

# Implementation of ‘Pet Society’ as a Stress Alleviation Program for Call Center Agents

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**Abstract:** Call Centers became evident in the Philippines for international companies eyed building their BPO organization within this country for its cheap workforce and efficient employees. But because of the growing demand brought by the job, call center agents experience bad effects on their health and well-being.

The Pet Society is a program that aims to reduce the effects of stress to call center agents by using animal-assisted therapy. Named after a famous Facebook game, “Pet Society” is created for call center agents to make use of the rest of their rest time to pet animals which in turn, can lessen stress. This study aims to prove the feasibility of ‘Pet Society’ as a stress alleviation program for call center agents. To determine whether or not the program could be implemented, qualitative study was conducted. Researchers performed an online interview with five participants, and their responses were analyzed thematically. The findings of the study, stress has serious consequences on the physiological and psychological health of the individual. As a result, call center agents are seen to have low work productivity, as evidenced by lengthy calls and poor call performance. Additionally, research indicates that a pet can serve as a friend, social support, and stress reliever. As stated by the participants, the adoption of the Pet Society program in the call center business has great potential but requires careful planning.

**Keywords:** Stress, pet society program, call center agents, BPO industries

## I. INTRODUCTION

Business Process Outsourcing, also known as BPO, is explained as the assignment of activities, specifically the non-core ones, to a third-party company (Errighi et al, 2016). Since getting the service of a third-party company will only be used in catering for the activities that can be managed by other people outside the company, according to Errighi et al. (2016), outsourcing companies strategically get the services from those countries that have low-cost labor, technological expertise, and high educational attainments. These 3 qualities stated are found within the Asia and the Pacific region, making Krakow, Poland as the only city outside this continent in the top 10 cities being targeted by international companies for third-party services last 2014 (Tholons, 2014). In 2020, India topped the list, followed by USA, Brazil, Canada, United Kingdom, Philippines, Russia, Mexico, Vietnam, and Singapore (Tholons, 2020). Within the list, 4 out of 10 countries are from the Asia Pacific which has the highest percentage within the top 10.

Because of the superior workforce and low-cost labor, Asia is the continent where big companies seek third party organizations for services. As the years pass by and technologies advance, India and Philippines in the Asia Pacific are the most notable countries in the BPO Industry, helping the two countries’ growth rate and employment rate. The Philippines, since the year 2011, became the “Business Process Outsourcing (BPO) Capital” of the world. But before the declaration, it took years to grow and with the help of the people living in this country, the investors, and the government, the BPO industry is where it is now. This growing industry first started in 1992, when Frank Holz saw the potential of the Philippines and created the first contact center (Natividad, 2015). According to Natividad (2015), after 3 years of the first contact center, Philippine Congress passed the Special Economic Zone Act where it is said to have lowered the requirements for growth and attracts foreign investors through offers of tax incentives. This act also laid the foundation for the creation of the Philippine Economic Zone Authority or PEZA, a government agency that is tasked to attract foreign investors through offerings of incentives from the above-mentioned act (Dynamic Business Outsourcing Solutions, 2020). Fast forward to 2001, seven individuals founded the Contact Center Association of the Philippines, also known as the CCAP which is the umbrella organization of the Philippine contact center industry (Contact Center Association of the Philippines, n.d.). According to CCAP (n.d.), as a non-profit organization, it advocates awareness of this industry to the whole country and abroad, promotes the interchange of ideas, modern technologies, best practices, and innovation, and making sure the sustained growth of the call center industry and the host country, Philippines. Another time skip to 2011, this country during this year became the fastest and the largest growing industry in terms of giving jobs to unemployed Filipino people. The Philippines over time, continuously acquires an enormous percentage on the international BPO market (Dynamic Business Outsourcing Solutions, 2020).

### *Life of a Call Center Agent*

Call Center is a very well-known occupation in the Philippines. It is known by someone outside the circle to be a high-paying job, but it is only the surface of what a call center and being in this industry really means. Professionals in the

call center industry according to Mansoor (2017) are considered to have a challenging work schedule every day of their career. One reason behind this is that agents have targets that are hard to reach, and they are required to do professional tasks. Another reason call center jobs are difficult is that the agent has a chance of handling angry customers which may sometimes take a toll on their mental health (Call Center Resource Hub, 2020). Being in this job requires resilience since no matter how good everything is, there will always be unsatisfied customers. Also, according to Call Center Resource Hub (2020), agents tend to experience insufficient training and resources that could make them feel unprepared and inadequate in serving customers. Managing a high volume of calls is also not new in this industry, for management requires every agent to achieve a certain number of calls per day that is sometimes too many for the well-being of the agent.

