

**CUSTOMER'S EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB
SATISFACTION OF FAST-FOOD CREWS IN OZAMIZ CITY**

**A Thesis Presented to
the Faculty of the College of Business and Management
Misamis University
Ozamiz City**

**In Partial Fulfillment of the Requirements for the Degree
Bachelor of Science in Hospitality Management**

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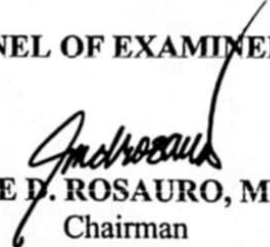
APPROVAL SHEET

In partial fulfillment of the requirements for the degree Bachelor of Science in Hospitality Management, this thesis entitled, “(CUSTOMER’S EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB SATISFACTION OF FAST FOOD CREWS IN OZAMIZ CITY)” has been prepared and submitted by (Makeisha E. Hamili, Ila Marie Lazanas, Arje Navarro), has been examined and is recommended for acceptance and approval for oral examination.


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This study emphasizes the importance of effective communication in the fast-food industry, particularly in small communities like Ozamiz City. It highlights how customer behavior impacts employee mental health and job satisfaction, along with the unique challenges faced by employees. The research focuses on the benefits of empathic customer behavior, informed management practices, and workplace mental health awareness.

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The purpose of this study is to explore how customers' sympathetic behavior affects the mental health and job satisfaction of fast-food workers in Ozamiz City. It aims to assess the levels of job satisfaction, mental health, and customer empathic behavior among fast-food crews, and to investigate the connections among these factors. A strategic random sampling method was employed to select 134 fast-food employees from various establishments, ensuring a representative sample.

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	The findings reveal that empathic customer behavior significantly impacts the mental health and job satisfaction of employees. Mental health fully mediates the positive relationship between customer empathy and job satisfaction, while a direct relationship remains significant. Promoting positive customer interactions and supporting mental health can enhance job satisfaction and overall well-being. The study suggests implementing mental health support programs and recognition systems to create a supportive work environment. These findings could guide strategies for improving employee outcomes, customer service, and fostering a more compassionate fast-food industry. Keywords: <i>Customer Empathic Behavior, Mental Health, Employees Well-Being, Job Satisfaction, Fast Food Industry</i>	
		

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The researchers would like to express their deepest gratitude and appreciation to all those who have contributed to completing this research endeavour.

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The research respondents generously dedicated their time and shared their insights, as their contributions have been integral to the success of this research. Their willingness to participate and engage in these discussions has added depth and authenticity to the findings.

The support and assistance provided by their families for putting up with their needs in the making of this study. Their beliefs in them, their countless conversations, and their words of encouragement have been a constant source of Misamis University Page's inspiration and motivation. Furthermore, they are grateful to the numerous



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	scholars, researchers, and authors whose work we have referenced in this research. Their pioneering contributions have laid the foundation upon which this study is built, and they were indebted to their collective wisdom and dedication to knowledge. Above all, I thank the Almighty God, who is the source of wisdom and strength for this research undertaking to be successful. And gratitude to themselves for putting up great and tenacious spirits as they embarked on this journey. They finally made it! They are honoured and humbled by the support and contribution of all those mentioned above. Their collective efforts have undoubtedly shaped the outcome of this research, and they will be forever grateful for their unwavering support, guidance, and encouragement.	
		

DEDICATION

This research study is dedicated to all the Ozamiz City Fast-food chain employees, past, present, and future, who strive to create a more fulfilling and harmonious work environment. May the insights gained from this research pave the way for a future where employees' voices are valued, their well-being is prioritized, and their potential is unleashed.

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INTRODUCTION

The rationale of the Study

The fast-food industry, which is characterized by high rates of employee turnover and employees' responsibility for performing several tasks at the same time, emphasizes the importance of effective communication with customers. Being responsible for exerting this pressure is likely to affect the mental state, general well-being, and level of satisfaction of the employees in their workplace (Jenkins & Delbridge, 2020). Empathy, as the capacity to perceive the feelings of another and to experience them as well, may lead to positive or negative effects based on a person's presentation (Sullivan & Thorne, 2021). Concerning empathic behaviour, customer treatment either reduces or increases stress levels among the personnel in the service sub-sector, meaning it is an essential area of concern in studies on workplace mental health and job satisfaction (Garcia et al., 2019).

In the United States, customers' positive behaviour, such as expressing gratitude and appreciation, can increase service workers' job satisfaction and well-being (Eisenberger et al., 2020). According to Kim et al. (2020) empathic communication with customers is associated with improved levels of psychological well-being, and decreased stress and burnout among service employees. However, when customer treatment is abusive and unkind, it results in our employees developing stress and other related disorders such as anxiety and depression. In Australia, a study found that customers' empathic behaviour, such as active listening and emotional support, can improve service workers' mental health and job satisfaction (Min et al., 2021).

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	Meanwhile, in the Philippines, where the fast-food industry plays a prominent economic role, unique challenges related to employee satisfaction and mental health have also been documented. According to Tan and Cruz (2021), frequent exposure to negative customer interactions, coupled with high job demands, has been linked to lower job satisfaction and increased mental health concerns among fast-food employees. Santos and Lim (2022) found that positive customer interactions can provide emotional support and improve job satisfaction, whereas disrespectful or indifferent behaviour can have detrimental effects. In smaller communities such as Ozamiz City, which is a fast-growing urban locality in the Philippines, the local fast-food industry seeks to satisfy consumer needs in situations where customers and staff can know one another, whether or not they are close. With this, employees may face significant emotional strain. These environment frequently provide a mix of good and negative interaction for workers, which can have a significant impact of their emotional health and level of job satisfaction. Preliminary inquiries with fast-food employees revealed that levels of stress and burnout were shown to be particularly problematic since it was essentially very hard for them to cope with customers and their work (Ong et al., 2022). For instance, a study found that customers' emphatic behaviour has been an essential predictor of job satisfaction in service workers; however, it was carried out in different cultural contexts and is not specific to the fast food chain industry (Bahadur et al., 2018). Another study found that fast food workers in the Philippines also showed a high level of stress and burnout but did not state the contributing effects of customer emphatic behaviour (Bungato Jr. et al., 2021). This paper seeks to fill the gaps in current	
		

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	understanding by tracing the relationship between empathic behaviour among customers and crews' mental health and job satisfaction in their jobs as fast food crews operating in Ozamiz City in a pursuit to discover strategies for improving the well-being of fast food crews. This study aims to explore the relationship between customers' empathic behaviour, mental health, and job satisfaction among fast food crews in Ozamiz City. The study utilizes an independent variable and a dependent variable with sub-variables. Customer emphatic behaviour refers to customers' behaviour that may affect an employee's mental state and job satisfaction, whether it shows kindness or aggressive behaviour to the employee. This variable is operationalized through two sub-variables. (1) Prosocial behavior refers to the positive and supportive behavior displayed by customers towards the service crew. (2) Antisocial behaviour pertains to the tendency of customers to display negative behaviours towards service crew, including but not limited to hostility, impoliteness, and disregard. Mental health in a workplace refers to employees' psychological, emotional, and social well-being within a shared environment. This variable is operationalized through three sub-variables: (1) Emotional behavior is the ability of the service worker's to manage their emotional state, respond and deal with difficult circumstances. (2) Psychological well-being refers to the emotional state and the way they would present themselves while interacting with assertive or moral customers. (3) Social functioning in fast food employees involves their ability to interact positively with customers and coworkers, impacting both mental health and job satisfaction.	



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	Effective communication, empathy, and teamwork are essential for creating a supportive work environment that enhances employee well-being and customer service. Job satisfaction refers to employees' overall feelings about their jobs. It is the satisfaction and well-being of oneself in regard to one's performance in the work environment. This variable is operationalized through three sub-variables: (1) Compensation directly impacts employee mental health and job satisfaction, influencing their ability to empathize with customers. Fair wages and benefits foster a positive work environment, leading to better customer service and reduced turnover. (2) Recognition boosts employee morale and job satisfaction, encouraging staff to engage positively with customers. An environment of empathy and teamwork is fostered, and employees' mental health is improved when they feel that their efforts are appreciated. (3) A positive work environment and security foster collaboration, reduce stress and enhance job satisfaction. Supportive management and a culture of respect can lead to better employee mental health and improved customer service. This study is anchored on the Job Demands-Resources (JDR) Theory, which Arnold Bakker and Evangelia Demerouti developed in 2006. The Job Demands-Resources theory focuses on how demands and resources affect the quality of work, motivation and health of an employee. As with other business demands, job demands refer to high work compression, time demands, and emotional demands that can cause stress and burnout if well managed. On the other hand, job resources are features that enable the employee to deal with these demands in order to accomplish the work requirements. The imbalance between job demands	



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	and job resources is also a matter of concern as their mismatch causes strain and impacts the employee outcome. In the fast food context, the job characteristics are characterized by high levels of job demands, including high levels of contact with clients, time pressures and demands for multitasking. These demands cause much pressure and become a cause of burnout, which affects the mental health of people. Recent studies indicate that when the job demands are beyond the capacity to perform and access the resources needed, the stress and engagement level of the employees is high, but a positive working environment increases the resilience and the satisfaction of the employees (Alarcon and Edwards 2020; Zhao et al., 2023). Understanding this balance is important in enhancing the well-being and productivity of employees in the fast food industry.		
			

