

An Analysis of the Relationship Between Job Burnout and Job Satisfaction Among Food Service Crews Amidst the COVID-19 Pandemic in the Philippines

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Abstract

COVID-19 pandemic devastated everyone and caused way too many problems. It is a frightening thought, and people are aware of how it can affect their lives. It suffered the most work losses and anxiety. There has been no improvement in almost a year since the coronavirus outbreak. Thus, many employees, including food service crews, have been laid off while others are lucky enough to keep their jobs. This study investigates the relationship between job burnout and job satisfaction among food service crews during the COVID-19 pandemic. Based on the statistical findings, there is a significant relationship between job burnout and job satisfaction ($r=-.081$) with an associated probability value of 0.05 alpha level of significance.

Keywords: Job burnout, Job satisfaction, COVID-19 pandemic, Food service crews

1. INTRODUCTION

COVID-19 pandemic devastated everyone and caused way too many problems. It is a frightening thought, and people are aware of how it can affect their lives. It suffered the most work losses and anxiety. There has been no improvement in almost a year since the coronavirus outbreak. Thus, many employees, including food service crews, have been laid off while others are lucky enough to keep their jobs. Fast food restaurants are well-known for their inexpensive meals, and they are still well-liked by many customers. However, dining at a fast-food chain is now terrifying due to the pandemic, particularly fast-food chains' service crew. Service crews are also scared that they have a dangerous task, and the issue of whether or not they can be happy with their work is still there. The tragedy hit them out of nowhere when their work was affected by the pandemic.

Thus, most of the Philippines' fast-food establishment has reduced their employees to follow the government's safety protocols. Many people found it strenuous to work. Some of them have pursued their work not only in the office but also in the fast-food chains. As a result, many service crews feel exhausted and anxious about their work. According to Bi, Choi, Yin, and Kim (2021), in in-service industries such as restaurants, abusive customer behaviors may evoke emotional exhaustion and burnout in the frontline. Foodservice employees exhibit high levels of job satisfaction, personal burnout, and job motivation. In restaurants with more complex menus, odds of burnout as well as food safety violations are higher. Job motivation influences job satisfaction favorably, while burnout has a negative impact. (Silva, Hakim, Zanetta, Saman, Pinheiro, & Cunha 2021).

Furthermore, many companies closed, many people lost their jobs. Looking for a job has been difficult in this situation. Nevertheless, many people persevere their work even when it comes to meager income. As Omar, Vaamonde, and Salessi (2019) stated, most fast-food employees are moderately involved in their job. Due to the fast-food industry's nature, it requires a repetitive job and long working hours. It also provides low job security and less competitive work. According to Wang, Jin, Wang, Zhao, Sang, and Yuan (2020), not only did job satisfaction have negative direct impacts on burnout and turnover intention, but it also had an indirect influence on the turnover intention by burnout as a mediator.

A study on the analysis of the relationship between burnout, socio-demographic and workplace factors, and job satisfaction among emergency department health professionals by Tarcan, Hikmet, Schooley, Top, and Tarcan (2017) believe that there is a relationship between burnout and job satisfaction. The result implied that employees who have a good experience are most likely to have job satisfaction, and people who have a bad experience have a possibility of job burnout. In contrast, Saeidi, Izanloo, and Izanlou's (2020) study showed no significant relationship between the said variables. Thus, this explains that people exposed to extreme stress for a long time are more likely to suffer from occupational burnout.

This study aims to understand how this new normal setup affects psychological and behavioral well-being among food service crews. In addition, it will enlighten the situations and experiences of the fast-food employees in this pandemic. Thus, this study will also help the respondents understand the relationship between burnout and job satisfaction in fast-food restaurants.

1.1 Research Questions

This study investigates the relationship between job burnout and job satisfaction of food service crews amidst the pandemic in the Philippines. This research sought to address the following questions:

1. What is the level of the job burnout of the service crews in terms of:
 - 1.1 disengagement; and
 - 1.2 exhaustion?
2. What is the level of the job satisfaction of the service crews in terms of:
 - 2.1 intrinsic; and
 - 2.2 extrinsic?
3. Is there a significant relationship between the service crew's job burnout level and job satisfaction?

2. REVIEW OF RELATED LITERATURE

2.1 Job Burnout

Burnout is a symptom of physical, emotional, and conduct fatigue; emotions of dissatisfaction with self and distrust of one's competencies. The response of occasions accompanying someone while going through such pressure is a reaction to interpersonal stressors (Hayati & Fitria, 2018). According to Maslach and Later (as cited in Kardiawan, 2018), burnout is a state of affairs in personnel, including jogging out of energy (physical, emotional, and intellectual exhaustion).

The study of Tohochynskyi, Valieiev, Arsentieva, Ivchuk, Sidash, and Perakchuk (2020) determined the level of Ukrainian penitentiary officers' burnout and job satisfaction, as well as qualities of the relationship of these mental phenomena. The findings revealed a high level of correctional staff burnout in comparison with other developed and developing countries. Also, vocational burnout is more likely to be affected by dissatisfaction with contingent rewards, communication, and operating conditions. Furthermore, the study also revealed a weak relationship between total job satisfaction and the aggregated global measure of burnout.

