


**WORK STRESS AND ITS INFLUENCE ON THE EMPLOYEES OF A SERVICE COMPANY  
IN THE CITY OF MANIZALES**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b>  <b>Received:</b> December, 02<sup>nd</sup> 2023  <b>Accepted:</b> March, 11<sup>th</sup> 2024</p>	<p><b>Objective:</b> The study seeks to determine the levels of work stress in the employees of a service company, describing the causes and their financial impact.</p>
<p><b>Keywords:</b>            Work Stress;            Contact Center;            Economic Affection;            Stressors.</p> 	<p><b>Theoretical Framework:</b> The concepts of work stress defined as a general state of tension that triggers different emotional, cognitive, physiological and behavioral reactions are addressed, as well as some causing factors such as: Physical Environment, Job Demand, Knowing the tasks and interpersonal relationships.</p> <p><b>Method:</b> The study has a mixed approach, where qualitative categories were given quantitative management of the data, to find numerical evidence and be able to explain in more detail the presence of the event. The ILO-WHO Work Stress scale was used as an instrument, which was applied to 33 employees of a Contact Center company in the city of Manizales.</p> <p><b>Results and Discussion:</b> The results obtained revealed that work stress is below the limit of the intermediate stress range (81.09 / 90.02) and that due to Absenteeism and Turnover, the company has had costs of \$43,995,586 COP according to approximate calculations.</p> <p><b>Research Implications:</b> The evidence from the study showed information that allows companies in the service sector to generate strategies for stress management and contribute to reducing costs due to absenteeism and turnover, the above could be used in other sectors or companies in the region.</p> <p><b>Originality/Value:</b> The value lies in contributing to the development of the state of the art on the subject and as a reference for future studies since the state of the art shows little research in Contact Center companies in Latin America, likewise for companies generating well-being strategies and the management of the stress.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2024.v9i4.4572">https://doi.org/10.26668/businessreview/2024.v9i4.4572</a></p>

**ESTRESSE NO TRABALHO E SUA INFLUÊNCIA SOBRE OS FUNCIONÁRIOS DE UMA EMPRESA  
DE SERVIÇOS NA CIDADE DE MANIZALES**

**RESUMO**

**Objetivo:** O estudo busca determinar os níveis de estresse no trabalho dos funcionários de uma empresa de serviços, descrevendo as causas e seu impacto financeiro.

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**Estrutura Teórica:** São abordados os conceitos de estresse no trabalho, definido como um estado geral de tensão que desencadeia diferentes reações emocionais, cognitivas, fisiológicas e comportamentais, bem como alguns fatores causadores, como: Ambiente físico, demanda de trabalho, conhecimento das tarefas e relações interpessoais.

**Método:** O estudo tem uma abordagem mista, em que as categorias qualitativas receberam gerenciamento quantitativo dos dados, para encontrar evidências numéricas e poder explicar com mais detalhes a presença do evento. A escala de estresse no trabalho da OIT-OMS foi usada como instrumento, aplicado a 33 funcionários de uma empresa de Contact Center na cidade de Manizales.

**Resultados e Discussão:** Os resultados obtidos revelaram que o estresse no trabalho está abaixo do limite da faixa intermediária de estresse (81,09 / 90,02) e que, devido ao absenteísmo e à rotatividade, a empresa teve custos de \$43.995.586 COP, de acordo com cálculos aproximados.

**Implicações da Pesquisa:** As evidências do estudo mostraram informações que permitem que as empresas do setor de serviços gerem estratégias para o gerenciamento do estresse e contribuam para a redução dos custos decorrentes do absenteísmo e da rotatividade.

**Originalidade/Valor:** O valor está em contribuir para o desenvolvimento do estado da arte sobre o assunto e como referência para estudos futuros, uma vez que o estado da arte mostra pouca pesquisa em empresas de Contact Center na América Latina, assim como para empresas que geram estratégias de bem-estar e gerenciamento do estresse.

**Palavras-chave:** Estresse no Trabalho, Central de Contatos, Afetação Econômica, Estressores.

## EL ESTRÉS LABORAL Y SU INFLUENCIA EN LOS EMPLEADOS DE UNA EMPRESA DE SERVICIOS DE LA CIUDAD DE MANIZALES

### RESUMEN

**Objetivo:** El estudio busca determinar los niveles de estrés laboral en los empleados de una empresa de servicios, describiendo las causas y su impacto económico.