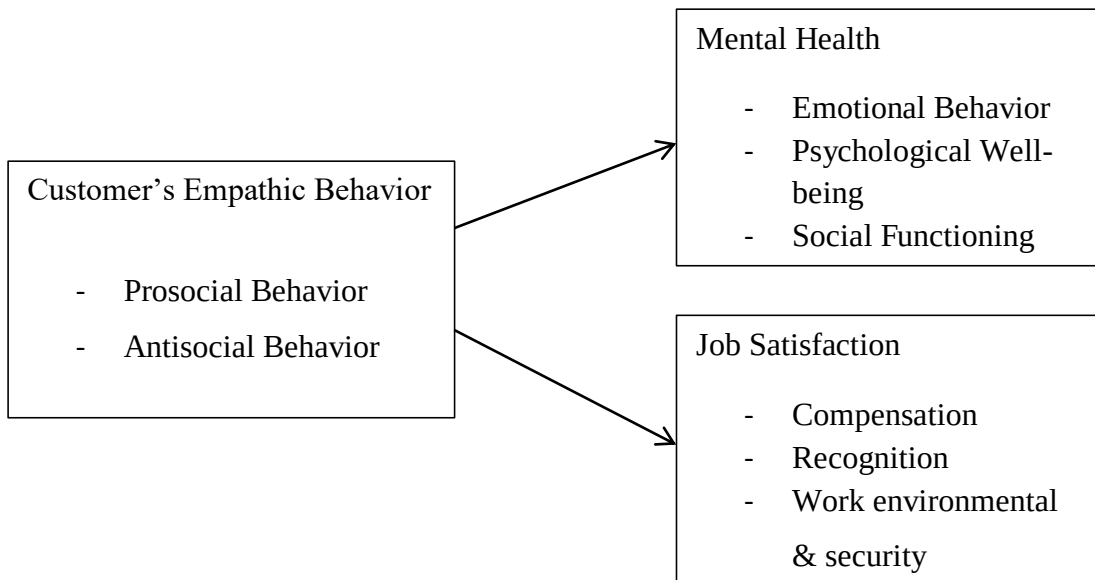
Theoretical Framework

Figure 1. Conceptual Framework of the Study

OBJECTIVES OF THE STUDY

This study explored the significant influence of customers' empathic behaviour and mental health toward their job satisfaction in fast food chains in Ozamiz City specifically, this study will seek to answer the following specific objectives:

1. To identify the level of customer's emphatic behaviour in terms of prosocial behaviour and antisocial behaviour.
2. To determine the level of mental health of fast-food crews in terms of emotional behaviour, psychological well-being, and social functioning.
3. To determine the level of job satisfaction of fast-food crews in terms of compensation, recognition, and work environment and security.
4. To explore the relationship between customers' emphatic behaviour and mental health among fast food crews in Ozamiz City.
5. To explore the significant influence of customers' empathic behaviour on the job satisfaction of fast food crews in Ozamiz City.
6. To investigate the impact of mental health on job satisfaction among fast food crews in Ozamiz City;
7. To explore the mediating role of mental health in the relationship between customers' empathic behaviour and job satisfaction.

Hypothesis H₁. The emphatic behaviour of customers can significantly impact fast food crew workers in terms of mental health and job satisfaction.

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	Significance of the study This study explores the relationship between customers' empathic behaviour, mental health, and job satisfaction among fast food crews in Ozamiz City. For several reasons, this study can contribute to the development of evidence-based interventions. Improved Employee Well-Being. This study emphasizes the importance of empathic customer behaviour and its impact on the mental health of fast-food employees. By understanding how positive interactions with customers can alleviate stress, employees may experience improved emotional well-being and reduced burnout. Enhanced Job Satisfaction. By highlighting the influence of customer empathy on job satisfaction, the study can inform management practices that prioritize supportive interactions and promote employee well-being. Enhanced job satisfaction can lead to lower turnover rates, higher morale, and better job performance, which ultimately benefits the business and contributes to a more fulfilling work experience for employees. Informed Management Practices. The findings from this study can guide managers in creating policies and practices that prioritize the mental health and job satisfaction of their employees. By understanding the link between customer empathy and employee well-being, management can implement training programs that prepare staff to handle complex interactions and foster a supportive team environment. Such practices can enhance overall workplace morale, increase productivity, and build a strong, loyal workforce.	
		

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	Promotion of Positive Customer Behavior. This study can raise awareness about the role of customer behaviour in shaping employee experiences. Educating the public on the impact of empathy toward service workers may encourage more respectful and understanding interactions. Positive behaviour from customers could set a standard that inspires others to act similarly, improving the overall atmosphere within fast-food establishments. Contribution to Workplace Mental Health Awareness. This study can contribute to broader conversations about mental health in the workplace, especially within the service industry. By highlighting the mental health challenges faced by fast-food employees due to customer interactions, this research can inspire more comprehensive mental health support systems in similar high-stress environments. This could include workplace counselling, stress-management programs, and other resources that help employees maintain mental well-being in demanding roles.		
			

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	REVIEW OF RELATED LITERATURE In the fast-paced world of fast food service, employees are often the unsung heroes, juggling high customer demands, quick service expectations, and emotional labour. However, while speed and efficiency dominate the industry, an overlooked yet decisive factor lies in the emotional dynamics between crew members and customers. Customer treatment, whether friendly and supportive or abusive and aggressive, contributes to the mental health and well-being of these workers and their job satisfaction. Customer empathic behaviour is a way of identifying and responding to other people's feelings that have been refined in the creation of service encounters, especially in the fast food industry. Studies also show that positive service experiences are likely to enhance positive employee outcomes through customer behaviour (Geng et al., 2020; Pugh et al., 2019). Positive communication often results in a work environment with less conflict, and workers feel valued and privileged (Kahn et al., 2019). Furthermore, positive customer relations might substantially lower stress and improve the emotional investment of the staff (Schaufeli and Bakker 2020). However, those who are antisocial, such as rude or assertive customer interactions, may significantly reduce the quality of these interactions and cause stress and burnout (Diefendorff et al., 2021; Grandey et al., 2020; Kim et al., 2021). The emotional toll from both prosocial and antisocial behaviours is substantial, significantly affecting fast food crews, as the emotional climate of their workplace can directly impact their mental health and job satisfaction.	
		

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	The nature of interactions with customers impacts the mental well-being of fast food crew members. Prosocial customer behaviours, such as patience, kindness, and understanding, can enhance crew members' psychological well-being, helping them maintain a positive mindset at work (Yang & Guy, 2020; Hwang et al., 2022). On the contrary, frequent exposure to antisocial customer behaviour, for instance, aggression or verbal abuse, will cause emotional distress, anxiety, and depressive symptoms (Dormann et al., 2020). When consumer interactions happen, and there is pressure to serve customers within the shortest time, negative consumer interactions have the potential to impact mental health under pressure times (Grandey et al., 2019). Employees who are constantly facing customers such as in fast food crews may develop had experience this. The possibility of the self-state that customers provide could be the record in the following trend, which is sympathetic to the satisfaction of the workers' performance. A mentally healthy employee demonstrating correct workplace behaviour, such as patience, explains why workplace mental health should be encouraged. This approach has a very profound effect on the job satisfaction of the employees. According to Bakker and Demerouti (2020), mentally healthy employees will adopt a positive attitude toward their work and their customers, hence more job satisfaction. However, emotional exhaustion, especially in decision-making, has a negative impact on the satisfaction levels of the employees and a positive effect on the turnover intention of the employees (Liu & Wang, 2021). This state of emotional exhaustion can be as a result of stress because of the many hours at work and the task of having to deal with angry customers leads to burnout.	
		

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	In this industry, where customer interactions are the main source of a fast food chain's growth, employees' emotional well-being is heavily influenced by their emotional state. Emotional behaviour is the way in which people behave emotionally in response to stimuli. Consumers may also act rudely toward fast food workers, and the latter have to control their tempers. Prosocial customer behaviours can mitigate the strain of emotional labour by fostering a more pleasant work environment. However, antisocial behaviours can escalate emotional exhaustion (Ma et al., 2024). This stress is usually exhibited by poor productivity and reduced levels of job contentment (Baba & Jamal, 2021). Moreover, the emotional factors of customers' communication are linked with social activity and perform well in the social part. The customer conduct for fast food crew members, who depend on their relationships and engagement with the customers, is beneficial for enhancing the employee's actual perceived social support and enhancing his or her functioning at work (Pérez-Fuentes et al., 2020). However, antisocial behaviour can easily spoil those relations and make workers feel as oppressive as a hot summer. Negative customer interactions may result in poor social performance, the employee may be pulled out of the team, and overall morale in the workplace may be affected (Xiao et al., 2022). Besides, while customer interactions are influential in job satisfaction, compensation plays a significant part, too. Employees' job satisfaction in the fast food industry is dependent on the wages they earn, with customer behaviour either enhancing or diminishing this impact. However, while fair compensation gives the employees rewards for performing their duties, positive customer interaction enhances the work, and the employees feel their efforts	
		

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	are being appreciated (Hernandez et al., 2021; Piening et al., 2020). Nevertheless, If all the engagements with the customers are undesirable, even if the employees are paid highly, they may not be happy since, for instance, emotionally, they deal with higher losses than gains ((Mathieu et al., 2020; Borman & Motowidlo, 2020). A safe and supportive context is crucial for job satisfaction, as people need to feel and be protected during work. The behaviour that customers display toward fast foods affects the degree of safety and encouragement that employees get in the workplace. Customer relationship management could enhance the organizational climate, and therefore, employees' job security perception would improve job satisfaction (Hakanen et al., 2021; Xu et al., 2020). However, aspects like verbal abuse of personnel by customers create an environment that denies employee security (Chu et al., 2019; Grandey et al., 2021). It is imperative to prevent employees from dealing with abusive consumers since it is irresponsible to let such a consumer affect staff members. Sadaf et al. (2022) found that organizational appreciation combined with perceived client appreciation significantly boosts the job happiness of the workers. It will also reduce the perceived customer incivility effect, help shield the employees and improve their job satisfaction when there is a positive acknowledgment of customer mistreatment situations (Kumar & Prakash, 2023).	
		

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	Research Methodology <i>Research Design</i> This study utilized a descriptive correlational research design. A correlational research design approach in which two or more variables are compared with the aim of assessing the nature of the association between these variables without necessarily seeking to establish that one is a causal factor of the other. The descriptive correlational design will allow the investigation of variables such as job demands, job resources, employee mental health, customer empathic behaviour, and job satisfaction of fast food crew members. This design is considered fit for investigating the empathic behaviour of the customers and its correlation with the mental health and job satisfaction of the fast food crew. <i>Locale of the Study Research Environment</i> The study was conducted within Ozamiz City, focusing on various fast food chains throughout the area that are widely recognized and visited by the local population, such as Jollibee, McDo, Chowking, and every fast food chain within the premises. This study intends to learn more about the empathic behaviour of customers that has steadily affected employees' mental health and job happiness through looking at these fast food establishments. <i>Respondents of the Study</i> The respondents of the study are the employees of the fast food establishment in Ozamiz City. The researchers will systematically use strategic random sampling. It involves using a systematic sampling procedure to randomly select a selected number		
			

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	of employees from all categories after stratifying the population of fast-food employees in Ozamiz City into subgroups based on certain characteristics that are relevant to the study. In this study, the intended total sample size shall be 134 employees working in different fast-food restaurants. This approach will help the researchers collect data from other crew members, which will give the fast food industry a broad range of experience. The study targets not only first-line employees who interact with customers and manage the outlets but also all employees in the establishment, which can help capture different perspectives and experiences. <i>Data Gathering Instruments</i> This study used the following research instruments in gathering the data: A. Customers' Empathic Behavior Questionnaire. The research questionnaire was adapted and modified by Hwang et al. (2021), who discussed Dysfunctional Customer Behavior, Employee Service Sabotage, and Sustainability: Can Social Support Make a Difference? The respondents would not take much time to answer the researchers' questionnaires as they already prepared a set of response options using a 4 Likert scale. Scale 4 indicates strongly agree, which is the highest choice; 3 indicates agree; 2 indicates disagree; and one shows strongly disagree, which is the lowest of the options. In determining the respondents' mental health and job satisfaction with customers' empathic behaviour, the following scales are used:	
		

Responses	Continuum	Interpretation
4- Strongly Agree (SA)	3.25-4.0	Very High (VH)
3- Agree (A)	2.50-3.24	High (H)
2- Disagree (D)	1.75-2.49	Low (L)
1- Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

B. Mental Health Questionnaire. The research questionnaire was adapted and modified by Hwang et al. (2021), who discussed Dysfunctional Customer Behavior, Employee Service Sabotage, and Sustainability: Can Social Support Make a Difference? The respondents would not take much time to answer the researchers' questionnaires as they already prepared a set of response options using a 4 Likert scale. Scale 4 indicates strongly agree, which is the highest choice; 3 indicates agree; 2 indicates disagree; and one means strongly disagree, which is the lowest of the options.