Also, Otto, Ruyssseveldt, Hoefsmit, and Van Dam (2021) stated that although proactive burnout prevention is likely to lessen burnout complaints, excessive burnout levels may frustrate these activities. Therefore, the study used a four-wave longitudinal panel design to investigate temporal relationships between proactive burnout prevention and burnout over three, six, and nine weeks. The study's findings revealed that proactive burnout prevention harmed burnout three, six, and nine weeks later, and burnout harmed proactive burnout prevention three, six, and nine weeks later.

Further, Nguyen, Kitaoka, Sukigara, and Thai (2018) revealed that severe burnout is widespread among clinical nurses. It is almost the same percentage as weary nurses; those nurses could be easily in danger of burnout if no prevention were done. More days' on-duty work strongly predicted burnout. This study suggests various factors leading to burnout. According to the results, many solutions or interventions can be applied for burnout prevention, such as the consideration of more nurses and appropriate work schedules. Solutions to limit exhaustion might also include minimizing favoritism by managers and ensuring fair distribution of opportunities.

Burnout and workplace frustration are two of the issues confronting the U.S. healthcare system. More than half of U.S. physicians experience burnout symptoms, and just 45 percent will choose their practice as a profession again if given the option. Burnout, marked by physical fatigue, a loss of desire for jobs, a diminished sense of personal satisfaction, and cynicism, is a long-term reaction to job-related emotional and behavioral stressors. Burnout has been linked to medical mistakes, work turnover, drug misuse, suicidal ideation, and rates of burnout among doctors have been rising in recent years. Burnout is most common in some specialties, such as family medicine and emergency medicine (both more than 60%), and it is more common in female doctors than male

physicians. According to eight physician assistants (PAs) studies, extreme burnout is typical for those employed in emergency medicine, critical care, and oncology. (McCall, Essary, Gellert, Smith, & Coplan 2018)

According to Alessandri, Perinelli, De Longis, Schaufeli, Theodorou, Borgogni, Caprara, and Cinque (2018), the relationship between workers' emotional stability and burnout, however, is not direct. Instead, workers' emotional stability seems to set the basis for their perceived ability to manage negative emotions. Workers high in emotional stability show a naturally increased ability to deal with negative work-related emotions, and this latter seems to ensure them a higher stress resistance. Thus, it appears that emotional self-efficacy beliefs in managing negative emotions at work are the key mechanism that protects workers from developing burnout-related symptoms.

Meanwhile, Silva, Hakim, Zanetta, Saman, Pinheiro, and Cunha (2021) stated that the burden of foodborne illness in restaurants emphasizes the importance of researching various cognitive and operational factors concerning food safety. Satisfaction, inspiration, burnout, and menu difficulty were analyzed and assessed to determine novel variables that may affect food safety violations. Given the unpleasant experiences and high levels of burnout that food service workers can face, understanding reasons that can be controlled to prevent this is essential for the hospitality industry. Employee burnout and food safety violation ratings were higher in restaurants with more complicated menus.

A study conducted by Yazicioglu and Kizanlikli (2018) investigated the relationship between trait fear, desire to leave, burnout, and its sub-dimensions in restaurant workers. According to the results, most workers have a mid-trait anxiety level, and work burnout and its sub-dimensions and desire to leave vary in trait anxiety levels. In this regard, as participants' trait anxiety levels rise, so do their intentions to leave, burnout, cognitive fatigue, and depersonalization. Employees' intentions to leave and burnout are also affected by trait fear. Furthermore, trait anxiety predicts mental fatigue accurately than total burnout and other sub-dimensions.

Ozturk (2020) revealed that airline flight crews who had elevated burnout syndrome during usual times had lesser burnout syndrome during crisis times. It is assumed that the explanation for this condition is that they hold to their positions more closely to avoid losing them.

The study of Jacobs (2020) stated that there is an association between self-efficacy, school environment, and burnout, and there is no distinction between school levels for self-efficacy or burnout, according to the results. Therefore, prospective studies suggest surveying officials learn about their perspectives on school counselor burnout. Implications for social progress include healthy school counselors who will do a great job developing healthy school conditions, which would benefit their customers.

According to the study of Novotny (2016), burnout is a struggle faced by many counselors and can have severe consequences for counselors and clients if not recognized and addressed. The study findings revealed a moderate-to-strong negative association between counselor self-efficacy and burnout and a small-to-moderate positive relationship between attitude and grit and counselor self-efficacy.

The current systematic review shows that; cardiovascular diseases, depressive symptoms, Musculoskeletal pain, psychotropic and antidepressant treatment, job dissatisfaction, and absenteeism are all consistent burnout effects. In the cases of headache and insomnia, there were mixed results (Salvagioni, Melanda, Mesas, González, Gabani, and De Andrade, 2017). Other consequences were discovered in only one study; therefore, longitudinal studies are still needed to investigate these burnout relationships. Personal and social consequences of burnout highlight the need for early detection and prevention of this health condition in the workplace.

The study of Au, Kehn, Ireys, Blyler, and Brown (2018) concluded that emotional exhaustion, often used as a predictor of future burnout, was moderate in the study. Nevertheless, care coordinator burnout will need to be monitored regularly to maintain a critical workforce to integration efforts. The study's findings recommend that most care coordinators working in integrated programs are satisfied with their jobs, feel connected with the people they serve and feel a strong sense of achievement.