**Marco Teórico:** Se abordan los conceptos de estrés laboral, definido como un estado general de tensión que desencadena diferentes reacciones emocionales, cognitivas, fisiológicas y comportamentales, así como algunos factores causales, tales como: ambiente físico, demanda de trabajo, conocimiento de las tareas y relaciones interpersonales.

**Método:** El estudio tiene un abordaje mixto, en el cual las categorías cualitativas recibieron el manejo de datos cuantitativos, para encontrar evidencias numéricas y poder explicar con más detalle la presencia del evento. Se utilizó como instrumento la escala de estrés laboral OIT-OMS, aplicada a 33 empleados de una empresa de contact center de la ciudad de Manizales.

**Resultados y Discusión:** Los resultados obtenidos revelaron que el estrés laboral se encuentra por debajo del límite del rango intermedio de estrés (81,09 / 90,02) y que, debido al ausentismo y la rotación, la empresa tuvo costos por \$43.995.586 COP, según cálculos aproximados.

**Implicaciones de la Investigación:** Las evidencias del estudio aportaron información que permite a las empresas del sector servicios generar estrategias para el manejo del estrés y contribuir a la reducción de los costos derivados del ausentismo y la rotación.

**Originalidad/Valor:** El valor radica en contribuir al desarrollo del estado del arte sobre el tema y como referencia para futuros estudios, ya que el estado del arte muestra poca investigación en empresas de contact center en Latinoamérica, así como en empresas generadoras de estrategias de bienestar y manejo del estrés.

**Palabras clave:** Estrés Laboral, Centro de Contacto, Afectación Económica, Estresores.

## 1 INTRODUCTION

Work stress can be defined as the general state of tension that triggers different reactions from an emotional, cognitive, physiological and behavioral point of view, which are determined by adverse agents in the places or situations in which we work. (Millares, 2017), It appears

when the demands of the environment exceed the individual's ability to cope with them or keep them under control, and it can manifest itself in various ways.

Some of its most common symptoms range from irritability to depression, and are usually accompanied by physical and/or mental exhaustion. Furthermore, stress at work is associated with a reduction in the productivity of companies and a decrease in the quality of life of those who suffer from it, and can even be a reason for sick leave in the most serious cases, so it is advisable learn how to combat it, and know effective techniques for its management. (estreslaboral.info, 2017).

The organization studied has several headquarters worldwide, with a total of 5,700 employees, in Colombia 2,300 and in Manizales 1,850 where the research will be carried out. Regarding absenteeism, there is only information from Colombia, where in the city of Medellín there is an absenteeism of 14% and in Manizales it is 9%. While the turnover in Medellín is 22%, in Manizales it is 7%. All of the above data is what will allow us to analyze the possible causes of stress and its consequences on workers.

Based on the state of the art and the research carried out, we find that companies, both at the national level (Salamanca & Garavito, 2021) and more strongly at the international level, are worrying too much about measuring work stress. in organizations and know in which areas or specialties there are the greatest aspects that generate stress and how to avoid them, also evidenced by the studies of Patlan Pérez (2019).

There are many methodologies available to evaluate stress levels and the application depends on the needs. In our case we will rely mainly on the ILO OSM scale to measure stress due to lack of research in the organization.

The project is viable since there is all the information at hand for analysis, financial data, absenteeism, rotation and disabilities, both short and long term, are available, which will facilitate the collection of data to find possible solutions and conclusions.

## **2 THEORETICAL REFERENTIAL**

According to (Suárez Tunanñaña, 2013), according to the (ILO), work stress is a “dangerous disease for industrialized and developing economies; damaging production, by affecting the physical and mental health of workers.”

When we talk about work stress we must be clear that it directly affects the industry, in aspects such as work pressure, physical or mental saturation of the worker, leading to consequences that affect not only health, the family, but also the environment that surrounds them.