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1- Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

C. Job Satisfaction Questionnaire. The research questionnaire is adapted and modified from Sudarshan Somathan (2024), who discusses employee satisfaction. The

respondents would not take much time to answer the researchers' questionnaires as they already prepared a set of response options using a 4 Likert scale. Scale 4 indicates strongly agree, which is the highest choice; 3 indicates agree; 2 indicates disagree; and one shows strongly disagree, which is the lowest of the options.

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2- Disagree (D)	1.75-2.49	Low (L)
1- Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

Data Gathering Procedures

In collecting data, the researchers will distribute questionnaires to the respondents, which will be pre-tested to ensure clarity and effectiveness. The collected data will be entered into a database or spreadsheet, cleaned and checked for errors, inconsistencies, and missing values, and then analyzed using statistical methods such as bar charts to show the relationship between the empathic behavior of customers to fast food crews mental health and job satisfaction.

Data Analysis

The researchers used the following statistical tools to analyze the data gathered in the study.

Mean and Standard Deviation were used to determine the level of customers' empathic behaviour, mental health and job satisfaction as perceived by fast food crews.

The Pearson Product Moment Correlation Coefficient was used for the study. It will seek to explore the significant influence of customers' empathic behaviour and mental health on their job satisfaction at fast food chains.

Multivariate Regression Analysis was used to examine the impact and mediating effect of mental health on empathic behaviour and job satisfaction of fast food crews.

Ethical Considerations

Ethics approval was sought from the Institutional Review Board (IRB) of Misamis University. All respondents will be provided with informed consent forms outlining the study's purpose, procedures, and their rights, including the right to withdraw from the study at any time without penalty. Confidentiality will be maintained by anonymizing the data and ensuring that individual responses cannot be tracked back to specific participants. The study adhered to ethical standards as outlined by the American Psychological Association (APA, 2020).



RESULTS AND DISCUSSION

Table 1

Level of Customers' Empathic Behavior in Fast Food Chains

Table 1 reveal that fast food crews in Ozamiz City generally experience high levels of empathic behaviour from their customers, with a mean score of 2.822 and a standard deviation of 0.5248. This suggests that the majority of customers exhibit prosocial behaviour, such as being helpful, kind, and empathetic towards the fast food staff. Specifically, the data shows that fast food crews have a very high rating for prosocial behaviour, with a mean score of 3.287 and a standard deviation of 0.4151, indicating that they frequently encounter customers who are supportive and understanding. On the other hand, the data indicates that fast food crews have a low rating for antisocial behaviour, with a mean score of 2.358 and a standard deviation of 0.8747, suggesting that they rarely encounter customers who exhibit hostile, rude, or aggressive behaviour.

This finding is consistent with previous research, which has shown that positive customer behaviour can have a significant impact on employee well-being and job satisfaction. For instance, a study by Dóra et al. (2019) found that employees who experienced positive customer behaviour, such as gratitude and appreciation, reported higher levels of job satisfaction and well-being. The high rating for prosocial behaviour and a low rating for antisocial behaviour in this study suggest that fast food crews in Ozamiz City generally have positive interactions with their customers, which can contribute to a positive work environment and improved job satisfaction.

Table 1

Level of Customers' Empathic Behavior in Fast Food Chains

Constructs	M	SD	Interpretation
Prosocial Behavior	3.287	.4151	Very High
Antisocial Behavior	2.358	.8747	Low
CUSTOMER'S EMPATHIC BEHAVIOR	2.822	.5248	High

Note: Customer Retention Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

Table 2

Level of Mental Health for Fast Food Crews

Table 2 indicates the composite mean (M) and standard deviation (SD) of the constructs: Emotional Behavior, Psychological Well-being, Social Functioning, and overall Mental Health. The numerical values are interpreted using a legend, with scores ranging from 3.25 to 4.0, indicating "Very High." This suggests that, on average, respondents report a positive assessment of their emotional and psychological states, as well as their social functioning in the workplace. A composite mean within this range reflects that the crew members feel emotionally stable, psychologically well, and socially functional when interacting with customers and performing their job duties. The standard deviations would provide insight into the variability of these perceptions among the respondents, indicating whether there are significant differences in how employees assess their mental health across these dimensions. Overall, the results imply that the fast-food crew members generally experience a favourable mental health

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	status, which could contribute to job satisfaction, performance, and employee well-being in the workplace. Based on the numerical values presented in Table 2, Emotional Behavior emerges as the highest-rated construct with a mean score of 3.519. This indicates that respondents feel strongly about the aspects covered under this dimension, suggesting a significant emphasis or positive perception in this area. Following closely is Psychological Well-being, with a mean score of 3.448, highlighting a similarly strong agreement among participants regarding their psychological state and overall mental wellness. Social Functioning ranks next, with a mean score of 3.418. Although slightly lower than the previous constructs, it still falls within the "Very High" category, suggesting that respondents perceive their ability to engage and function in social settings positively. Lastly, the construct of Mental Health, with a mean score of 3.462, demonstrates a high level of agreement among respondents, reflecting favourable views on their overall mental and emotional state. The high assessment of Emotional Behavior, reflected by the mean score of 3.519, suggests that respondents perceive themselves as having a solid understanding and awareness of their emotional experiences. This strong grasp of their emotions indicates that they are likely able to recognize, comprehend, and label their feelings accurately, which is a crucial aspect of emotional intelligence. Furthermore, this awareness translates into an ability to manage and regulate these emotions effectively, even in challenging or stressful situations. Such effective emotional management implies that respondents are capable of using healthy coping mechanisms to deal with negative emotions, preventing emotional distress from overwhelming them. This	
		

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	ability not only enhances their capacity to maintain composure and productivity under challenging moments but also fosters resilience. Emotional resilience, in turn, allows individuals to recover more quickly from setbacks and adapt to change with greater ease, contributing to an overall sense of emotional well-being. Research has consistently highlighted the importance of emotional regulation in maintaining mental health and overall well-being. According to Gross (2015), the ability to effectively manage one’s emotions is a key factor that influences psychological resilience and adaptability. Emotional regulation involves a set of skills that enable individuals to identify, understand, and respond to their emotions in a way that promotes positive outcomes rather than exacerbating stress or distress. Individuals who are proficient in emotional regulation are typically better equipped to cope with stress. They can employ strategies to minimize the negative impact of stressful situations, such as reappraising a challenging experience in a more positive light or using relaxation techniques to maintain composure. This ability to manage stress constructively reduces the risk of developing anxiety, depression, and other mental health concerns, contributing to a more stable emotional state. While all constructs were rated highly, Social Functioning, with a mean score of 3.418, received the lowest among them, suggesting that respondents are generally satisfied with their social relationships but may perceive some areas for improvement. This slightly lower rating could indicate a desire for deeper, more meaningful connections or a stronger, more reliable social support system. Despite positive day-to-day interactions, respondents may feel that their relationships lack the emotional	
		

depth or consistency needed to fully support their well-being, highlighting an opportunity to enhance social bonds and overall life satisfaction.

Social relationships are crucial for mental health and overall well-being (Taylor et al., 2021). Strong social connections offer a range of psychological benefits, including emotional support during challenging times, which can significantly alleviate stress and promote emotional stability. Supportive relationships act as a buffer against the negative impacts of stress by providing a sense of security, belonging, and understanding. Furthermore, positive social interactions contribute to greater life satisfaction and happiness, as engaging with others in meaningful ways fosters a sense of purpose and fulfillment. These connections not only enrich daily experiences but also promote long-term mental and emotional health, highlighting the importance of nurturing and maintaining strong social ties (Chen et al., 2020; Johnson & Miller, 2023).

Table 2

Level of Mental Health for Fast Food Crews

Constructs	M	SD	Interpretation
Emotional Behavior	3.519	.4530	Very High
Psychological Well-being	3.448	.4700	Very High
Social Functioning	3.418	.4230	Very High
MENTAL HEALTH	3.462	.3892	Very High

Legend: 3.25 – 4.0 = Strongly Agree; 2.50 – 3.24 = Agree; 1.75 – 2.49 = Disagree; 1.0

- 1.74 = Strongly Disagree



Table 3**Level of Job Satisfaction for Fast Food Crews**

Table 3 indicates the mean (M) and standard deviation (SD) of various constructs related to job satisfaction. The numerical values are interpreted using a legend, with scores ranging from 3.25 to 4.0, indicating "Strongly Agree." This suggests that respondents generally have a very positive perception of the factors contributing to their job satisfaction, such as recognition, work environment, and compensation. The high mean scores reflect strong agreement that these aspects significantly enhance their overall satisfaction in the workplace. The standard deviations would provide insight into the consistency of these perceptions among the respondents, helping to understand whether the satisfaction levels are uniform or if there is considerable variability in the experiences of the crew members. Overall, the results highlight that the key elements of job satisfaction are well aligned with the expectations of the employees, contributing to a positive and motivating work environment.