Shoji, Lesnierowska, Smoktunowicz, Bock, Luszczynska, Benight, and Cieslak (2015) found that job burnout may increase the risk of developing Secondary Traumatic Stress (STS). Still, STS symptoms are unrelated to job burnout at follow-ups. Job burnout appears to have a one-way link with STS, with job burnout serving as a potential "gateway" symptom that increases the risk of developing STS. The findings suggested that loss spirals caused by high levels of job burnout and insufficient resources are still crucial in dealing with indirect traumatic event exposure.

2.2 Job Satisfaction

One of the significant issues that have drawn the attention of the organization and academicians is job satisfaction. Given the rising competition resulting from globalization, managers have placed a high value on job satisfaction. Job satisfaction may have a significant factor in organizational commitment in many studies. Satisfied employees will put out the extra effort and contribute positively to their organizations' performance and efficiency.

Job satisfaction will lead to increased productivity, profitability, and increased employee commitment to the organization. (Thiagaraj & Thangaswamy, 2017)

In Thiagaraj and Thangaswamy's (2017) study, different issues that need to be clarified for research in job satisfaction are presented. Job satisfaction, job attitude, and morale are all terms that have been defined in depth. According to the study, job satisfaction affects productivity, employee turnover, absenteeism, safety, stress, unionization, and other difficulties. Job satisfaction can be measured in a variety of ways. Rating scales, work descriptive index, Minnesota satisfaction questionnaire, critical incidence, interview, and action tendencies are some of the tools available.

The study of Chen, Liu, Pang, Liu, Fang, Wen, Cheng, Xie, Zhang, Zhao, and Gu (2020) showed that during the COVID-19 epidemic, job satisfaction played a partial mediation role in the relationship between professional identity and job burnout among university teachers. The study's findings are critical to the development and retention of university teachers. This study shows that job satisfaction appears to be a mediator between teachers' professional identity and job burnout. As a result, enhancing job satisfaction can help prevent teacher burnout. Thus, job satisfaction has become a vital intervention approach in educational psychology and vocational psychology as a significant component affecting teachers' professional growth.

The study of Dayang (2020) showed that all three research variables were positively and significantly associated with job satisfaction, rewards, training, development, and promotion opportunity. The employee's job satisfaction level tends to increase the more value attached to rewards, and reward is the strongest predictor of job satisfaction. Based on the 150 samples survey questionnaire being used descriptively and inferentially by SPSS software. There has a significant positive effect on job satisfaction among fast food industry employees' training and development in Perlis.

Pei and Chee (2019) attempted to test the linkage among these variables; work-life balance and self-efficacy influence job satisfaction. The study used administer questionnaire consisted of a work-life balance scale, occupational self-efficacy scale, and genetic job satisfaction scale was employed. The self-efficacy and work-life balance are significantly correlated with job satisfaction it as revealed by Pearson Correlation. Multiple regressions result that self-efficacy is the strongest predictor for job satisfaction, followed by work-life balance. There are no significant differences between female and male employees regarding work-life balance, self-efficacy, and job satisfaction. In this study, quantitative methods have been to collect all the necessary information. Understanding, applying inquiry plans as surveys, and collecting data to attain statistical data. The study results show that work-life balance and self-efficacy predict job satisfaction and significantly correlate to job satisfaction among the fast-food industry workers. And work-life balance and self-efficacy can lead to a high level of job satisfaction.

The study of Taspinar and Turkmen (2019) revealed that managers had placed a high value on job satisfaction. Therefore, the question "What is the relationship between job satisfaction and job leaving levels in the fast-food industry?" was answered. The findings revealed that internal job satisfaction did not significantly affect the desire to leave the profession. On the other hand, external job satisfaction was found to have a statistically significant negative impact on leaving the profession.

Bennett (2019) found a moderately significant positive relationship between overall job satisfaction and overall organizational commitment among fast-food restaurant employees. It was unknown whether there was a link between overall job satisfaction and overall organizational commitment among Caribbean fast-food restaurant employees. Previous research in various cultures and industries has consistently found a favorable association between the two constructs. The findings indicate that a satisfied employee is more likely to stay with the company.

According to Rahman, Khan, and Akhter's (2017) study, Full-time Takaful and insurance industry direct sales representatives' job satisfaction is essential. The value of job satisfaction in the insurance industry prompted this investigation into Herzberg's two-factor theory and the moderating effects of Shari'ah perception.

In the study of Saleem (2015), the findings show that transformational leadership has a positive relationship with job satisfaction, implying that transformational leaders can influence organizational members' psychological states through their inspiring and motivating behavior. On the other side, there is a negative relationship between transactional leadership and job satisfaction, implying that transactional leaders are more concerned with achieving organizational goals through rewards or punishments and less concerned with employee motivation.

According to the findings of Raziq and Maulabakhsh (2015), transformational leadership can structure a less political working environment, which ultimately has a positive effect on the job satisfaction of teachers. On the other hand, transactional leadership has such qualities that can strengthen the organizational politics perceptions among teachers, which ultimately negatively affects their job satisfaction. The study finishes with some brief suggestions, such as the importance of a pleasant working environment in maximizing employee satisfaction.