An employee suffers from work stress when he is immersed in thousands of factors that he cannot overcome or control, generating incapacity, anguish, tension, anxiety, worry, helplessness or frustration in these, that is when he has cognitive, emotional, behavioral and psychological conditions that affect the mental and physical health of the worker, although according to Caplan mentioned by Majid et al. (2023), employees must have a strong mentality and be able to adapt to the environment quickly.

One of the problems to be taken into account in organizations today is work stress, due to the globalization in which we are living, workers are increasingly affected by these changes, thus generating disorders and sick leave.

In Latin America there is not enough research related to work stress but in the Contact Center sector, but among the few found (Suárez Tunanña, 2013), they analyze workers between 25 and 35 years old in the Contact Center of Lima in Peru, with advisors from the customer service area and the sales area with a probabilistic study, to determine how employees suffer or how stress affects them, proposing the use of a tool that allows validating and knowing what the stress levels of the workers are.

The instrument used was the ILO-WHO Work Stress Scale, this allows us to know that there are three levels of stress (Low, Intermediate and High), in the specific case the instrument allowed us to know that the telephone advisors in the Sales area present higher level of work stress, being at the high level, with 38.6%; while in the Customer Service area they have a low level of stress with 47.2%; (textual) this is due to the multiple functions they must perform in their work areas, those in the sales area work based on objectives and goals, putting them under greater pressure because their income and their stay in the company depends on this.

The people who were in customer service were in charge of receiving complaints, claims and concerns from customers. In this position, goals should not be met. For this reason, this position has the following levels of stress: low level of stress corresponds to 23, 9%; average low to 26.1%; high average at 24.6% and a high level of stress at 24.6%.

With this research it was possible to determine that work stress affects people according to their position, functions and length of stay in the company. All people assimilate their work in a different way and that is where some suffer more than others from this great illness.

As indicated by (Dolan et al., 2005), due to the great changes that have occurred in the market in recent years, in the face of service and globalization, workers and professionals have been affected by the increasing demands increasingly in organizations, where workers, as a consequence of this, have been presenting problems with occupational health, with work stress predominating in them, this is presented by the change and rapid introduction of new technologies that make manual work replaced by knowledge to be able to face market competition, but many companies do not prepare their workers for these sociological changes, and they are faced with the fight for gender equality in society, competition in levels of study, they seek better quality of life, more participatory work, and if they do not achieve this it causes them stress and frustration when carrying out their duties.

Stress also begins with external situations such as the environment, personal and family, resulting in negative consequences, managing high and low levels of demand and control against stress. Some points that generate stress are:

- Physical environment: due to noise, temperature, lighting and comfort in the workplace, new technologies.
- Work demand: Very long shifts, overload, and risks.
- Know the tasks: Be clear about their execution, role performance, ambiguity, role overload and training.
- Interpersonal relationships: group relationships, bureaucratized climate, relationships with colleagues, superiors, subordinates and clients.

Work stress is a phenomenon that has been occurring in recent decades and that directly affects the health of employees regardless of their position or rank. A clear example of this is what is expressed (Dolan et al., 2005) when they say “Stress at work is a phenomenon that has no smell or color, but its negative effects on the health and well-being of both people and organizations is devastating.”

On the other hand, as indicated by (Jimenez Beltrán, 2014), companies are considerably affected by employee turnover and disabilities, which generate high absenteeism. This is due to the fact that they are never administratively prepared for this. type of situations, and there are no personnel available to cover this need, since time is required to train the person who will assume the position and this in turn generates work stress, additional workloads, and a decrease in quality, non-compliance with goals and a cost overrun. The costs that the company must assume when an employee is disabled are high, this leads to direct expenses and costs that were not planned because they occur unexpectedly. When absenteeism rates rise, the quality and

provision of service is automatically affected, and it also directly significantly affects the productivity and profitability of the organization.

In the case of Contact Center companies, when an employee becomes incapacitated, the campaign for which he is working is considerably affected, and in many cases staff turnover increases, therefore it is necessary to train other officials so that they can replace correctly to the incapacitated or discharged official, these types of situations generate unexpected costs for the company because it must make additional expenses such as paying overtime, new training and in some cases hiring people to cover employee absences. , which entails payments for training scholarships and transportation, costs that the vast majority of times are not budgeted.