Based on the numerical values presented in Table 3, the highest-rated construct is **Recognition** with a mean of 3.304, suggesting that participants generally feel positively acknowledged and appreciated in their roles. This is closely followed by **Work Environment & Security** (M = 3.400), which indicates that employees are somewhat satisfied with the conditions and stability of their work environment. **Overall Job Satisfaction** (M = 3.317) also ranks highly, reflecting a general contentment with their overall work experience. Lastly, **Compensation** receives the lowest mean score of 3.246. However, it still falls within the "Agree" category,

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	implying that while employees feel adequately compensated, this factor may be less impactful or satisfactory compared to other aspects, such as recognition and work environment. All constructs, however, remain within the "Agree" or "Strongly Agree" range, reflecting generally positive attitudes toward the work experience in these areas. The high assessment of *Recognition* suggests that respondents feel valued and appreciated for their work, which is crucial for fostering a positive work environment. This recognition may come in various forms, such as verbal praise from supervisors, public acknowledgment in team meetings, or even tangible rewards like bonuses or certificates. Such recognition not only makes employees feel seen but also reinforces their sense of accomplishment and contribution to the organization. This sense of appreciation plays a significant role in boosting job satisfaction, as it promotes feelings of worth and competence. Additionally, it serves as a powerful motivator, encouraging employees to continue performing well and strive for excellence, ultimately leading to higher productivity and a more engaged workforce. Research has shown that employee recognition is a powerful motivator and can significantly impact job satisfaction, performance, and organizational commitment (Spreitzer, 1995). When employees feel recognized and valued for their contributions, they are more likely to experience greater job satisfaction, as it reinforces their sense of purpose and accomplishment. This feeling of appreciation fosters higher levels of engagement, leading employees to put forth greater effort in their tasks and demonstrate improved performance. Moreover, recognition strengthens organizational commitment, as employees are more inclined to remain loyal to an organization that acknowledges their efforts. As a result, consistent recognition not only boosts	
		

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	Misamis Unibersit	26
	individual morale but also contributes to the overall success and stability of the organization by promoting retention, reducing turnover, and enhancing employee well-being. While all constructs were rated positively, *Compensation* (M = 3.246) received the lowest score. This slightly lower score suggests that while respondents are generally satisfied with their compensation, there may be areas for improvement in terms of salary, benefits, or bonus structures. The gap between compensation and other constructs could reflect concerns about whether current compensation packages align with employees' expectations or needs. Factors such as inflation, rising living costs, or perceived inequities in pay structures compared to industry standards or colleagues' wages may contribute to this sentiment. Additionally, employees might feel that their compensation does not fully reflect the value of their work or the level of effort they put in, potentially leading to dissatisfaction despite overall positive job experiences. Addressing these concerns could improve employee morale and contribute to higher job satisfaction and retention rates. Compensation is a fundamental aspect of job satisfaction and employee motivation (Judge, Thoresen, Bono, & Patton, 2001). Adequate compensation not only meets employees' basic needs but also serves as a symbol of recognition and reward for their contributions, reinforcing their value within the organization. However, while compensation is an important motivator, it is not the sole determinant of job satisfaction. Other factors, such as recognition, work-life balance, and opportunities for personal and professional growth, also play significant roles in shaping employees' overall job satisfaction. For instance, even if employees are compensated well, a lack	
		

of recognition or limited career advancement opportunities can lead to dissatisfaction. Therefore, organizations should aim for a holistic approach to employee satisfaction, addressing both tangible (e.g., salary, benefits) and intangible (e.g., recognition, career development) factors to create a more engaged and committed workforce.

Table 3
Level of Job Satisfaction for Fast Food Crews

Constructs	M	SD	Interpretation
Compensation	3.246	.5050	Agree
Recognition	3.304	.4309	Strongly Agree
Work Environment & Security	3.400	.4666	Strongly Agree
JOB SATISFACTION	3.317	.3870	Strongly Agree

Legend: 3.25 – 4.0 = Strongly Agree; 2.50 – 3.24 = Agree; 1.75 – 2.49 = Disagree; 1.0 - 1.74 = Strongly Disagree

Table 4

The relationship between customers' emphatic behaviour and mental health among fast food crews

Table 4 illustrates the correlation coefficient (r-value) and p-value between the two variables, providing insights into the strength and significance of their relationship. The correlation coefficient (r-value) measures the direction and magnitude of the relationship, with values ranging from -1 to +1. A positive r-value indicates a direct relationship, while a negative r-value suggests an inverse

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	Misamis Unibersit	28
	relationship. The p-value, on the other hand, means the statistical significance of the observed correlation, with values below 0.05 typically implying that the relationship is statistically significant. The r-value of 0.047 indicates a very weak positive correlation between customers' empathic behaviour and the mental health of fast-food crew members. This suggests that while there may be a slight positive relationship, it is minimal and not substantial. In other words, as customers demonstrate more empathic behaviour, there is a minimal positive effect on the mental health of the crew members. However, the weak nature of the correlation implies that other factors, rather than customers' behaviour alone, may have a more significant influence on the mental health of fast-food workers. It's also important to note that this correlation is unlikely to have practical implications due to its weak strength, and further research may be needed to explore additional variables that could contribute to crew members' mental well-being. The near-zero correlation suggests that there is no significant linear relationship between the two variables. This means that changes in customers' empathic behaviour are not strongly associated with changes in the mental health of fast-food crew members. Even though some degree of relationship exists, it is too weak to suggest a meaningful or impactful connection. As a result, factors other than customer empathy—such as workplace environment, management support, or personal coping mechanisms—are likely to play a more substantial role in influencing the mental health of the crew members. The lack of a strong correlation indicates that improving customers' empathic behaviour may not be an effective strategy by itself for enhancing the mental well-being of employees in this setting.	
		

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	Misamis Unibersit	29
	While empathy is generally considered a positive trait that can foster positive social interactions, the specific impact of customers' empathy on the mental health of fast-food workers is a complex issue that requires further research. The nature of customer interactions whether they are positive or negative can significantly affect the emotional well-being of workers, particularly in high-stress environments like fast-food establishments. Additionally, the level of emotional labour required by employees to maintain a friendly and professional demeanour, regardless of the customers' behaviour, could influence their mental health. If employees are constantly required to mask their genuine emotions or manage complex interactions, this may lead to emotional exhaustion or burnout. Moreover, the overall work environment, including factors such as workload, management support, and team dynamics, can also play a crucial role in moderating the relationship between empathy and mental health. Therefore, understanding the multifaceted nature of this relationship requires considering both the external influences of customer behaviour and the internal aspects of the work environment. Further investigation into these dynamics will be essential for developing strategies that truly support the mental well-being of fast-food workers. It is important to note that this study is limited by its focus on a specific population (fast-food workers) and a specific measure of mental health. Further research is needed to explore the relationship between empathy and mental health in other occupational settings and use a broader range of mental health measures. Additionally, qualitative research methods could provide deeper insights into the experiences of fast-food workers and the impact of customer interactions on their well-being.	
		

Table 4

**The relationship between customers' empathic behaviour and mental health
among fast food crews**

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to

MENTAL HEALTH	r-value	p-value	Interpretation
CUSTOMER'S EMPATHIC BEHAVIOR	.047	.587	No Correlation

-0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

2) . ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not Significant)

Table 5

**The significant influence of customers' empathic behaviour on the job satisfaction
of fast food crews**

Table 5 presents the correlation coefficient (r-value) and p-value between the two variables, offering a statistical view of the strength and significance of their relationship. The r-value measures the direction and strength of the relationship between the two variables, with values ranging from -1 to +1. A positive r-value indicates a direct relationship, while a negative r-value suggests an inverse relationship. The p-value, on the other hand, assesses the statistical significance of the correlation, with values below 0.05 typically indicating that the relationship observed is not due to random chance and is statistically meaningful. By examining both the r-value and the p-value together, researchers can determine whether the correlation is

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	Misamis Unibersit	31
	strong and whether it holds significance in the context of the study, helping to inform conclusions about the nature of the relationship between the two variables. The r-value of 0.230 indicates a moderate positive correlation between customers' empathic behaviour and the job satisfaction of fast-food crew members. This suggests that as customers display more empathic behaviour, there is a moderate increase in the job satisfaction of the crew members. While the correlation is not very strong, it still points to a meaningful relationship, indicating that empathic customer interactions can have a positive impact on employees' overall satisfaction with their work. The p-value of 0.008 further supports this finding, as it indicates that the correlation is statistically significant, meaning that the relationship is unlikely to have occurred by chance. Therefore, the data suggests that fostering more empathic behaviour from customers could be beneficial for improving the job satisfaction of fast-food workers. The moderate positive correlation suggests that as customers exhibit more empathic behaviour, the job satisfaction of fast-food crew members tends to increase. This finding highlights the potential benefits of positive customer interactions in the workplace. When customers show empathy and understanding, it can contribute to a more positive and supportive work environment, leading to higher levels of job satisfaction among employees. Such interactions help reduce the emotional strain of working in a fast-paced, high-stress environment, providing workers with a sense of appreciation and respect. Consequently, fostering a culture of empathy in customer service could not only enhance the customer experience but also promote the well-	
		

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	Misamis Unibersit	32
	being and job satisfaction of fast-food workers, potentially leading to increased motivation and productivity. Research has shown that positive social interactions can contribute to job satisfaction and overall well-being (Judge, 2001). When employees feel valued and respected by customers, it can significantly boost their morale, motivation, and job performance. Positive customer interactions, particularly those characterized by empathy and understanding, create a supportive work environment that encourages employees to perform at their best. This sense of recognition not only enhances job satisfaction but also reduces stress, as employees are more likely to feel emotionally supported in their roles. Moreover, when employees perceive that their efforts are appreciated, they are more likely to remain engaged with their work, leading to higher productivity and a more positive organizational culture. Therefore, fostering positive social interactions between customers and employees can have a profound impact on both individual well-being and organizational success. The findings of this study have important implications for the fast-food industry. By fostering a culture of empathy and positive customer interactions, fast-food chains can not only improve customer satisfaction but also enhance the job satisfaction and well-being of their employees. When customers engage empathetically, it contributes to a more supportive and rewarding work environment for employees, leading to increased morale and motivation. This, in turn, can reduce turnover rates, improve job performance, and foster a more positive workplace culture. To achieve this, fast-food chains can implement training programs that emphasize key customer service skills, conflict resolution techniques, and emotional intelligence.	
		

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	These programs would equip employees with the tools to manage complex interactions, handle stress effectively, and respond to customers with empathy. Investing in such training not only benefits employees but also contributes to a more positive customer experience, creating a mutually beneficial cycle for both staff and customers. It is important to note that this study is limited by its focus on a specific population of fast-food workers and a specific measure of job satisfaction. While the findings offer valuable insights into the relationship between empathy and job satisfaction within this context, the results may not be fully applicable to employees in other industries or occupations. Further research is needed to explore this relationship across different occupational settings, such as retail, healthcare, or customer service, using a broader range of job satisfaction measures to capture various dimensions of work experiences. Additionally, longitudinal studies could provide a deeper understanding of the long-term effects of empathic customer interactions on employee well-being, job satisfaction, and turnover. By tracking these variables over time, researchers could gain insights into how consistent positive customer interactions influence employee retention, motivation, and mental health in the long run.		
			

Table 5**The significant influence of customers' empathic behaviour on the job satisfaction of fast food crews**

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to

JOB SATISFACTION	r-value	p-value	Interpretation
CUSTOMER'S EMPATHIC BEHAVIOR	.230**	.008	Moderate Positive Correlation/ Highly Significant

-0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

2). ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not Significant)

Table 6**The mediating role of mental health in the relationship between customers empathic behaviour and job satisfaction**

The regression analysis reveals a significant positive relationship between mental health and job satisfaction among fast food crew members in Ozamiz City. The unstandardized coefficient of 0.580 indicates that for every one-point increase in mental health, job satisfaction is expected to increase by 0.580 units, controlling for other predictor variables. This suggests that mental health has a moderate to strong positive impact on job satisfaction, as evidenced by the standardized coefficient (Beta) of 0.583. The t-value of 8.249 and p-value of 0.000 further support the statistical significance of this relationship.