Ovadia and Rothschild (2018) revealed that job satisfaction is mainly associated with zest, gratitude, hope, humor, and leadership as an airline pilot. Curiosity, leadership, gratitude, zest, hope, and social intelligence all

played a role in CRM behaviors during flight, according to the new results. As a conclusion to this study, it should be noted that while some strengths contribute to a variety of desired outcomes, others contribute to specific outcomes uniquely.

Thus, Park and Park (2019) examined the influence of airline cabin crew personal capacity on job satisfaction. It was discovered that professional capability, experience capacity, and skill capacity, which are sub-factor factors of personal capacity, positively affected job satisfaction. Specific competence and workplace satisfaction are also positively influenced by recovery resilience. It has been empirically shown that the personal qualities of the airline crew have a considerable impact on the work satisfaction of flight attendants. It can be seen that flight attendants tend to go beyond and above their tasks and that involved and confident cabin crew members tend to perform well. It has been empirically shown that the personal qualities of the airline crew have a considerable impact on the work satisfaction of flight attendants.

Also, Kwon, Byun, and Park (2019) study revealed that nine variables have a statistically significant (p -value. 1) effect on bus drivers' work satisfaction of the four groups and fourteen explanatory variables used in the study. Driver category-bus driving experience; residence; job category-business type; work type; work hour satisfaction; income satisfaction; driving category-negative passenger behavior; road situation pressure; and rest category-toilet usage.

The findings of Al-Abdullah, Al Zadjali, Dalluay, and Jalagat (2017) showed that higher significant correlations on the following job satisfaction factors: work relationships pay and promotion, and the use of skills and abilities a favorable relationship with employee job satisfaction with R-values 0.451, 0.398, and 0.253 and are significant, while the negative correlation for work activities with -0.388 and significant at $p=0.0040.5$ level of significance. However, the p -value of 0.080 indicates no association between general working conditions viewed by Oman Air workers and employee job satisfaction.

2.3 Job Burnout and Job Satisfaction

The study conducted by Song, Xiang, Liu, and Yu (2020) revealed that job satisfaction is currently relatively poor and negatively impacts job burnout. The overall level of work satisfaction was moderate. Job burnout was at the center of the burnout scale. Work satisfaction can be a negative predictor of job burnout (direct impact 0.684). Job satisfaction and job burnout are influenced by the following factors: quality of the jobs, salary, incentives, and contact.

According to the study findings of Aliyeva and Tunc (2015), there are significant differences between those graduating from the Guidance and Psychological Counseling department and those graduating from the Guidance and Psychological Counseling department in terms of self-efficacy, psychological capital, job satisfaction, and burnout scales. However, those graduating from the Guidance and Psychological Counseling department have more burnout points. The findings showed a significant and positive relationship between self-efficacy and job satisfaction. There is a significant and negative relationship between self-efficacy and burnout. However, there is no significant relationship between burnout and job satisfaction or psychological capital and burnout.

Thusm Hardin, Zakrajsek, and Gaston (2015) stated that coach behaviors' influence on how athletes think, feel, act, job satisfaction, and burnout are essential factors to consider. Emotionally burned-out coaches struggle to provide effective instruction, emotional support, and appropriate feedback. Coach burnout can be avoided by recognizing signs and symptoms of emotional and physical exhaustion in coaches and taking preventative measures, such as nurturing self-determined forms of motivation and satisfaction.

The study lead by Mohamed, Nikmat, Hashim, Shuib, and Raduan (2020) stated that academicians suffer from high levels of burnout in personal, work, and client-related matters. According to this study, which has contributed to higher psychological distress among them and negatively impacted their job satisfaction. According to this study, compared to non-academicians, they have higher levels of burnout in personal, work, and client-related matters, which has contributed to higher psychological distress and negatively impacts job satisfaction.

However, Scanlan and Still (2019) study stated that job satisfaction, turnover intention, and burnout were all strongly correlated, confirming previous research. The job resources of rewards and recognition, job control, feedback, and participation were the most strongly linked to lower levels of burnout, lower turnover intentions, and higher job satisfaction. Emotional demands, shiftwork, and work-home interference were all linked to higher levels of exhaustion on the job. Thus, this research has uncovered some critical correlates of both positive and negative employee outcomes.

According to the cluster study of Jurado, Fuentesc, Atriac, Ruiz, and Linares (2019), one-third of high school teachers were very burned out. There was further evidence linking high burnout to insufficient levels of perceived efficacy (personal and communal), work satisfaction, and professional dedication. Furthermore, when instructors are burnt out, their impression of the educational atmosphere is less optimistic. The findings hypothesis that perceived personal efficacy acted as a moderator in the link between burnout and work satisfaction.

The study lead by Mijakoski, Bislimovska, Basarovska, Minov, Stoleski, Angeleska, and Atanasovska (2015) found a link between work demands and burnout among surgery nurses. Perceived teamwork, on the other hand, was linked to job satisfaction and lower levels of burnout. In addition, teamwork was a significant partial mediator of the relationship between work demands and burnout and a significant full mediator of the relationship between job engagement and job satisfaction. They discovered that teamwork only moderated the relationship between job engagement and job satisfaction.