### **3 METHODOLOGY**

The study carried out is part of a mixed approach because it is qualitative but with quantitative data management, to find answers through numerical evidence and to be able to explain in more detail and determine the levels of work stress suffered by the employees of the Contact Center of the city of Manizales, through support instruments such as the ILO-WHO Work Stress scale and to be able to know the impact that this entails on the organization, to analyze the situation and establish possible solutions that allow improving working conditions of the employees. This research determines variables that allow establishing the conditions that occur in the company and how they can be quantitatively evaluated, taking into account that they occur through a real situation.

For the study, we worked with all the employees of a Contact Center in the city of Manizales (Colombia), specifically in a service called Commercial Quality Platform and it has a total of 46 advisors, where they are in charge of solving complaints of all the incidents that arise when contracting a mobile, fixed or ADSL/Fiber service product, after the claim is resolved, the agent must make a cross-sell, which implies a greater effort and the level of demand is even higher. In total there is a population of 46 agents, with a margin of error of 10% and a confidence level of 90%, the sample size would be 33 employees. To calculate the sample, the formula in Table 1 was followed.



**Table 1**

*Sample Size Calculation*

SAMPLE SIZE CALCULATION CONTACT CENTER ADVISORS			
<b>Variable:</b>	advisors	<b>Significance</b>	3%
<b>parameter:</b>	Proporción (P)	<b>mistake (%)</b>	10%

SAMPLE SIZE CALCULATIONS THE CONTACT CENTER ADVISORS OF A CUSTOMER SERVICE WITH SALES CRUSADE		
Population size	N	46
Significance level	a	3%
Confidence level	1 - a	90%
Z	Z	2,17
Probability	P	50%
Precisión	Q	50%
Deviation	P * Q	0,25
Mistake	B	0,10
Sample size	n	33

$$n = \frac{Z^2_{(1-\alpha/2)} P Q N}{(N - 1) B^2 + Z^2 P Q}$$

Therefore the size of the  
Sample is 33 out of 46  
advisors that are in the  
Population size.

Source: Own elaboration, based on the survey to measure the ILO-WHO Work Stress scale.

To collect the information, a linear scale survey, source of the ILO-WHO Work Stress scale, is applied to the employees who are within the sample to analyze the data, where a response is chosen; from 1 if the condition is NEVER a source of stress to 7 if the condition is ALWAYS a source of stress. In this way the data can be tabulated to determine the stress levels of the study carried out. As a support tool to facilitate tabulation and data collection, a Google form was created with the survey: <https://goo.gl/forms/OfWthCC148JWGwPv2>

The form included the different items that possibly generate stress in a company, according to the ILO-WHO Work Stress scale:

1. People do not understand the mission and goals of the organization.
2. The way of reporting between superior and subordinate makes me feel pressured.
3. I am not in a position to control the activities in my work area.
4. The equipment available to carry out the work on time is limited.
5. My supervisor does not stand up for me before the bosses.
6. My supervisor does not respect me.
7. I am not part of a close collaboration work group.
8. My team does not support my professional goals.
9. My team does not enjoy status or prestige within the organization.
10. The organization's strategy is not well understood.

11. General policies initiated by management prevent good performance.
12. A person at my level has little control over work
13. My supervisor does not care about my personal well-being.
14. There is no technical knowledge to remain competitive.
15. You do not have the right to a private work space.
16. The formal structure has too much paperwork
17. My supervisor does not have confidence in my work performance.
18. My team is disorganized.
19. My team does not provide me with protection in relation to unfair work demands made by my bosses.
20. The organization lacks direction and objective.
21. My team puts too much pressure on me.
22. I feel uncomfortable working with members of other work units.
23. My team does not provide me with technical help when necessary.
24. The chain of command is not respected.
25. There is no technology to do important work.

Working hypothesis = H1; The employees who work in a Contact Center in the city of Manizales in the customer service department with cross-selling are affected by work stress, which impacts the development of their work and the company financially.

#### **4 RESULTS AND DISCUSSION**

Once the survey has been applied, the analysis and interpretation of the results is carried out, based on the tabulation of the data and the graphs obtained, in order to meet both general and specific objectives. Once the information was extracted from the Google form, the tool used to manage the data base was Excel.

After consolidating the data of all the stressors, tabulating them and adding the results, according to the ILO-WHO Work Stress scale, different results are found that allow us to obtain various conclusions.