In a survey done by Jobstreet in 2016, the BPO industry, specifically the call center employees scored the lowest to the 'Happiness Index', which means that even though the Philippines has the title of "Happiest Workforce in the World", these employees tend to experience so much stress that hinders them to be happy in their workplace. With this truth, call center agents tend to do some action to ease their unhappiness at work and one of them is frequent absenteeism. According to Sodexo (2019), the Philippines and the Asia-Pacific region scored higher incidents of agents that carry out absenteeism. This is connected to the irregular working schedule (graveyard shift) which is odd for a Filipino body clock. Another action that agents tend to do is to job hop or resign from their current company (Sodexo, 2019). Because of lack of job fulfillment, better job opportunities from other companies, unfair workload assignments, overly strict management, bad working environment or unhealthy relationship with co-workers, and lack of appreciation, call center agents tend to just resign, leaving their resignation letters behind.

#### *Workplace Stress as the Worst Enemy of Call Center Agents*

Having to deal with too many calls can really trigger an agent's stress. But what really is stress? According to the Canadian Mental Health Association or CMHA (2016), it is a normal feeling and comes from both good and dreadful things that happen to a certain individual. It is the body's response to a real and/or perceived threat and its purpose is to get the individual ready to act until they are out of danger. With this meaning, one can perceive that stress really has its advantageous effects for it can give a personal motivation to act and focus on the workload. But stress is good only when it is manageable. The worst thing happens when an individual feel too overwhelmed, making them perceive the problems to be unsolvable. This results in avoidance of the situation at hand and eventually, will affect the body or that person's psychological and physiological health.

Workplace stress is truly a problem of companies because it affects the overall health of employees and in turn will affect

the overall performance of the organization. According to Bhargava (2014), stress can be manifested in many ways, specifically in someone's behavior. An agent can have sleeping disorders and depression which is resulted from the odd working shifts. Smoking, drinking too much, and changes in someone's eating habits are also examples of the manifestation of stress in someone's behavior. Stress can also affect the well-being of the agent. Handling stressful calls, and high-stress levels because of the demand of work can result in hypertension and heart attacks (Bhargava, 2014). The social well-being of the agent is also compromised. As stated by Raja and Bhasin (2014), employment in the call center industry can bring insecurities and vulnerabilities that eventually can affect the diminishment of interpersonal connections. Because of the normal night shift within the call center industry, some agents feel alienated from their own family and friends because of having little to no time to bond and/or communicate with them. Also, according to the International Labour Organization Asia (2016), employees had a high-stress environment that causes issues related to physical, mental, and social aspects. Agents regularly tend to experience headaches, eye strain, chest and back pain, fatigue, and voice problems (Errighi, Khatiwada, & Bodwell, 2016). Some are recorded to have problems in balancing their work and outside work life caused by the night work. Harassment from customers is also not new for the agents and this is the main reason they experience stress and the main factor why they decide to leave their work (Errighi, Khatiwada, & Bodwell, 2016). It is also observed that workers within the BPO industry have the highest numbers of HIV/AIDS cases, surpassing other sectors present in the Philippines (Gangcuangco et al., 2010). From the study of Gangcuangco et al. (2010), it is concluded that employment in call centers can heighten the risk of an individual catching the HIV/AIDS virus. Women are more vulnerable for they have a higher rate of engaging in risky sexual behavior as compared to their non-call center counterparts.

#### *The Status of Attrition Turnover Rates of Call Center Companies*

It is not new to everyone that a call center company always needs new employees. According to Johnson (2016), call centers, especially inbound customer service, have the worst turnover rate, ranking first in jobs that have the highest turnovers. Because of this, those companies give importance to recruitment by providing rewards to an agent that recruited a successful applicant. Attrition can be very costly. Training new employees regularly costs a lot of money. Another thing is that having employees that are new to the work can improve the service quality of the company. These in turn will affect the income of the organization eventually. Call center companies really do their best in recruiting, selecting, and training new employees so that they will be rewarded with effective and long-lasting employees. But because of stressful situations that happen in the workplace, those effective employees tend to waver until they are forced to leave the company.