Also, Pandey and Singh (2016) claimed that ASHAs play an essential part in ensuring that healthcare reaches the masses in India. The negative relationship between surface and deep-level emotional labor techniques was a significant result. Furthermore, studies show that high surface-level emotional labor is correlated with lower burnout and higher work satisfaction. The insights provided by the conservation of resources theory and affective events theory assist us in further understanding the findings. These significant implications for the emotional labor approach that community health workers can use while interacting with patients.

The study of Munnangi, Dupiton, Boutin, and Angus (2018) revealed a significant relationship between perceived stress, burnout, and job satisfaction. The work environment significantly impacts burnout, job satisfaction, and perceived stress experienced by trauma nurses in a safety-net hospital. The study recommends that nursing administration can make an effort to understand the levels of burnout and strategically improve the work environment for trauma nurses to minimize stressors leading to attrition and enhance job satisfaction.

According to the study of Oliveira, Silva, Lopes, and Galvao (2019), burnout was found to be a predictor of job satisfaction, while depressive symptoms were found to be a predictor of professional exhaustion. It is possible to relate job satisfaction among hospital employees to the type of occupation and length of employment. Burnout is associated with the gender of the participants. According to the correlation analysis between the three factors, the absence of burnout syndrome was a predicted factor for job satisfaction. Professional exhaustion was found to be predicted with depressive symptoms.

Thus, Almato, Soler, Duran, Noguer, Devesa, Padrosa, and Canal (2020) revealed a significant relationship between burnout and job satisfaction, and emotional exhaustion as a significant predictor of all dimensions of job satisfaction while there is no significance in depersonalization. Burnout and job satisfaction have established a relationship as an independent variable, similarly to other socio-demographic variables.

According to Lu, Hu, Huang, Zhuang, Guo, Feng, Hu, Chen, Zou, and Hao (2017), physicians' decision to leave was influenced by the number of hours they worked per week, the type of institution they worked for, and their age. The study's finding showed that job satisfaction was directly and negatively linked to turnover intention. Work tension and work-family conflict were directly, indirectly, and positively related to turnover intention. Job satisfaction, job tension, work-family conflict, weekly hours employed, working in an urban/rural environment, types of institutions, and age are all variables that influence turnover intentions.

A study on the evaluation of burnout levels in teachers regarding socio-demographic variables, job satisfaction, and general self-efficacy by Capri and Guler (2018) found a significant negative relationship between levels of occupational burnout, job satisfaction, and general competence views among teachers. Furthermore, job satisfaction and general competence belief were both significant predictors of occupational burnout.

Khare and Kamalian (2017) studied the relationship between job satisfaction and burnout. The study concluded an indirect and linear relationship between the two variables. The assumptions regarding the detailed findings of the research have assumed that increasing job satisfaction decreases depersonalization, emotional exhaustion, and lack of efficiency. In addition, job satisfaction also leads to a more stable personality in the workplace, a reduction in negative behaviors, and an increase in the efficiency and effectiveness of the organization's goals and objectives, which will be aligned with the aims and objectives of other employees and supervisors.

The study of Lee (2015) revealed that stress and psychological well-being were more important to an individual's levels of burnout in a traumatic working environment. People in the middle of their careers were less satisfied than those who had just begun or were nearing retirement. Perceived social reinforcement had little predictive influence over career fulfillment, burnout, overall psychological well-being, and age did not equate to burnout in a traumatic workplace setting.

Due to the pandemic, service crews faced many obstacles. They struggled to adjust to the new normal because they were afraid of being infected with the virus, killing them or a loved one. They had to work in food chains for a long time, so service crews developed coping skills such as optimistic reinforcement and change. Service crews discovered that keeping a positive attitude helps a lot when coping with a stressful situation. They also discovered the changes they needed to make when faced with adversity. Then, amid the fact that the pandemic caused difficulties and improvements, service crews saw this as an excuse to take a rest, despite financial concerns.

The optimistic memories of Service Crews during the pandemic stem from the stronger relationships they develop with themselves, their friends, their peers, and with God. (Buenaobra, Escoto, & Tus 2021)

The cited studies above have found a relationship between burnout and job satisfaction. It shows that job burnout can affect job satisfaction in the fast-food industry, and it varies in different aspects. The associated literature and studies compiled and presented in this chapter, in general, demonstrate the various gaps between job burnout and job satisfaction.

3. METHODOLOGY

3.1 Research Design

The research method that was used in this study was the descriptive-correlation design. The research design assists the researcher in conveying their research problems efficiently. It grants the researcher a choice on how they would conduct their research and provides the study a well-profound direction throughout analyzing all the information collected and used (Jovancic 2020). The study's objective was to evaluate job burnout, job satisfaction, and their relationship to service crew efficiency. The descriptive-correlation approach was used in the study to assess the relationship between the said variables. It is a method that uses secondary data for two or more variables from various sources to establish a relationship between variables (Omair 2015). A descriptive research design was used to describe the characteristics of the underlying research phenomenon. A quantitative research technique was used in which a survey was conducted through the distribution of questionnaires in non-contrived study settings (Saleem 2015).

3.2 Participants

Respondents of this study were the service crews of various fast-food chains affected by the COVID-19 pandemic around the Philippines. The sampling technique that the researchers utilized for the study was the convenience sampling method. The study participants were 285 fast-food chain crews.