Table 2 shows the different reasons that can generate stress in an organization called stressors. The stressors are grouped with 3 or 4 items (in total there are 25 items already mentioned previously), which are related to each one. Each item is gradable by the person to



whom the survey is being conducted and its rating is between a range where 1 is NEVER a source of stress and 7.

It is ALWAYS a source of stress.

**Table 2**

*Organizational stressors*

<b>Numbers Surveyed</b>		<b>33</b>
<b>Stressors</b>	<b>Núm. ítems</b>	<b>Result</b>
Organizational climate	1, 10, 11, 20	13,27
Organizational structure	2, 12, 16, 24	13,70
Organizational territory	3, 15, 22	8,58
Technology	4, 14, 25	10,24
Leader influence	5, 6, 13, 17	11,36
Lack of cohesion	7, 9, 18, 21	14,03
Group support	8, 19, 23	9,91
<b>TOTALS</b>		<b>81,09</b>

Source: Own elaboration, based on the survey to measure the ILO-WHO Work Stress scale.

To obtain the result of each stressor, the absolute ratings of the different items are added according to They are distributed. As can be seen in the study carried out, of the stressors the most prevalent is Lack of Cohesion with a 14.03, a big problem that is often found in different organizations, since there is little collaboration and they think only about the individual, the work teams are not organized and the pressure to achieve the objectives is too much, which causes strong disunity and stops fighting for a common good, causing a cause of stress.

In the end, all values obtained from each of the stressors are totaled and the absolute result obtained in this case, 81.09, is located in the Stress Levels table (Table 3) and thus determines the level of stress existing in the study carried out.

**Table 3**

*Stress Levels*

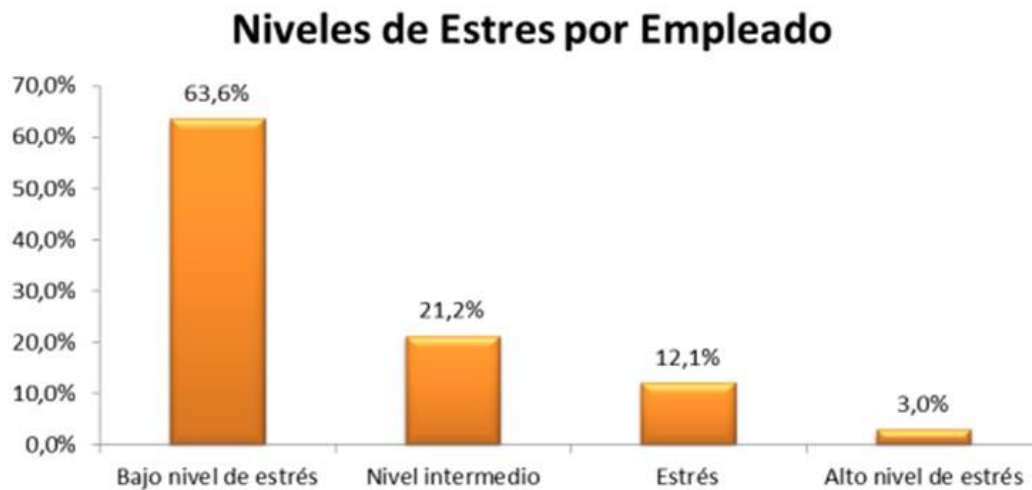
<b>Stress levels</b>	<b>Range General</b>
Low stress level	< 90,2
Intermediate level	90,3 – 117,2
Stress	117,3 – 153,2
High level of stress	> 153,3

Source: Own elaboration, based on the survey to measure the ILO-WHO Work Stress scale.

The different levels of stress can be seen in Table 3, where the general range starts from the lowest level to the highest. If we place the result from table 2 (81.09) in table 3, it can be seen that the stress level is low.

**Figure 1**

*Stress levels per employee*



Source: Own elaboration, based on the survey to measure the ILO-WHO Work Stress scale.

Of the 33 agents surveyed according to graph 1, it is found that 63.6% have a low level of stress, which is good for the service since they are managing adequate conditions in their work, however we cannot ignore the data obtained, since it is possible that the service is not demanding enough, causing the objectives to not be met, therefore, the ideal is to seek a balance between both aspects.