The intercept (constant) of 1.310 is also noteworthy, as it implies that when mental health is at its lowest, the expected level of job satisfaction is 1.310. The

significance level of 0.000 for the intercept further supports its inclusion in the model. Moreover, the 95% confidence interval for the mental health coefficient, ranging from 0.441 to 0.719, excludes zero, indicating the importance of mental health in influencing job satisfaction.

These findings are consistent with previous research, which has shown that mental health is a significant predictor of job satisfaction. For instance, a study by Garcia et al. (2019) found that employees with better mental health reported higher levels of job satisfaction and well-being. Similarly, a study by Cao et al. (2022) found that mental health was a significant predictor of job satisfaction among service workers. Employees with better mental health were more likely to experience job satisfaction.

Table 6

The mediating role of mental health in the relationship between customers empathic behaviour and job satisfaction

Coefficients ^a								
		<u>Unstandardized</u>		Standardize d Coefficients			95.0% Confidence	
		Coefficients					Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.310	.245		5.349	.000	.825	1.794
	MENTAL HEALTH	.580	.070	.583	8.249	.000	.441	.719

a. Dependent Variable: JOB SATISFACTION

Table 7**The mediating role of mental health in the relationship between customers empathic behaviour and job satisfaction**

The table presents the moderation effect of mental health (MH) on the relationship between customers' empathic behaviour (CEB) and job satisfaction (JS). The total impact of CEB on JS is 0.1846, with a direct impact of 0.1476 and an indirect impact through MH of 0.0370. The excluded indirect effect 95% confidence interval is -0.0358 to 0.1048, indicating marginal significance. The t-statistic value of 2.8991 confirms the importance of the mediation effect. This study concludes that partial mediation occurs, where mental health fully mediates the positive relationship between CEB and JS, while the direct relationship remains significant. This finding supports the contribution of mental health as a moderator in the relationship between job satisfaction and empathic behaviours demonstrated by customers. According to a study by Wen et al. (2019), mental health can play a crucial role in moderating the relationship between job satisfaction and empathic behaviours (1). Another study by Bahadur et al. (2018) found that employee empathy can have a positive impact on customer loyalty and loyalty outcomes, highlighting the importance of mental health in this relationship (2). These findings suggest that mental health is a critical factor in understanding the complex relationship between customers' empathic behaviour and job satisfaction.

Table 7

The mediating role of mental health in the relationship between customers empathic behaviour and job satisfaction

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Lower Bound	Upper Bound		
CEB > MH > JS	.1846 (.0035)	.1476 (.0044)	.0370	-.0358	.1048	2.8991	Partial Mediation (Compliment ary)

CONCLUSION

1. Prosocial behaviours from customers, such as patience, understanding, and expressing gratitude, play a critical role in the emotional well-being of fast-food crew members. When employees feel respected and appreciated by customers, their experience of the work environment becomes more positive and rewarding. This sense of recognition boosts their self-esteem and reduces the emotional labour associated with service roles. Consequently, employees are more likely to feel content, valued, and motivated to perform their duties with enthusiasm. This positive emotional feedback loop contributes to an overall higher level of job satisfaction, reducing stress and increasing job retention rates.

2. Exposure to antisocial behaviours from customers, such as rudeness, impatience, or verbal aggression, can have significant adverse effects on the mental health of fast-food employees. These experiences are emotionally taxing and can lead

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	to increased stress, anxiety, and feelings of burnout. Over time, constant negative interactions can erode employees' psychological resilience, making it difficult for them to cope with workplace demands. The cumulative impact of such hostile behaviour can manifest in emotional exhaustion, decreased job performance, and a higher likelihood of employees developing depressive symptoms or seeking alternative employment. Addressing the frequency and intensity of these encounters is crucial for maintaining a healthy workforce. 3. The mental health of employees serves as a critical factor that influences their overall job satisfaction. When employees experience emotional and psychological well-being, they are better equipped to handle the demands of their work, engage positively with colleagues and customers, and find joy in their daily tasks. Mental health influences how employees perceive their work environment, including aspects like compensation, recognition, and job security. Those who feel mentally healthy and balanced are more likely to feel satisfied with their roles, display higher levels of engagement, and contribute positively to the workplace. Conversely, poor mental health can lead to dissatisfaction, decreased productivity, and a greater risk of absenteeism or turnover. 4. Customer interactions significantly shape the overall emotional climate of a fast-food establishment. Positive, friendly, and respectful behaviour from customers fosters an environment where employees feel supported and less stressed, making the workplace more enjoyable and harmonious. This atmosphere encourages teamwork, communication, and a sense of belonging among staff. On the other hand, negative customer behaviour, such as complaints and disrespect, can quickly create a tense and		
			

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	Misamis Unibersit	39
	hostile environment. Employees may become defensive, anxious, or demotivated, which disrupts the team dynamic and contributes to an overall sense of discontent. Therefore, promoting positive customer behaviour can have a ripple effect, enhancing the well-being and effectiveness of the entire workforce. 5. Fair and competitive compensation, along with consistent recognition for a job well done, are essential elements that impact an employee's decision to remain in their position. When employees feel they are being adequately compensated for their work, it reinforces the value and importance of their contributions. Recognition, whether it be verbal praise, awards, or public acknowledgment, boosts morale and motivates employees to maintain or improve their performance. Together, these factors create a sense of loyalty and job satisfaction that reduces turnover rates and fosters a committed, high-performing workforce. Without appropriate compensation and recognition, employees may feel undervalued, leading to dissatisfaction and a higher likelihood of seeking employment elsewhere. 6. Ensuring the well-being of fast-food employees requires a multifaceted approach that addresses both mental health and job satisfaction. This can be achieved by educating customers about the importance of respectful behaviour, offering training programs that build employees' emotional resilience, and implementing management practices that foster a supportive work environment. Holistic support involves creating policies that protect employees from abusive behaviour, as well as providing resources such as mental health counselling and opportunities for personal and professional development. By tackling these issues from multiple angles, organizations can	



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	Misamis Unibersit		40
	cultivate a healthier and more productive workforce where employees feel safe, respected, and motivated to perform their best. 7. While it is clear that empathetic behaviour from customers can positively impact the mental health of fast-food employees, this relationship is influenced by several other factors. Workplace policies, such as measures to prevent customer abuse and the availability of social support from colleagues and supervisors, also play a significant role in shaping employees' experiences. For example, a well-supported employee who has access to stress-relief resources and a strong peer network may be better equipped to handle occasional negative interactions. This complexity highlights the importance of a comprehensive strategy that includes not only fostering empathy from customers but also strengthening workplace infrastructure to support employee well-being and resilience. RECOMMENDATION 1. Fast food companies are encouraged to implement mental health support programs, such as counselling services or stress-relieving activities, to assist their employees in managing the psychological demands of their jobs and emotional labour. Offering emotional well-being resources can lessen burnout and enhance mental health in general. 2. Management can pinpoint areas for improvement by routinely asking staff members for input on their experiences and opinions regarding customer behaviour, mental health issues, and job satisfaction. Thanks to this feedback loop, employees can feel heard and supported when policies and working conditions are promptly adjusted.		
			

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	3. Employers can significantly increase job satisfaction by promoting a healthy work-life balance, recognizing workers' rest breaks, and easing the burden of excessive workload. Benefits like wellness initiatives paid time off, and mental health days can encourage staff members to refuel and remain committed to their jobs. 4. Fast food chains are encouraged to invest in empathy training programs for both their employees and customers. By training employees to recognize and respond to customers' emotional needs, the quality of customer interactions can be improved, leading to higher levels of job satisfaction. Furthermore, educating customers on the importance of empathy in creating positive social environments can help mitigate the impact of antisocial behaviours. By fostering empathy on both sides, employees are likely to feel more supported, resulting in enhanced emotional well-being and job satisfaction. 5. Fast food companies are advised to implement robust recognition and reward systems to increase employee satisfaction, particularly in areas such as compensation and job recognition. By offering regular recognition, both formal and informal, employees are more likely to feel valued and appreciated for their hard work. Furthermore, revising compensation structures to align more closely with employees' expectations, industry standards, and inflation can be done effectively. 6. Integrating mental health awareness into employee training programs can equip workers with the skills to manage stress, cope with emotional labour, and maintain their well-being. Training should cover topics such as emotional regulation, mindfulness, and stress management techniques. This proactive approach not only	
		

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	Misamis Unibersit	42
	improves mental health but also contributes to better job satisfaction by giving employees tools to navigate complicated work situations. 7. Organizations, particularly in fast-paced and high-stress environments like fast-food services, should implement mental health support programs and encourage customer empathy training initiatives. This can include workshops that train employees on effective coping mechanisms for stress and psychological challenges. Additionally, cultivating positive customer-employee interactions through customer awareness campaigns can enhance employees' job satisfaction and overall well-being. Future research should explore specific strategies and policies that improve the mental health of employees while enhancing customer empathy to create a mutually supportive work environment.	
		

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APPENDICES**APPENDIX A.****Survey Questionnaire**

Direction: Kindly fill in the blank space provided for your answers and/or put a check (/) in the box that corresponds to your response.

(Panuto: Punan ang puwangnanakalaan para sa iyong mga sagot at/o lagyan ng tsek (/) ang kahon na tumutugma sa iyong sagot).

Age:_____

- Under 25
- 26-34
- 35-44
- 55 or older

Gender:_____

- Male
- Female
- I prefer not to say

Job position:_____

How many years in service:_____

- Less than 1 year - 4-6 years
- 1-3 years - More than 6 years

Customers' Empathic Behavior Questionnaires
Adapted and Modified from: (Hwang et al., 2021)

Direction: Please check the number that best describes your understanding on customer empathic behavior the following codes: 5 –Almost Always; 4 -Often; 3 - Sometimes; 2 - Rarely; 1 - Never

Prosocial Behavior	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I have the full attention of customers when I am assisting them.				
2. I receive emotional support from customers while I am serving them.				
3. When I serve their food late, the customer tends to understand the situation.				
4. As I assist customers, they give me honest and insightful remarks.				
5. As I serve customers, they ask me for opinions or suggestions.				

Antisocial Behavior	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I behave aggressively towards my customer when I am pressured.				
2. I may speak rudely to the customer, especially when they are rude and arrogant when ordering.				
3. Customers show disrespectful behaviour towards me when I am serving them.				
4. Customers make unreasonable demands when I am serving them..				
5. Customers complain about the service I provide when I am serving them..				