3.3 Instruments

The instrument utilized in this study was the Oldenburg Burnout Inventory developed by Demerouti and Nachreiner (1998) and Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, and Lofquist (1967) to determine the respondent's job burnout and job satisfaction.

Scoring of the Oldenburg Burnout Inventory has been done on a four-point rating scale. This instrument is a 16-object survey with definitely and negatively framed items that covers two areas: exhaustion (physical, cognitive, and affective aspects) and disengagement from work (bad attitudes towards work objects, content, or in general). The reliability of the exhaustion subscale has a Cronbach's alpha score ranging from 0.74 to 0.84 and disengagement subscale ranging from .73 to .85 (Reis, Xanthopoulou, & Tsaousis, 2015).

Meanwhile, Minnesota Satisfaction Questionnaire (MSQ) was designed to measure an employee's satisfaction with his or her job (Weiss, Dawis, England, & Lofquist 1967). The questionnaire consists of 20 questions regarding the intrinsic and extrinsic motivation of service crews. A five-point Likert Scale was used in the instrument appointed on lowest to highest satisfaction rates. It measures three levels of satisfaction: intrinsic satisfaction, extrinsic satisfaction, and overall satisfaction level. The reliability score for intrinsic and extrinsic subscales was 0.76 and 0.82, while the general satisfaction was 0.86 (Bello, Adewole, & Afolabi, 2020).

3.4 Procedures

Some steps were considered in this study's conduct to discover the result in inspecting the relationship between job burnout and job satisfaction among the service crews in the Philippines. Using an online form allowed the researchers to collect data by creating a customized survey consisting of twenty (20) questions regarding job satisfaction and sixteen (16) questions concerning job burnout. Following the initial steps, participants were urged to offer any clarification, concerns, or confusing questions that arose from any technological challenges. A link was placed online so that respondents could quickly access the forms or survey questionnaire. After responding to the survey, the information or response was immediately entered on the forms to make sense of the acquired data. Given the pandemic condition, the study took challenging procedures to design an effective data collection method.

3.5 Ethical Considerations

The researchers sought permission from their research professors for the data collection process and instruments. Ethical standards were strictly followed to ensure that approval is granted.

Participants who were identified and qualified to be involved based on the criteria laid out were asked to give explicit consent through informed consent with the professor's help.

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The protocol standard for data collection discussed the written informed consent. The nature and objectives of the study were explained; the research objectives of the participants were clarified in regards to their voluntary participation, and they were assured that they could withdraw their participation at any time. Furthermore, the participants were assured that all data gathered during the development of the study would only be used for academic and research purposes and that their identities would be protected through the use of code names. As a result, the interview guide's language was appropriate for the participants' literacy level.

4. RESULTS

This part presents the findings according to the study's research questions. The Pearson correlation coefficient was computed using SPSS 26 to compare the mean and determine the significance between variables.

4.1 Respondents' Job Burnout

This part comprises the respondents' job burnout regarding disengagement (bad attitudes towards work objects, content, or in general) and exhaustion (physical, cognitive, and affective aspects).

A table was used to describe the respondents' respective profiles concerning their job burnout. It showed the indicators of job burnout represented by statements based on the Oldenburg Burnout Inventory (Demerouti and

Table 1
Respondents' profile in terms of Job Burnout-Disengagement

Indicators	Mean	Verbal Interpretation
1. I always find new and interesting aspects in my work	1.52	<i>Average</i>
2. It happens more and more often that I talk about my work in a negative way	2.77	<i>High</i>
3. Lately, I tend to think less at work and do my job almost mechanically	1.92	<i>Average</i>
4. I find my work to be a positive challenge	1.55	<i>Average</i>
5. Over time, one can become disconnected from this type of work	2.65	<i>High</i>
6. Sometimes I feel sickened by my work tasks	2.53	<i>High</i>
7. This is the only type of work that I can imagine myself doing	1.96	<i>Average</i>
8. I feel more and more engaged in my work	1.57	<i>Average</i>
	2.06	<i>Average</i>

Nachreiner 1998), the mean of the respondents' answers, and the verbal interpretations of the respective means.

Table 1 revealed that the respondents obtain a total mean score ranging from 1.52 to 2.77, which applies to average up to a high level of job burnout disengagement. This shows that service crews are often concern about their jobs or the company. Achieving the average level of job burnout disengagement also revealed that service crews don't consider work to be anything more than a job but have seen themselves aware of the essential things needed to be done with their work. Additionally, the mean of the responses from indicators 2, 5, and 6 have reached the level of interpretation of high, which pertains that service crews often feel disengage with their job due to much enervation that it causes them.

Based on the information displayed in Table 2, the respondents obtained total mean scores ranging from 1.33 to 2.55, respectively. It shows that service crews' profiles have a low up to a high level of job burnout exhaustion.