Only one piece of information of all is the most worrying, where the person surveyed according to the results obtained shows a serious level of stress which can cause future disabilities or in the worst case a sick leave, affecting on the one hand absenteeism and on the other the service rotation.

**Figure 2**

*Results of the stressors*



Source: Own elaboration, based on the survey to measure the ILO-WHO Work Stress scale.

According to the information collected, as seen in graph 2, it is detected that the cause that generates the most stress, with 17.3% of the total weight, is the lack of cohesion and organizational structure, that is, lack of unity and closer relationships. closeness between employees, more teamwork and collaboration between them, it is possible that this scenario is affected by the type of work, since there is very little time to strengthen this type of relationships, the above is not related to others studies (Akintunde-Adeyi et al., 2023) where they found that the main causes of stress were workload and low salaries.

On the other hand, and no less important, in second place we find the organizational climate as an important stressor, which is related to the study by Majid et al. (2023). Which shows the work environment among its main causes of stress level. The financial impact of the company was also found due to two factors or indicators, such as Absenteeism and Turnover, often a product of work stress. From the research carried out in the Contact Center of the city of Manizales, although there is historical data for both indicators (Absenteeism and Turnover), it is not possible to extract exact information to be able to define in what percentage they are due to work stress.

With respect to the Absenteeism that was collected, as can be seen in Table 4, in total during the last 12 months it is 6.3%, this data refers to Paid Absenteeism, that is, mainly Medical Disabilities. In addition, it was possible to have contact with the company's personnel administration area, but in 95% percent the reason for the Disability completed by the E.P.S indicates that it was due to general illness, therefore we do not have a way to tabulate and extract information. When evaluating the Rotation indicator, although the company carries out

retirement interviews, there is no specific parameter to know if the reason for staff resignation is due to work stress, in addition to this there is no information tabulated so it is even more complex to access said information.

**Table 4**

*Absenteeism and Turnover last year of Contact Center service*

<b>Time Value SMLV</b>	\$3.073,8
<b>Training Days</b>	20
Transportation Assistance	\$3.600,0
<b>Refreshment</b>	\$1.500,0
Training Scholarship	\$150.000,0

Month	Absenteeism			Rotation		
	% Abs	Hours Abs	Dinero x Abs	% Rot	Amount	Money x Rot
sep-16	4,6%	809	\$2.486.720,38	9,5%	11	\$2.772.000,0
oct-16	6,0%	1061	\$3.261.323,02	8,4%	9	\$2.268.000,0
nov-16	4,1%	816	\$2.508.237,12	4,1%	5	\$1.260.000,0
dic-16	4,6%	1107	\$3.402.718,74	5,8%	9	\$2.268.000,0
ene-17	5,3%	1300	\$3.995.966,00	8,5%	13	\$3.276.000,0
feb-17	4,8%	1066	\$3.276.692,12	17,0%	25	\$6.300.000,0
mar-17	6,6%	1362	\$4.186.542,84	4,0%	5	\$1.260.000,0
abr-17	7,6%	1707	\$5.247.010,74	1,6%	2	\$504.000,0
may-17	11,1%	2159	\$6.636.377,38	13,0%	14	\$3.528.000,0
jun-17	4,6%	834	\$2.563.565,88	22,4%	22	\$5.544.000,0
jul-17	7,4%	987	\$3.033.860,34	26,6%	21	\$5.292.000,0
ago-17	8,3%	1105	\$3.396.571,10	31,2%	24	\$6.048.000,0
<b>TOTALS</b>	<b>6,3%</b>	<b>14313</b>	<b>\$43.995.585,66</b>	<b>12,7%</b>	<b>160</b>	<b>\$40.320.000,0</b>

Source: Own elaboration, based on the information extracted from the EmMaster of the Contact Center service studied, from the last 12 months

Despite not being able to determine the exact percentage of impact of work stress on the company, it is known that in 1 year due to Absenteeism alone the company has lost approximately \$43,995,586 and \$40,320,000 due to turnover. To obtain the data of:

**Absenteeism:** The total number of total hours of absenteeism for the month was multiplied by the value of one hour according to the current legal minimum wage.