Mental Health Questionnaire
Adapted and Modified from: (Hwang et al., 2021)

Direction: Please check the number that best describe your understanding on mental health by using the following codes: 5 –Almost Always; 4 -Often; 3 -Sometimes; 2 - Rarely; 1 - Never

Emotional Behavior	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I feel confident and composed when serving customers.				
2. I feel happy when customers appreciate my services.				
3. I feel grateful when customers understand me during long wait times.				
4. I feel capable and in control when serving customers.				
5. I feel fulfilled and satisfied when serving customers.				
Psychological Well-being	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I feel like I am part of a team when serving customers.				
2. I feel happy and content when serving customers.				

3. I feel confident and capable when serving customers.				
4. I feel motivated and engaged when serving customers.				
5. I feel a sense of accomplishment when serving customers.				
Social Functioning	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I feel comfortable interacting with customers.				
2. I feel able to form positive relationships with customers.				
3. I feel able to communicate effectively with customers.				
4. I feel able to resolve conflicts with customers.				
5. I feel able to provide excellent customer service.				

Job Satisfaction Questionnaire
Adapted and Modified from: (Shurdashan S., 2024)

Direction: Please check the number that best describe your understanding on the level of job satisfaction by using the following codes: 5 –Almost Always; 4 -Often; 3 -Sometimes; 2 - Rarely; 1 - Never

Compensation	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I am satisfied with my salary as a fast food crew member.				
2. I am satisfied with my benefits as a fast food crew member.				
3. I am satisfied with my opportunities for advancement as a fast food crew member.				
4. I am satisfied with my job security as a fast food crew member.				
5. I am satisfied with my overall compensation package as a fast food crew member.				
Recognition	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I receive recognition or praise from my supervisor or manager.				

2. I receive recognition or praise from my customers.				
3. I often receive feedback that is constructive and helpful from my supervisor or manager.				
4. I often receive feedback that is constructive and helpful from my customers.				
5. I often feel valued and appreciated by my organization.				
Work environment & Security	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I am satisfied with my work environment as a fast food crew member.				
2. I feel secure in my job as a fast food crew member.				
3. I am satisfied with my working conditions as a fast food crew member.				
4. I am satisfied with my opportunities for growth and development as a fast food crew member.				
5. I am satisfied with my overall work environment and security as a fast food crew member.				

Appendix B.

Sample of the Filled-out Questionnaire

CUSTOMER'S EMPATHIC BEHAVIOR, MENTAL HEALTH, AND JOB SATISFACTION OF FAST-FOOD CREWS IN OZAMIS CITY

Good day!

We are fourth-year students from Misamis University pursuing our Bachelor of Science in Hospitality Management. As part of our academic journey, we are conducting a research study titled, "CUSTOMER'S EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB SATISFACTION OF FAST-FOOD CREW IN OZAMIS CITY"

We humbly seek your participation in our study by responding to our questionnaire. Your input will greatly contribute to our research, and we sincerely value the time and effort you will put into completing it.

In accordance with RA 10173 or the Data Privacy Act of 2012, we assure you that all personal and/or sensitive information gathered through this questionnaire will be used solely for the purpose of this study. Your responses will be treated with the highest level of confidentiality, and no identifying information will be disclosed.

Makeisha E. Hamili
Ila Marie I. Lazanas
Arje Navarro
Student Researchers

The respondent's email (shanegracepocalioga98@gmail.com) was recorded on submission of this form.

I. DEMOGRAPHIC PROFILE

Direction

Please fill out the following information to help us understand the demographic context of our employee base.

Age: *

- ☒ 25 Under
☐ 26-34 years old
☐ 35-45 years old
☐ 55 years old above

Sex: *

- ☒ Female
☐ Male
☐ Prefer not to say
☐ Others

Job Position *

- ☐ Managerial
☐ Cashier
☒ Service Crew (Dining, Counter, Assembler)
☐ Security Guard
☐ Others

How many years in service? *

- ☒ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ More than 6 years

Gcash number:

09506895008 PayMaya

II. CUSTOMER'S EMPATHIC BEHAVIOR

Direction: Please check the number that best describe your understanding on customer empathic behavior by using the following codes:

- 4 - Strongly Agree
- 3 - Agree
- 2 - Disagree
- 1 - Strongly Disagree

A. Pro-Social Behavior *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I have the full attention of customers when I am assisting them.	☒	☐	☐	☐
2.I receive emotional support from customers while I am serving them.	☐	☒	☐	☐
3.When I serve their food late, customer tends to understand the situation.	☐	☒	☐	☐
4.As I assist customers, they give me honest and insightful remarks.	☒	☐	☐	☐
5.As I serve customers, they ask me for opinions or suggestions.	☒	☐	☐	☐

B. Anti-Social Behavior *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I behave aggressively towards my customer when I am pressured.	☒	☐	☐	☐
2.I may speak rudely to the customer especially when they are rude and arrogant when ordering.	☒	☐	☐	☐
3.Customers show disrespectful behavior towards me when I am serving them.	☐	☒	☐	☐
4.Customers make unreasonable demands when I am serving them..	☒	☐	☐	☐
5.Customers complain about the service I provide when I am serving them..	☒	☐	☐	☐

III. MENTAL HEALTH

Direction: Please check the number that best describe your understanding on mental health by using the following codes:

- 4 - Strongly Agree
 3 - Agree
 2 - Disagree
 1 - Strongly Disagree

A. Emotional Behavior *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I feel confident and composed when serving customers.	☒	☐	☐	☐
2.I feel happy when customers appreciated my services.	☒	☐	☐	☐
3.I feel grateful when customers understand me during long wait times.	☒	☐	☐	☐
4.I feel capable and in control when serving customers.	☒	☐	☐	☐
5.I feel fulfilled and satisfied when serving customers.	☐	☒	☐	☐

B. Psychological Well-being *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I feel like I am part of a team when serving customers.	☐	☒	☐	☐
2.I feel happy and content when serving customers.	☐	☒	☐	☐
3.I feel confident and capable when serving customers.	☒	☐	☐	☐
4.I feel motivated and engaged when serving customers.	☒	☐	☐	☐
5.I feel a sense of accomplishment when serving customers.	☒	☐	☐	☐

C. Social Functioning *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I feel comfortable interacting with customers.	☐	☒	☐	☐
2.I feel able to form positive relationships with customers.	☐	☒	☐	☐
3.I feel able to communicate effectively with customers.	☐	☒	☐	☐
4.I feel able to resolve conflicts with customers.	☐	☒	☐	☐
5.I feel able to provide excellent customer service.	☒	☐	☐	☐

IV. JOB SATISFACTION

Direction: Please check the number that best describe your understanding the level of job satisfaction by using the following codes:

- 4 - Strongly Agree
- 3 - Agree
- 2 - Disagree
- 1 - Strongly Disagree

A. Compensation *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I am satisfied with my salary as a fast food crew member.	☒	☐	☐	☐
2.I am satisfied with my benefits as a fast food crew member.	☒	☐	☐	☐
3.I am satisfied with my opportunities for advancement as a fast food crew member.	☒	☐	☐	☐
4.I am satisfied with my job security as a fast food crew member.	☒	☐	☐	☐
5.I am satisfied with my overall compensation package as a fast food crew member.	☐	☒	☐	☐

B. Recognition *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I receive recognition or praise from my supervisor or manager.	☒	☐	☐	☐
2.I receive recognition or praise from my customers.	☐	☒	☐	☐
3.I often receive feedback that is constructive and helpful from my supervisor or manager.	☒	☐	☐	☐
4.I often receive feedback that is constructive and helpful from my customers.	☒	☐	☐	☐
5.I often feel valued and appreciated by my organization.	☒	☐	☐	☐

C. Work Environment & Security *

	4 - Strongly Agree	3 - Agree	2 - Disagree	1 - Strongly Disagree
1.I am satisfied with my work environment as a fast food crew member.	☐	☒	☐	☐
2.I feel secure in my job as a fast food crew member.	☐	☒	☐	☐
3.I am satisfied with my working conditions as a fast food crew member.	☒	☐	☐	☐
4.I am satisfied with my opportunities for growth and development as a fast food crew member.	☒	☐	☐	☐
5.I am satisfied with my overall work environment and security as a fast food crew member.	☒	☐	☐	☐



**CUSTOMER'S EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB SATISFACTION
OF FAST-FOOD CREWS IN OZAMIS CITY**

PART I. DEMOGRAPHIC PROFILE

Direction: Read the statement below and kindly put a check mark (/) to the responses that apply to you.

Age

- ☒ 25 Under () 35-45 years old
() 26-34 years old () 55 years old above

Gender

- ☒ Female () Prefer not to say
() Male () Other

Job Position

- () Managerial
() Cashier
☒ Service Crew (Dining, Counter, Assembler)
() Security Guard
() Other

How many years in service?

- () Less than 1 year () 4-6 years
☒ 1-2 years () More than 6 years

PART II. CUSTOMER'S EMPATHIC BEHAVIOR QUESTIONNAIRE

Direction: Please check the number that best describe your understanding on customer's empathic behavior the following codes: 4 –Strongly Agree; 3 – Agree; 2 – Disagree;1 – Strongly Disagree

A. Pro-Social Behavior	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I have the full attention of customers when I am assisting them.		✓		
2. I receive emotional support from customers while I am serving them.		✓		
3. When I serve their food late, customer tends to understand the situation.		✓		
4. As I assist customers, they give me honest and insightful remarks.	✓			
5. As I serve customers, they ask me for opinions or suggestions.		✓		
B. Anti-Social Behavior	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I behave aggressively towards my customer when I am pressured.				✓
2. I may speak rudely to the customer especially when they are rude and arrogant when ordering.				✓
3. Customers show disrespectful behavior towards me when I am serving them.				✓
4. Customers make unreasonable demands when I am serving them.				✓
5. Customers complain about the service I provide when I am serving them..				✓



PART III. MENTAL HEALTH QUESTIONNAIRE

Direction: Please check the number that best describe your understanding on mental health by using the following codes: 4-Strongly Agree; 3 – Agree; 2 – Disagree; 1 – Strongly Disagree

A. Emotional Behavior	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I feel confident and composed when serving customers.	✓			
2. I feel happy when customers appreciated my services.	✓			
3. I feel grateful when customers understand me during long wait times.	✓			
4. I feel capable and in control when serving customers.	✓			
5. I feel fulfilled and satisfied when serving customers.	✓			
B. Psychological Well-being	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I feel like I am part of a team when serving customers.	✓			
2. I feel happy and content when serving customers.	✓			
3. I feel confident and capable when serving customers.	✓			
4. I feel motivated and engaged when serving customers.	✓			
5. I feel a sense of accomplishment when serving customers.	✓			
C. Social Functioning	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I feel comfortable interacting with customers.	✓			
2. I feel able to form positive relationships with customers.	✓			
3. I feel able to communicate effectively with customers.	✓			
4. I feel able to resolve conflicts with customers.	✓			
5. I feel able to provide excellent customer service.	✓			