Table 2
Respondents' profile in terms of Job Burnout - Exhaustion

Indicators	Mean	Verbal Interpretation
1. There are days when I feel tired before I arrive at work	2.44	<i>Average</i>
2. After work, I tend to need more time than in the past in order to relax and feel better	2	<i>Average</i>
3. I can tolerate the pressure of my work very well	1.33	<i>Low</i>
4. During my work, I often feel emotionally drained	2.55	<i>High</i>

5.	After working, I have enough energy for my leisure activities	1.85	Average
6.	After my work, I usually feel worn out and weary	2.28	Average
7.	Usually, I can manage the amount of my work well	1.53	Average
8.	When I work, I usually feel energized	1.64	Average
		1.95	Average

Generally, a total average mean score of 1.953, was computed which is found and interpreted as average. This revealed that the respondents have an intermediate level of job burnout exhaustion, which pertains that service crews can sometimes feel the physical and emotional tiredness that the job causes them but keep ongoing. The table also showed a low interpretation of indicator 3, which means that the service crews can't tolerate the pressure that the work causes them. It is due to the environment that has many people to serve and work to be done. Furthermore, service crews often feel emotionally drain in dealing with their work as it reached a high level of verbal interpretation.

3.3 Respondents' Job Satisfaction

This part consists of the tables for the respondents' job satisfaction in terms of intrinsic and extrinsic. The tables include the indicators of job satisfaction represented by statements based on the Minnesota Satisfaction Questionnaire (MSQ), the mean of the respondents' answers, and the verbal interpretations of the respective means.

Table 3

Respondents' profile in terms of Job Satisfaction - Intrinsic

Indicators	Mean	Verbal Interpretation
1. Being able to keep busy all the time.	4.35	Above Average
2. The chance to work alone on the job.	3.62	Above Average
3. The chance to do different things from time to time.	4.06	Above Average
4. The chance to be "somebody" in the community.	4.77	High
5. Being able to do things that don't go against my conscience.	4.05	Above Average
6. The way my job provides for steady employment.	4.36	Above Average
7. The chance to do things for other people.	4.56	High
8. The chance to tell people what to do.	4.33	Above Average
9. The chance to do something that makes use of my abilities.	4.55	High
10. The freedom to use my own judgment.	3.75	Above Average
11. The chance to try my own methods of doing the job.	4.22	Above Average
12. The feeling of accomplishment I get from the job.	4.62	High
	4.27	Above Average

Table 3 revealed that the respondents obtain a total mean score ranging from 3.62 to 4.77, which applies to above-average up to a high level of intrinsic job satisfaction. This shows that service crews are often feeling satisfied with the tasks and benefits of the given job. Having an above-average level of intrinsic job satisfaction also revealed that service crews had used their skills and creativity to achieve a significant interaction with their customers. Due to this, they can serve their customer efficiently. The table also showed a high interpretation of indicators 4, 7, 9, and 12, revealing that the service crews can be labelled as "somebody" in the community and were given a chance to serve other people. Additionally, service crews can use their abilities to deal with their job and feel the accomplishment by doing it.

Table 4

Respondents' profile in terms of Job Satisfaction - Extrinsic

Indicators	Mean	Verbal Interpretation
1. The way my boss handles his/her workers.	3.99	Above Average
2. The competence of my supervisor in making decisions.	4.16	Above Average
3. The way company policies are put into practice.	4.41	Above Average
4. My pay and the amount of work I do.	4.3	Above Average
5. The chances for advancement on this job.	4	Above Average
6. The working conditions	3.95	Above Average
7. The way my co-workers get along with each other.	4.46	Above Average

8. The praise I get for doing a good job.	4.41	<i>Above Average</i>
	4.21	<i>Above Average</i>

Data from Table 4 revealed a total average mean of 4.21 from the respondents regarding their extrinsic job satisfaction. This finding indicated that the supervisors influence their employees to do their job effectively. Achieving the above-average level of extrinsic job satisfaction also revealed that service crews could work as part of a cohesive team and communicate effectively. The working environment plays an essential role in the workers' consistency and job satisfaction. It can also affect their decision to leave their job.

3.4 Relationship between Job Burnout and Job Satisfaction

The study's main objective is to determine the relationship between job burnout and job satisfaction among service crews in the Philippines. The statistical analysis of data in Table 5 revealed that the variable is not significant with an associated probability value of 0.05 alpha level of significance. A two-tailed test was used to test the hypothesis. Thus, the null hypothesis is accepted.

According to the study findings of Aliyeva and Tunc (2015), they studied the role of organizational psychological capital, job satisfaction, and burnout. The study findings revealed no significant relationship between burnout and job satisfaction or psychological capital and burnout. They supported based on their findings from the hypothesis, as mentioned above.

In addition to the study mentioned above, Saeidi, Izanloo, and Izanloo (2020) studied the relationship between job satisfaction and burnout among Neonatal Intensive Care Unit Staff. Results revealed no significant relationship between the said variables, and this explains that people exposed to extreme stress for a long time are more likely to suffer from occupational burnout.

*Table 5
Pearson Correlation of Job Burnout and Job Satisfaction*

		CORRELATION	
		Burnout	Job Satisfaction
Burnout	<i>Pearson Correlation</i>	1	-.081
	<i>Sig. (2-tailed)</i>		.424
	<i>N</i>	285	285
Job Satisfaction	<i>Pearson Correlation</i>	-.081	1
	<i>Sig. (2-tailed)</i>	.424	
	<i>N</i>	285	285

5. DISCUSSION

Some of the studies think that job burnout can highly affect an employees' job satisfaction. For instance, indicators specify an individual's test of their job experience regarding burnout and job satisfaction. It can be stated that service crews have the possibility of burnout. To prevent this, the company owners or managers should work on reducing disengagement and exhaustion. Employees' job satisfaction is essential to reduce their intention to leave the job. It is noted that if employees have a great experience with their co-workers and have a creative and responsible mind, they were more likely to feel a high level of job satisfaction. Also, the environment, company owners, and managers play an essential role in avoiding burnout and enhancing job satisfaction.