But there are some businesses, including Concentrix and Teleperformance, that are actively implementing stress-reduction programs for the well-being of their employees. 91% of mental health referral situations are handled via Wellness training sessions, allowing for early help of staff who need it. Accuracy increases by more than 300% when using Wellness micro-break time management, which also lowers near-point visual stress and enhances mental clarity (Concentrix, 2022).

While in Teleperformance, they have Proactive mental health assistance: Businesses must take the initiative to offer their employees 24-hour mental health support and psychological treatment. Facing the "new normal" challenge: To do this, be flexible with working hours and give employees a place to feel connected and engaged. This is important since it fosters a sense of community and support even in remote settings. Flexibility for achieving work-life balance: Remind staff members that taking a break is never seen negatively. Be generous with paid time off, shift assignments, daily breaks, and working hours. Your staff members would be very appreciative (Teleperformance, 2022).

#### *The Possibility of Pet Society and its Benefits*

A call center workplace is a stressful environment, and it is proven by the high numbers of attrition turnover rates. Because of this, it is necessary to understand if pets are possible in the workplace. In a study conducted by Foreman, Glenn, Meade, and Wirth (2017), it is proven that allowing pets in the workplace can benefit the company, specifically employee relations. But because of certain issues such as allergies and other incidents, it is necessary for the management to incorporate a well-thought-out strategy before considering dogs in the workplace. Naumann (2015) discovered in a study conducted that there is a significant association between pet-friendly policies and occupational stress, since pet-friendly policies can reduce the stress level of employees. Management suggests a pet-friendly policy to make the presence of pets, notably dogs, at the workplace possible. A strong pet-friendly policy must be obvious to both pet owners and non-pet owners in order to effectively resolve any difficulties that may emerge. According to the study, pet-friendly policies might be advantageous to a business if they are implemented properly (Mars Petcare, 2018).

Animals are proven to be helpful in diminishing stress and its effects on various kinds of people. With the influence of the above-mentioned numerous studies and articles, pets are envisioned to be brought to the workplace, specifically the working environment of call center agents, which is one of the most stressful places. It is named 'Pet Society', which is a well-known Facebook game in the early 2000s where players are tasked to take care of animals, specifically cats and dogs so that their pet will be happy and satisfied. The "Pet Society" program is envisioned to have a room where pet assistants are inside so that call center agents can visit and bond with the animals by petting them and giving them treats. Service animals are also deployed to roam around the workplace at

certain schedules to ease the tension and pressure that is building up. With this program, the researchers aim to reduce the effects of stress to call center agents by using animal-assisted therapy. 'Pet Society' also aims to help the management and the company itself by decreasing the attrition turnover rates or the number of employees that leave the company due to too much stress. Aside from the internal benefactors, this program also wants to give help to outside stakeholders and those are the pet shelters and government agencies related to animals. Pets included in this program are visualized to be from pet shelters so that in the future, the number of euthanized animals will decrease.

This study aims to prove the possibility of "Pet Society" or having pets in the workplace through collective comments and suggestions as a better substitute to other programs within the business' premises in alleviating stress.

The researcher found out that there is a gap in the body of knowledge that the researcher intends to fill in. The research is a limited study in identifying the feasibility of 'Pet Society' as a stress alleviation program for call center agents. Working as a call center agent is a tough job due to how stressful the environment is. Because of this, call center companies need to have a program that will help them manage their stress since continuous improvement is important. The second gap that the researchers will fill in is the effectiveness of existing stress alleviation programs for the participants companies (if there is any). Even though some companies have an existing program to alleviate the stress of their call center agents, the study needs to find new ways to help them to ensure that the employees are well taken care of. The last gap is the effects of not having any effective programs for stress alleviation to both the agents and the company. This will be assessed through collective experiences that will be shared by the participants and will give light if call center companies really need a new program for stress alleviation.

Even while there is evidence to suggest that owning a pet may be beneficial for people who are coping with severe day-to-day pressures, extraordinarily little is known about the ways in which pet-friendly behaviors can improve the well-being of their owners. Moreover, a limited study is available on how pet-friendly companies' policies can help employees cope with their stress at work. The study seeks to analyze how stress affects the Call Center agents and their organization. Giving the best possible support to the employee can go a long way toward the best possible outcome for the company.