PART IV. JOB SATISFACTION QUESTIONNAIRE

Direction:Please check the number that best describe your understanding on the level of job satisfaction by using the following codes: 4-Strongly Agree; 3 – Agree; 2 – Disagree; 1 – Strongly Disagree

A. Compensation	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I am satisfied with my salary as a fast food crew member.		/		
2. I am satisfied with my benefits as a fast food crew member.		/		
3. I am satisfied with my opportunities for advancement as a fast food crew member.	/			
4. I am satisfied with my job security as a fast food crew member.	/			
5. I am satisfied with my overall compensation package as a fast food crew member.	/			
B. Recognition	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I receive recognition or praise from my supervisor or manager.	/			
2. I receive recognition or praise from my customers.	/			
3. I often receive feedback that is constructive and helpful from my supervisor or manager.	/			
4. I often receive feedback that is constructive and helpful from my customers.	/			
5. I often feel valued and appreciated by my organization.	/			
C. Work environment & Security	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. I am satisfied with my work environment as a fast food crew member.		/		
2. I feel secure in my job as a fast food crew member.		/		
3. I am satisfied with my working conditions as a fast food crew member.	/			
4. I am satisfied with my opportunities for growth and development as a fast food crew member.	/			
5. I am satisfied with my overall work environment and security as a fast food crew member.		/		

Appendix C.**Sampling Computation**

What margin of error can you accept? %
5% is a common choice

What confidence level do you need? %
Typical choices are 90%, 95%, or 99%

What is the population size?
If you don't know, use 20000

What is the response distribution? %
Leave this as 50%

Your recommended sample size is **135**

Appendix D.

Approved Letter of Intent/Letter of Consent



MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 15, 2024

MOD (MANAGER ON DUTY)
Chowking Main

Dear Ma'am & Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"CUSTOMERS EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB SATISFACTION OF FAST FOOD CREWS IN OZAMIZ CITY"**.

This study aims to investigate the relationship between customers' empathic behavior, mental health, and job satisfaction among fast food crews in Ozamiz City, examining the impact of customers' behavior on employees' well-being and job satisfaction. As an output of the study, the researcher will propose a comprehensive framework that highlights the interplay between customers' empathic behavior, mental health, and job satisfaction among fast food crews in Ozamiz City.

With this, we humbly asking permission to know the number of your crew members (cashier, manager, security guard, service crew, server, cashier supervisor, counter help, counter person, customer service representative, delivery, supervisor, janitor), for it will be going to be our respondents.

Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. Should you have any concerns regarding this query, here are my contact details: 09318183172 and email address lazanasilamarie@gmail.com.

We are looking forward to your request and would merit your positive response.
Thank you.

Respectfully,

HAMILI, MAKEISHA E.
LAZANAS, ILA MARIE
NAVARRO, ARJE
BSHM Student Researchers

Received and Approved by: *to Respondents:*
Ck Gaisano
Ozamiz

Name: Richelle C. Abelo
Affiliation: _____

Noted by:

MS. ARNIEL DELMEDULAN
Research Adviser

College of Business and Management
Misamis University
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MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 15, 2024

MOD (MANAGER ON DUTY)
McDonalds Drive Thru

Dear Ma'am & Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"CUSTOMERS EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB SATISFACTION OF FAST FOOD CREWS IN OZAMIZ CITY"**.

This study aims to investigate the relationship between customers' empathic behavior, mental health, and job satisfaction among fast food crews in Ozamiz City, examining the impact of customers' behavior on employees' well-being and job satisfaction. As an output of the study, the researcher will propose a comprehensive framework that highlights the interplay between customers' empathic behavior, mental health, and job satisfaction among fast food crews in Ozamiz City.

With this, we humbly asking permission to know the number of your crew members (cashier, manager, security guard, service crew, server, cashier supervisor, counter help, counter person, customer service representative, delivery, supervisor, janitor), for it will be going to be our respondents.

Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. Should you have any concerns regarding this query, here are my contact details: 09318183172 and email address lazanasilamarie@gmail.com.

We are looking forward to your request and would merit your positive response.

Thank you.

Respectfully,

HAMILI, MAKEISHA E.
LAZANAS, ILA MARIE
NAVARRO, ARJE
BSHM Student Researchers

50 crew

Received and Approved by:

Name: CAREN GORPONE
Affiliation: _____

Noted by:


MS. ARNIE L. DELMEDULAN
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental,
Philippines
(088)-521-0367 / (088)-521-0431
www.miu.edu.ph





MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 15, 2024

MOD (MANAGER ON DUTY)
Chowking Drive Thru

Dear Ma'am & Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"CUSTOMERS EMPATHIC BEHAVIOR, MENTAL HEALTH, & JOB SATISFACTION OF FAST FOOD CREWS IN OZAMIZ CITY"**.

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With this, we humbly asking permission to know the number of your crew members (cashier, manager, security guard, service crew, server, cashier supervisor, counter help, counter person, customer service representative, delivery, supervisor, janitor), for it will be going to be our respondents.

Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. Should you have any concerns regarding this query, here are my contact details: 09318183172 and email address lazanasilamarie@gmail.com.

We are looking forward to your request and would merit your positive response.

Thank you.

Respectfully,

HAMILI, MAKEISHA E.
LAZANAS, ILA MARIE
NAVARRO, ARJE
BSHM Student Researchers

Received and Approved by:

Name: Brandon C. Lujan
Affiliation: ARN / P&M

Noted by:

MS. ARNIELYN L. MEDULAN
Research Advisor

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental,
Philippines
(088)-521-0367 / (088)-521-0431



Appendix E.

Statistical Computation

1. To identify customer's empathic behavior in terms of pro-social behavior and anti-social behavior.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Pro-Social Behavior	134	2.2	4.0	3.287	.4151
Anti-Social Behavior	134	1.0	4.0	2.358	.8747
CUSTOMER'S EMPATHIC BEHAVIOR	134	2.0	4.0	2.822	.5248
Valid N (listwise)	134				

PSB3 3.21
 PSB2 3.22
 PSB5 3.22
 PSB4 3.23
 PSB1 3.54
 Pro-Social Behavior 3.29

ASB2 2.19
 ASB3 2.34
 ASB5 2.37
 ASB4 2.45
 ASB1 2.46
 Anti-Social Behavior 2.36
 CUSTOMER'S EMPATHIC BEHAVIOR 2.82

Constructs	M	SD	Interpretation
Pro-Social Behavior	3.287	.4151	Very High
Anti-Social Behavior	2.358	.8747	Low
CUSTOMER'S EMPATHIC BEHAVIOR	2.822	.5248	High

Note: Customer Retention Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

2. To determine the mental health of fast-food crews in terms of emotional behavior, psychological well-being, and social functioning.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
--	---	---------	---------	------	----------------

Emotional Behavior	134	2.2	4.0	3.519	.4530
Psychological Well-being	134	2.0	4.0	3.448	.4700
Social Functioning	134	2.4	4.0	3.418	.4230
MENTAL HEALTH	134	2.5	4.0	3.462	.3892
Valid N (listwise)	134				

EB1	3.48
EB3	3.51
EB5	3.53
EB2	3.54
EB4	3.54
Emotional Behavior	3.52
PWB4	3.42
PWB3	3.43
PWB5	3.43
PWB1	3.45
PWB2	3.52
Psychological Well-being	3.45
SF4	3.28
SF2	3.42
SF3	3.45
SF1	3.46
SF5	3.49
Social Functioning	3.42
MENTAL HEALTH	3.46

Constructs	M	SD	Interpretation
Emotional Behavior	3.519	.4530	Very High
Psychological Well-being	3.448	.4700	Very High
Social Functioning	3.418	.4230	Very High
MENTAL HEALTH	3.462	.3892	Very High

Note: Customer Retention Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

3. To determine the level of job satisfaction of fast-food crews in terms compensation recognition, and work environment and security.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	134	1.8	4.0	3.246	.5050
Recognition	134	2.0	4.0	3.304	.4309
Work environment & Security	134	2.0	4.0	3.400	.4686
JOB SATISFACTION	134	2.3	4.0	3.317	.3870
Valid N (listwise)	134				

C1	3.16
C2	3.2
C4	3.22
C3	3.31
C5	3.34
Compensation	3.25
R1	3.26
R2	3.3
R5	3.3
R4	3.33
R3	3.34
Recognition	3.3
WES1	3.37
WES3	3.4
WES2	3.4
WES5	3.4
WES4	3.43
Work environment & Security	3.4
JOB SATISFACTION	3.32

Constructs	M	SD	Interpretation
Compensation	3.246	.5050	High
Recognition	3.304	.4309	Very High
Work environment & Security	3.400	.4686	Very High
JOB SATISFACTION	3.317	.3870	Very High

Note: Customer Retention Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49 (Low); 1.0-1.74 (Very Low)

4.To examine the relationship between customers' empathic behavior and mental health among fast food crews in Ozamiz City.

Correlations			CUSTOMER'S EMPATHIC BEHAVIOR	MENTAL HEALTH
Spearman's rho	CUSTOMER'S EMPATHIC BEHAVIOR	Correlation Coefficient	1.000	.047
		Sig. (2-tailed)	.	.587
		N	134	134
	MENTAL HEALTH	Correlation Coefficient	.047	1.000
		Sig. (2-tailed)	.587	.
		N	134	134

MENTAL HEALTH	r-value	p-value	Interpretation
CUSTOMER'S EMPATHIC BEHAVIOR	.047	.587	No Correlation

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)
2). **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not Significant)

5.To determine the significant influence of customers' empathic behavior on the job satisfaction of fast food crews in Ozamiz City.

Correlations			CUSTOMER'S EMPATHIC BEHAVIOR	JOB SATISFACTION
Spearman's rho	CUSTOMER'S EMPATHIC BEHAVIOR	Correlation Coefficient	1.000	.230**
		Sig. (2-tailed)	.	.008
		N	134	134
	JOB SATISFACTION	Correlation Coefficient	.230**	1.000
		Sig. (2-tailed)	.008	.

	N	134	134
--	---	-----	-----

** .Correlation is significant at the 0.01 level (2-tailed).

JOB SATISFACTION	r-value	p-value	Interpretation
CUSTOMER'S EMPATHIC BEHAVIOR	.230**	.008	Moderate Positive Correlation/ Highly Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)
2). **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not Significant)

6. To investigate the impact of mental health on job satisfaction among fast food crews in Ozamiz City.

		Coefficients ^a		t	Sig.	95.0% Confidence Interval for B	
		Unstandardized Coefficients	Standardized Coefficients			Lower Bound	Upper Bound
1	(Constant)	1.310	.245	5.348	.000	.825	1.794
	MENTAL HEALTH	.580	.070	.583	.000	.441	.719

a. Dependent Variable: JOB SATISFACTION

7. To explore the mediating role of mental health in the relationship between customer's empathic behavior and job satisfaction.