Furthermore, the researchers understand that service crews have a hard time dealing with the new standard setup in a pandemic situation. This study showed that even with this kind of situation, service crews have an above-average level of job satisfaction, which means that they are satisfied with their work. The situation gives them a motivation to keep ongoing for their loved ones. Thus, they are aware of the things that needed to be done even with

a new setup. In general, preventing burnout and improving job satisfaction is essential for service crews. It can inspire them to do a better performance with their work.

6. CONCLUSIONS

Consistency comes from satisfaction. If service crews are satisfied with their work, they are more likely to stay with their job. The intrinsic job satisfaction of service crews impacts their own, how they can make an action, or how they can use their abilities towards their job. However, extrinsic job satisfaction affects a service crews' interaction with the people around them. It is on how they can socialize with other people, especially with their supervisors and co-workers. Based on the findings, both intrinsic and extrinsic job satisfaction are at a relatively above-average level; this revealed that service crews are satisfied with the type of working conditions they are facing.

Thus, job burnout happens when service crews feel drained with their job. It can leave a person fatigued emotionally, psychologically, and physically. The results for job burnout showed that respondents obtained an average level of mean score in both disengagement and exhaustion aspects, mainly due to tiredness and weariness in the only intermediate level. Also, there is no significant relationship between job burnout and job satisfaction of service crews, indicating that the null hypothesis was accepted.

Therefore, the researchers recommend that supervisors or managers need to be more considerate of service crews. They usually engage with strangers rather than the people they know. Hence, kindness would be a lot of help to them. Also, when service crews feel mentally and physically tired, it is essential to relax and rest their mind to avoid burnout. The company owner must maintain the above-average level of job satisfaction of service crews. They want to recognize that management values and appreciates their efforts. The positive feedback that reinforces performance behaviors can help the service crew perform better at work. Furthermore, future researchers should include variables not covered in this study to provide more information about burnout and job satisfaction among diverse service crews in the Philippines.

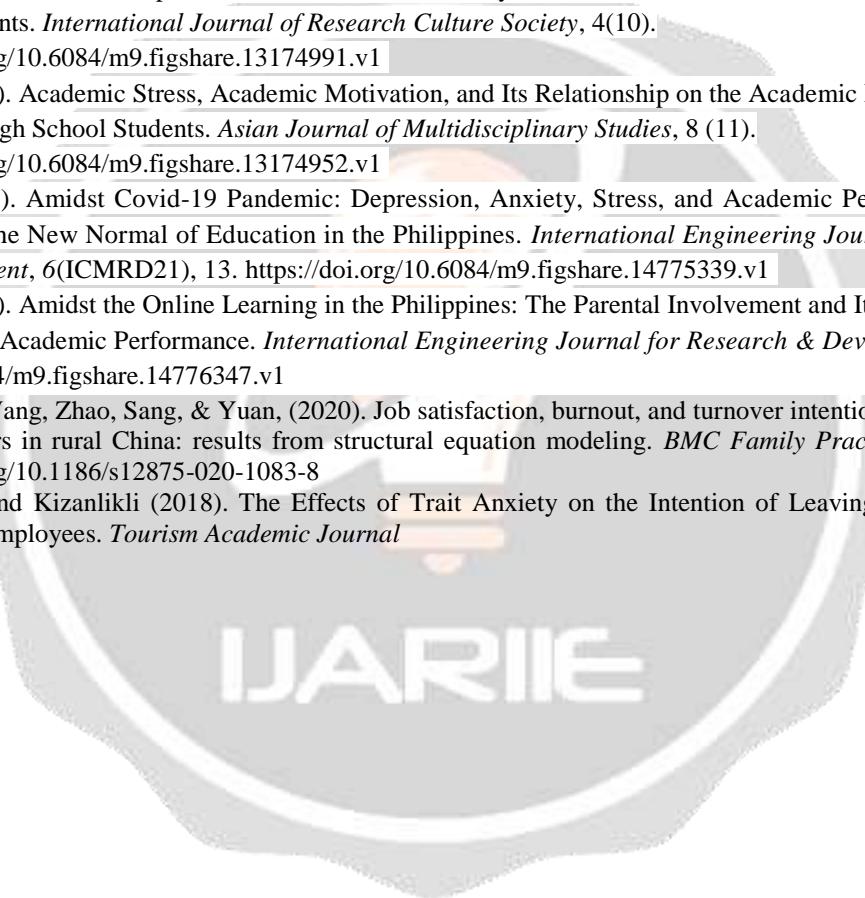
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The logo for IJARIIE features the acronym "IJARIIE" in a bold, white, sans-serif font. The letters are slightly shadowed, giving them a 3D appearance. They are set against a circular background that has a gradient from light gray at the top to white at the bottom. The circle is partially visible behind the text.

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