## II. METHOD/S

### *Research Design*

The qualitative study, "Implementation of 'Pet Society' as a Stress Alleviation Program for Call Center Agents" is a feasibility study wherein the possibility of the said program will be observed based on the collective comments and suggestions of the selected participants. Prior to the actual implementation, it is essential to assess the flaws or precariousness of a certain program (O' Cathain et al., 2015).

This merely indicates that the 'Pet Society' program was to receive feedback for improvement without conducting the trials themselves, implying that the budget will be used for a future, more structured study.

#### *Population and Sampling*

The participants in this study were classified into three (3) Job Descriptions and were selected based on the criteria. For Call Center Agents, the two (2) participants should be 20 years old and above and at least have 3 years of work experience. For Team Leader, one (1) participant should be 25 years old and above and have at least 5 years of work experience. And lastly, for Pet Shelter Volunteers, the two (2) participants should be 20 years old and above and have at least 3 years of experience. These 3 Job Descriptions were selected since the study needed to see different points of view for better understanding of what really is happening in the industry and how they were feeling about the program. All in all, the study needed 5 participants with 3 different job descriptions to thoroughly analyze the feasibility of 'Pet Society'.

#### *Instrumentation*

The study used a virtual platform as an instrument for data gathering. With the use of structured-direct questions, researchers conducted an online interview with the 5 participants depending on their availability. Questions asked on the virtual interview are all about their experiences to workplace stress, the effects of it on their health, and their comments and suggestions about 'Pet Society'.

The gathering of data commenced following the formulation of a qualification condition for study participants. Participants were selected based on the criteria, and informed consent was obtained. If the participant signed the consent form, the researchers inquired about the individual's availability for the interview. The online interview consists of structured, direct questions, and the interview guide provides an overview of the questions that will be asked during the actual interview. The participants were given a memento of appreciation after the interview date for their time and effort invested on the study. All interview tapes were then transcribed after being kept on a secure site. Participants recheck their transcribed responses to ensure that all written responses accurately reflect their responses.

#### *Data Analysis*

After the data collection was the data analysis, where recorded answers as consented by the participants were transcribed and translated for better understanding and analyzation of data. All transcribed answers were ensured to be the exact same response of the participants to the question. From the translated data, codes were formed and from there, themes were created. Themes produced were now strengthened by related literatures and were thoroughly discussed by the researchers.

#### *Ethical consideration*

This study has been approved by the Branch Research Ethics Board (BREB) of the Polytechnic University of the Philippines – Quezon City. Since the participants and even the researchers are natural-born Filipinos, the research workers respected the Data Privacy Act of 2012, wherein the policy is created in order to protect the rights of the Filipino people's privacy. The policy ensures the free flow of information so that innovation and growth will be promoted (National Privacy Commission, 2012). The data gathered from the research participants were only accessed by the 5 researchers (Llyla Wendy Dela Cruz, Angelito Boctoy, Janice Nacion, Maricel Otis, and Julie Ann Sagum), and were stored online. Materials recorded through an online interview as consented by the participants would only be accessed for at most a month for data analysis. No private institution can access the raw data until given permission by the interviewee or is required by the law. The participants also have the liberty to hide his/her identity for privacy.

### III. RESULTS AND DISCUSSION

The following are the analyzed data from the information gathered by the researchers. From the five (5) participants; two (2) Call Center Agents, two (2) Pet Shelter Volunteers, and one (1) Team Leader, these are the themes that emerged from the online interview.

#### *Workplace Stress in the Call Center Industry*

Workplace stress discussed by the Canadian Centre for Occupational Health and Safety (n.d.) is a response brought on by the clash between the demands from the company and the control capacity that an employee has when finishing through all the demands. According to the participants, specifically the call center agents and the team leaders, this kind of stress came from the working environment that includes the co-workers, the external and internal customers, and the management. It is being proven by one of the call center agents during the online interview and she said that "Normally, if the stress you are feeling didn't come from the calls or the customers, it can come from the inside environment of the company, for example the management." Out of control works were pinned to the agents contributing to workplace stress. There is no stress alleviation program in a call center company where the participant was working, so the workplace stress is hard to undo.

