....	27
a.	Expectancy theory.....	27
b.	Equity Theory	28
2.4.	Summary	29
CHAPTER 3	METHODOLOGY	30
3.1	Introduction.....	30
3.2	Research design	30
3.3	Research method.....	31
3.4	Participants.....	31
3.5	Data collections.....	34
3.5.1.	Instrumentation	34
3.5.2.	Data collection technique.....	35
3.5.3.	Data collection procedures.....	35
3.5.4.	Data analysis technique.....	37
3.6	Triangulation of findings	38
3.7	Rigor of findings	39
a.	Credibility	39
b.	Dependability	40
c.	Conformability	41
d.	Transferability.....	41
3.8	Summary	42
CHAPTER 4	RESULT	44
4.1.	Introduction.....	44
4.2.	Interviews.....	45
4.3.	Presentations of findings.....	46
	Theme 1: Employee compensation and benefits.....	46

Theme 2: Leadership traits.....	48
Theme 3: Friendly coworkers	50
Theme 4: Job content	51
Theme 5: Skills requirement	53
Theme 6: Working condition	54
Theme 7: Job security	56
Theme 8: Promotion	57
4.4. Summary	57
CHAPTER 5	59
CONCLUSIONS AND RECOMMENDATIONS	59
5.1. Introduction.....	59
5.2. Summary of finding	59
5.3. Discussion of finding	61
Motivational factors	61
Discouragement factors.....	65
5.4. Limitations	67
5.5. Managerial implications.....	68
5.6. Recommendations for future research	70
5.7. Conclusion	71
References.....	73
APPENDIX A.....	81
APPENDIX B	83
APPENDIX C	84

LIST OF TABLES

Table 1: Profile participants, call center operators in Antananarivo, Madagascar	40
--	----

LIST OF FIGURES

Figure 1: Maslow's hierarchy needs apply in the workplace.....	31
--	----