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.1 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
Y : JS
X : CEB

M : MH

Sample
Size: 134

OUTCOME VARIABLE:
MH

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.0886	.0079	.1514	1.0455	1.0000	132.0000	.3084

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.2761	.1846	17.7517	.0000	2.9111	3.6412
CEB	.0657	.0643	1.0225	.3084	-.0614	.1929

Standardized coefficients

	coeff
CEB	.0886

OUTCOME VARIABLE:
JS

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.6164	.3799	.0943	40.1319	2.0000	131.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.9541	.2680	3.5602	.0005	.4239	1.4842
CEB	.1476	.0509	2.8991	.0044	.0469	.2484
MH	.5622	.0687	8.1866	.0000	.4263	.6980

Standardized coefficients

	coeff
CEB	.2002
MH	.5655

***** TOTAL EFFECT MODEL *****
OUTCOME VARIABLE:
JS

Model Summary

	R	R-sq	MSE	F	df1	df2	p
--	---	------	-----	---	-----	-----	---

```

      .2504      .0627      .1414      8.8280      1.0000      132.0000      .0035

Model
      coeff      se      t      p      LLCI      ULCI
constant      2.7959      .1783      15.6771      .0000      2.4431      3.1487
CEB      .1846      .0621      2.9712      .0035      .0617      .3075

Standardized coefficients
      coeff
CEB      .2504

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_cs
      .1846      .0621      2.9712      .0035      .0617      .3075      .2504

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_cs
      .1476      .0509      2.8991      .0044      .0469      .2484      .2002

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
MH      .0370      .0356      -.0358      .1048

Completely standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
MH      .0501      .0484      -.0469      .1435

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

```

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Lower	Upper		

```

      .2504      .0627      .1414      8.8280      1.0000      132.0000      .0035

Model
      coeff      se      t      p      LLCI      ULCI
constant      2.7959      .1783      15.6771      .0000      2.4431      3.1487
CEB      .1846      .0621      2.9712      .0035      .0617      .3075

Standardized coefficients
      coeff
CEB      .2504

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c_cs
      .1846      .0621      2.9712      .0035      .0617      .3075      .2504

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_cs
      .1476      .0509      2.8991      .0044      .0469      .2484      .2002

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
MH      .0370      .0356      -.0358      .1048

Completely standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
MH      .0501      .0484      -.0469      .1435

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

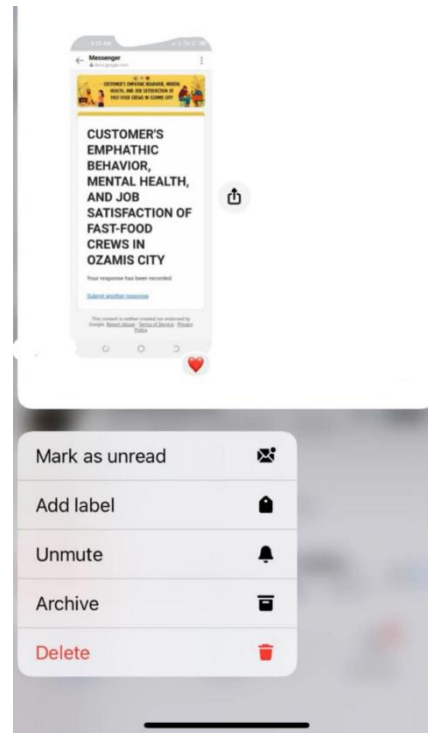
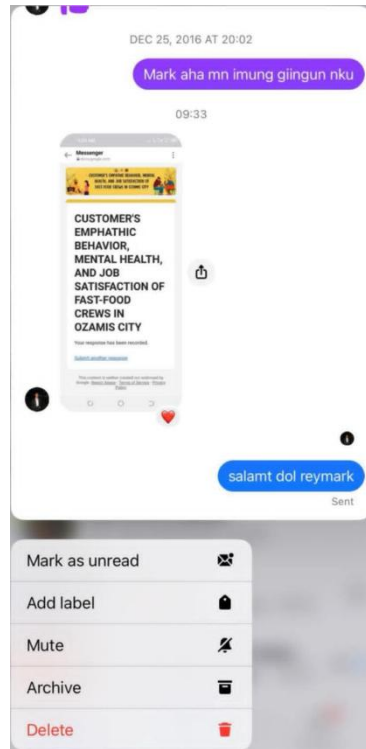
```

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Lower	Upper		

Relationship	Total Effect	Direct Effect	Indirect Effect	Bound		t-statistics	Partial Mediation (Complimentary)
				Lower	Upper		
CEB > MH > JS	.1846 (.0035)	.1476 (.0044)	.0370	-.0358	.1048	2.8991	

Appendix F.**Documentation****Proposal**

Data Gathering



Final Defense

Appendix G.

Plagiarism Test Result

Page 2 of 78 · Integrity OverviewSubmission ID trnoid::28447-92483294

30% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

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- 0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

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- 13% Internet sources
- 10% Publications
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Integrity Flags

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A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

Appendix H.

Grammarly Test Result

Report: GROUPNUN-1

GROUPNUN-1

by Misamis University

General metrics

88,756	12,656	987	50 min 37 sec	1 hr 37 min
characters	words	sentences	reading time	speaking time

Score



This text scores better than 98% of all texts checked by Grammarly

Writing Issues

88	73	15
Issues left	Critical	Advanced

Plagiarism

This text hasn't been checked for plagiarism



Appendix I.**Curriculum Vitae****Makeisha E. Hamili**

Baybay Sta. Cruz, Ozamiz City,
Misamis Occidental
0956-267-3849
make.emperiohamili@gmail.com

**CAREER OBJECTIVE**

I aim to become part of a dynamic and thriving organization, where my expertise and passion can drive meaningful change and contribute to the company's overall growth and prosperity.

PERSONAL INFORMATION

Nickname	: Maki	Religion	: Roman Catholic
Birth Date	: May 28, 2003	Father	: Eleseo C. Hamili Jr.
Birth Place	: Ozamiz City	Occupation	: N/A
Civil Status	: Single	Mother	: Regina P. Emperio
Sex	: Female	Occupation	: House wife
Nationality	: Filipino		

EDUCATION BACKGROUND

Tertiary	Misamis University Bachelor of Science in Hospitality Management Ozamiz City, Misamis Occidental	2021 - present
Secondary	Ozamiz City National High School TVL-HE Ozamiz City, Misamis Occidental	2019 – 2020

SKILLS AND KNOWLEDGE

- Customer Service Excellence
- Adaptability
- Time Management
- Teamwork

SEMINARS/WORKSHOPS/TRAININGS

- | | |
|---|---|
| • Coffee Making Seminar-Workshop | May 2023
MU Manor, Ozamiz City, Philippines |
| • Career Orientation Seminar in the Cruise Line Industry | April 2023
MIHCA Cebu, Cebu City, Philippines |
| • Lecture & Demonstrating on Basic House Keeping and Bed Making | April 2023
Mezzo Hotel, Cebu City, Philippines |
| • Educational Tour | April 2023
Cebu City, Philippines |
| • NCII | October 2024
Ozamiz City, Philippines |
| • OJT | January - April 2025
Aya Hotel & Residences, Clarin, Philippines |

REFERENCES

Catherine D. Rosauo, MBA, MIHM
 BSHM OJT Coordinator
 Misamis University
 0951-885-5461
 catherine.rosauo@mu.edu.ph

ILA MARIE I. LAZANAS

P-2 Kidalos, Kapatagan, Lanao Del Norte

0931-8183-172

lazarasilamari@gmail.com

**CAREER OBJECTIVE**

A dedicated and service-oriented Hospitality Management graduate with hands-on experience in housekeeping, kitchen, and dining operations through on-the-job training. Eager to apply practical skills and a strong work ethic to contribute to a dynamic hospitality team. Committed to delivering excellent guest experiences while continuously developing professional expertise in hotel and restaurant services.

PERSONAL INFORMATION

Nickname	:	Ilay	Religion	:	Roman Catholic
Birth Date	:	June 3, 2002	Father	:	Julito G. Lazanas
Birth Place	:	Pardo, Cebu City	Occupation	:	Seafarer / Seaman
Civil Status	:	Single	Mother	:	Chuchie I. Lazanas
Sex	:	Female	Occupation	:	Housewife
Nationality	:	Filipino			

EDUCATION BACKGROUND

Tertiary	Misamis University Bachelor of Science in Hospitality Management Ozamiz City, Misamis Occidental	2021 - present
Secondary	Kapatagan National High School Technical-Vocational-Livelihood Kapatagan, Lanao Del Norte	2020 – 2021

SKILLS AND KNOWLEDGE

- Organizational Skills
- Interpersonal Skills
- Resilient
- Adaptability
- Cooperative
- Basic Computer Skills

EXPERIENCE

- **On The Job Training** Hamersons Hotel Cebu
0337 Don Mariano Cui St, Cebu City Philippines

SEMINARS/WORKSHOPS/TRAININGS

- **Coffee Making Seminar-Workshop** May 2023
MU Manor, Ozamiz City, Philippines
- **Career Orientation Seminar in the Cruise Line Industry** April 2023
MIHCA Cebu, Cebu City, Philippines
- **Lecture & Demonstrating on Basic House Keeping and Bed Making** April 2023
Mezzo Hotel, Cebu City, Philippines
- **Educational Tour** April 2023
Cebu City, Philippines
- **NCII Housekeeping** October 2024

REFERENCES

Catherine D. Rosauro, MBA, MIHM
BSHM OJT Coordinator
Misamis University
0951-885-5461
catherine.rosauro@mu.edu.ph

Arje Navarro
Happy valley Tambulig
Zamboanga Del Sur
0929-576-3576
arjenavarro08@gmail.com



CAREER OBJECTIVE

I aim to become part of a dynamic and thriving organization, where my expertise and passion can drive meaningful change and contribute to the company's overall growth and prosperity.

PERSONAL INFORMATION

Nickname	:	Bong	Religion	:	Christian of convention
Birth Date	:	Dec 28, 2002	Father	:	Arvin M. Navarro
Birth Place	:	Ozamiz City	Occupation	:	Businessman
Civil Status	:	Single	Mother	:	Jecilina Navarro
Sex	:	Male	Occupation	:	Businesswoman
Nationality	:	Filipino			

EDUCATION BACKGROUND

Tertiary	Misamis University Bachelor of Science in Hospitality Management Ozamiz City, Misamis Occidental	2021 - present
Secondary	Tambulig National High School FBS Tambulig Zamboanga Del Sur	2018-2019

SKILLS AND KNOWLEDGE

- Customer Service Excellence
- Adaptability
- Time Management
- Teamwork

SEMINARS/WORKSHOPS/TRAININGS

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