#### *Effects of Stress on the Call Center Agents*

The effects of stress may vary to different people, that is why a lot of BPO (Business Process Outsourcing) companies struggle to solve this problem. Intervention strategies are discussed to help the company to provide support to employees coping with workplace stress. According to the participants a Team leader in call center "...the stress can also come from external customer, and they also come from internal customer but for the most part it's the internal customer that causing us stress" the participant highlighted that the most stressful part is when they are handling internal

customer because of disobedience, behavioral problems like absenteeism and profanity. Handling a person is hard but handling a disobedient employee can cause a lot of problems and it is stressful. The participant also said that because of stress the employees are having a challenging time controlling their emotions that leads to violence against object and they can observe that sometimes they are starting to swear curse words while in call but of course in mute mode because he also stated that the employee will immediately terminate once they did it in unmute mode.

One of the participants also described how stress affects her mental and physical health. She observes that she loses weight because of workplace stress that affects her eating habits, and she is too tired to do outdoor activities. And when it comes to her mental health, she said that even in her dreams she experiences all the stress that she encounters during her working time. Most of the respondents said that the most common effect of stress are alcohol and cigarette addiction. These statements are being proven by the numbers being presented in a study by Errighi et al (2016). They stated that an average call that a call center agent caters can average 78 calls per day and can reach up to 100 calls. Also, according to their working paper, at least 91% of the average number of calls should be responded to within seconds, specifically 22 seconds and call center agents have only 5-6 minutes to solve the concerns of the client (Errighi et al, 2016). Within these numbers, it can be concluded that the changes in the participants' physical and mental wellbeing are due to the elevated levels of stress that are felt due to their work.

#### *Effects of Stress on the Work Productivity of Agents*

Stress affects the well-being of a person, especially if you are working as a call center agent. Overall job performance is affected when an agent is stressed. According to a team leader in a call center company, "If you are stressed, it will definitely manifest on your call." This is also proven in another study where it discussed that having negatively stressed employees can affect their productivity at work (Halkos, G., & Bousinakis, D., 2010). Being unable to control an emotion will result to deficient performance output that they needed to meet. Due to stress, agents became unmotivated and less committed to their job. Negative call performance and getting prolonged calls are the effects of it. Therefore, stress influences the work productivity of call center agents. Also, according to Halkos and Bousinakis (2010), there is a significant connection between quality work, personal satisfaction and being conscientious than quality of work and workload.

#### *Pets as a Stress Reliever*

According to the respondent, a pet is a companion that can relieve stress. And there is much research that shows that petting dogs can lower stress hormone called cortisol, and the social interaction between people and their dogs usually increases the feel-good hormone called oxytocin (John Hopkins Medicine, 2021). One of our respondents said that "there is something with animals that when you look at them,

it relieves your stress because of their cuteness and charm." Human-animal interaction (HAI) has benefits to individual's health and has been widely explored. Some findings include several therapeutic, physiological, and psychosocial benefits to the pet owner (Wood et al., 2015). Another participant stated that "pets help reduce stress since they provide entertainment." Exposure to pet therapy (PT) can reduce physiological and psychological stress and anxiety levels (Ein et al, 2018).

#### *The Feasibility of "Pet Society" (Call Center Agents' POV)*

Pet society is a program that helps to alleviate stress, our respondent agrees to this but there are doubts and uncertainty about the feasibility of it. According to K, a call center agent "dogs are barking, and they can be heard from the calls" one of the reasons why he has doubt in the feasibility of pet society. It is because of the animal's behavior that can affect their job as a call center agent. Our respondent mentioned that "even though I have a pet I have asthma. So, I am already stressed-at work, and I will also be stressed with the animals within the vicinity." Thus, the program would not help but add more to the problem. These concerns were also addressed by the study of Foreman et al. (2017) where it is discussed that even though dogs in the workplace are proven to be beneficial to workers in a company having program related to bringing pets, there are concerns and potential struggles that are needed to be thoroughly discussed. One concern being stressed out in their study is that pets specifically dogs, trigger allergic reactions (as also stated by M, a call center agent) that can affect the health and safety issues of the workers (Foreman et al., 2017).

#### *The Feasibility of "Pet Society" (Team Leader's POV)*

The team leader views Pet Society as a meaningful project and relatable program. When Team Leader L was asked about what they can say to Pet Society, Team Leader L answered, "It is a meaningful project." Most of their teams have pets so having a pet society would be a fantastic addition to their company. As mentioned by Foreman et al. (2017), having a presence of a dog can have positive results and those are positive social support, improvements to the working performance of the employee, and increase in social interactions between co-workers. The respondent also mentioned that they have a club in their recent or previous workplace wherein pet owners can get together. Knowing that there is already a club for pets in their workplace, the respondent found it a relatable program and much more into it. The respondent was also confident that pet society is workable. According to Team Leader L, "I believe we do have a club in my recent or previous company wherein the pet owners do come around or get together for activities." Team leader L believes that it can be done at my recent company.