**Rotation:** All the training expenses that advisors entail to join the company were calculated and every time an advisor rotates, as there is a need to replace him or her, the company must incur new expenses, which could have been saved if the advisor was not I would have resigned. The jacks are those generated during the training processes to enter the service, this

phase lasts 20 days and since the advisor is not yet hired, during this period he has some benefits, such as the payment of a training scholarship, a daily transportation aid and a snack. For all of the above, the number of advisors who rotate in the month is multiplied by the value of the training scholarship plus transportation assistance and refreshments for the 20 days of training.

In total, the company evaluating only these two points, in one year it has lost \$84,315,586, therefore and although it is not known for sure how many would be improved or would stop losing, if it has a better work environment, the conditions The work conditions would be optimal and if other important aspects that generate work stress are avoided, the staff could work with much more satisfaction, they would avoid having medical disabilities as much as possible and in addition to this, rotation would be avoided, since the advisor would not resign and there would be few leave forced for non-compliance with indicators, since the advisors would make more efforts to comply with the indicators proposed by the company.

## 5 CONCLUSIONS

It is concluded that work stress is a problem that we currently see in all organizations, as evidenced by Santhanam and Balaji (2023), in whose study it was shown that stress is not only a present effect within companies. , but also in remote work from home, which increased with the Covid-19 pandemic, these stress conditions can vary for each person depending on the area in which they work, age, gender, among other variables, without However, in the Contact Center under study, in the Customer Service Department with cross-selling, it is found that it handles low stress levels according to the application of the ILO scale, since once the survey was applied, a result was obtained of 81.09 in absolute value, being below 90.02, the latter being the limit of the range to move to an intermediate stress level.

Regarding the financial impact, it is detected in the organization that it does not have exact information to measure the loss of money caused by stress, since the disabilities referred by the E.P.S, in the diagnosis, the vast majority indicate to be due to general illness. Additionally, when there is rotation, although a retirement interview is carried out, the information is not tabulated and is not detailed enough to determine if a person's resignation is caused by work stress. As the company has data from the last year on both Absenteeism and Turnover, it was possible to make approximate calculations of the money that the company has lost for these reasons. Due to Absenteeism alone, the company has lost approximately \$43,995,586, taking into account the number of missing hours of the advisors for the value of

each hour, while for rotation it is approximately \$40,320,000 COP, due to all the expenses involved in hiring, such as the payment of training scholarships, food and transportation aid, during the 20-day training period, which is necessary to replace people who rotate in the company. Losing more than \$84,000,000 COP a year.

As identified, although there are low levels of stress at a general level, there are cases within the Contact Center that cannot be left aside, since 12.1% of the employees surveyed have stress levels and 3.0% has high levels of stress. If action is not taken immediately and the company does not take action with these agents, these people would be very likely to get sick and therefore become incapacitated, generating absenteeism and in the worst case scenario, they could end up resigning.

With the above, it is advisable to promote strategies for the management of stress management techniques that contribute to improving the performance and productivity of workers as mentioned in the findings of Bruning & Frew (2007), mentioned by Akintunde-Adeyi et al. (2023).

The causes that most affect the levels of work stress of the company's employees are mainly the Lack of Cohesion with a rating of 14.03 in absolute value. This is a big problem since there is little collaboration and employees think only about the individual good, work teams are not organized and the pressure to achieve objectives is too much, which causes strong disunity and they stop fighting for a goal. common good, cause a cause of stress.

Stress mainly affects the health of employees, generating a series of work and family problems. One of the sectors that is greatly affected is health due to its high level of responsibility and all the situations that arise, but Workplace stress has been in organizations for several decades and has currently increased due to the rapid growth of industrial development, globalization and the degree of competition demanded by the market where only the strongest survive.

Work stress is a problem that affects global society, therefore organizations should have in their human resources area a management and control plan with their employees, to prevent this problem from not occurring or from being as low as possible, since that in the end this would represent economic benefits for the company and more stability for the staff in the work areas.

Therefore, if an advisor works comfortably and is satisfied in the company, because he has leaders in charge who guide him correctly to achieve objectives, provides constant support and seeks the common good, the agent will avoid the maximum would become incapacitated and would not resign because they would not want a different job and their sense of belonging to the organization would grow.



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