#### *The Feasibility of "Pet Society" (Pet Shelter Volunteers' POV)*

The program "Pet Society" visualized that the pets that will be included in the program are from the Pet shelter. The program

wants to help Pet Shelter and Government Agencies that are related to the animals to lessen the number of animals to be euthanized. With the increase of abandoned animals and decrease in donations especially since the pandemic (Patag, 2021), programs like this are a tremendous help. According to L, one of the Pet Shelter Volunteers "It is a great idea because it benefits both sides, the call center, and the pet shelters. It is not a program that the only one is benefiting." So, having a Stress Alleviation Program that helps others as well rather than the company itself is remarkably notable. When the respondents were asked if the program is workable, the respondents are confident that this can help call center agents. However, there is one concern that has been raised, according to one of the respondents, who is a 21-year-old pet shelter volunteer: "let the dogs get tired because if they did not, the dog will surely bark and bother you while you are working." When asked if someone will volunteer as a pet handler in "Pet Society" J answered, "...there are numerous handlers and trainers willing to help but I guess they will need to be compensated when they handle pets." Having said that, the pets must be trained and exercised with the help of volunteers so that they can be stress relievers to the call center rather than being stress itself. Like Call center Agents, animals also have needs to be met for them to be stress free, so having a skilled pet volunteer that can train pets is necessary for this program to work.

#### IV. CONCLUSION

The following are concluded and recommended based on the analysis of the data gathered:

Working in the call center industry is stressful. The stress from a workplace is detrimental to the physical and mental health of the call center agents. Lack of stress alleviation programs concerning agents' stress in an organization is one of the reasons why workplace stress is widespread. Continued stress can lead to increased absenteeism, organizational dysfunction, and decreased work productivity. According to the respondents, the effects of stress can be seen in separate ways, it affects not only mental health, but also physical health. The most noticeable changes that they encounter are gaining or losing weight, lack of energy, and behavioral changes that turn into unhealthy habits. Some of them experience nightmares due to stress. Dealing with the effects of stress is a challenging task for the organization, determining the cause of workplace stress is the first step to making a coping mechanism or an alleviation program for their employees. Stress impinges on an agent to a lack of motivation and unwillingness to work properly. The effects of stress demonstrate that call center agents are having poor work productivity, such as getting prolonged calls and negative call performance. In result, they were not able to give an excellent output.

Studies show beyond doubt that a pet can be a companion which people need when they are stressed in life, school, and work. Bonding with a pet is beneficial to the health of an individual. And according to the call center

agents, Pet Society is a promising program to alleviate the stress of the call center agents, but it also has pros and cons. The study needs to have further research in the future for using pets as a program to alleviate the stress in the BPO (Business Process Outsourcing) industry. Because the nature of work of the call center is stressful enough. In the point of view of the team leader, having an area for pets is already practiced in some of the BPO (Business Process Outsourcing) companies. Knowing that it is already performed by some of the big BPO companies here in the Philippines, Pet Society can be introduced to companies that needs an additional stress alleviation program, especially for those who have share the love for pets. Lastly, according to the Pet Shelter Volunteers, they believe that pets can alleviate stress because they witness it by themselves, especially when they are tired from work or school. It gives them a sense of joy knowing that they will come home, and their pet is waiting for them. Both respondents also agreed that most of the adopters in pet shelters apply for adoption because they want a companion at home.

The Pet Society is a promising program to alleviate the stress of the call center agents, but it also has pros and cons. A pet shelter volunteer suggests that the researchers must include safety precautions for the pets and for the call center agents. The animals must be trained first to be animal-assisted therapy dogs or cats. And Call center agents must correspondingly be informed on how they will interact with the animals in the vicinity. The animals must be well taken care of and have their own handler. Animals need to be well-groomed and to exercise every day to reduce their stress and lessen barking, and hyperactivity.

The call center industry is proven to be a stressful workplace. It is a must that the management should prepare a stress-alleviation program to help the effects of stress to the psychological well-being of their employees. 'Pet Society', or any pet-friendly policy is a recommendation to decrease attrition turnover rates of the company and to increase the quality of work of the agents.

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