



Work Stress, Coping Strategies, and Job Satisfaction Among Food Service Workers in Bohol: A Descriptive-Correlational Study

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Abstract

Work stress is a significant occupational concern in the food service industry, with documented links to burnout, emotional labor, reduced service quality, and turnover intentions. This study examined the relationships among perceived work stress, coping strategies, and job satisfaction among food service workers in Bohol, Philippines. It explored which stressor domains – particularly social support – are more salient in this context. Employing a quantitative, cross-sectional, descriptive-correlational survey design, the study used the Pressure Management Indicator (PMI) to assess seven stressor domains (workload, relationships, recognition, organizational climate, managerial role, work-home balance, and daily hassles), along with coping strategies and job satisfaction subscales, across all 50 employees from six selected restaurants in southern Bohol through complete enumeration. Findings revealed a male-dominated participant pool, with respondents reporting overall job satisfaction, as reflected in high weighted mean scores. Notably, while most PMI-identified pressure sources were not deemed significant stressors, workers consistently cited lack of workplace social support as a primary stress trigger. In coping with stress, respondents predominantly relied on balanced strategies like sharing concerns with colleagues. No statistically significant association was found between perceived work stress and job satisfaction ($p = -.18$, $p = .202$). These findings suggest that, in this tourism-intensive food service context, social support is the most critical pressure domain, and that socially oriented coping may play a buffering role consistent with the Transactional Model of Stress and Coping.

Keywords: Occupational Stress, Job Satisfaction, Coping Strategies, Social Support, Food Service Workers, Pressure Management Indicator, Bohol

INTRODUCTION

The food service industry is a fast-paced environment and is always confronted with occupational stresses. These stresses have become a significant and pressing issue in today's world, negatively affecting employees' psychological, emotional, and mental well-being. Consequently, this reduces work efficiency and service quality while increasing turnover rates, ultimately harming both employees and firms (Campos & Campos, 2024).

In the Philippines, where tourism and travel form a vibrant, growing sector, demand for food and hospitality services continues to rise. Bohol, for instance, has driven its post-pandemic recovery with 1.4 million visitors in 2024 and nearly one million in the first quarter of 2025 alone (The Bohol Times, 2025).

This influx of tourist arrivals puts greater pressure on food service employees to meet visitors' expectations for quality products and services (Paddit, 2021). Tourists' dining preferences hinge on factors such as food quality, service, pricing, and ambiance (Cabig, 2023). Given that food plays a crucial role in promoting tourism and boosting local economic growth, employees' knowledge and skills in food service are paramount to ensuring high customer satisfaction. However, food service workers face numerous challenges, including health risks, occupational stress, and the need for effective coping mechanisms (Ereño et al., 2014).

Occupational stress in the food service sector is linked to significant behavioral and

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organizational consequences, including burnout, emotional labor strain, reduced service quality, absenteeism, and turnover intentions (Ko, 2023; Park et al., 2018; Silva et al., 2021).

Despite these documented links, local evidence guiding targeted interventions in Bohol's food service sector remains limited – constituting both a practice gap (limited local evidence to guide stress management interventions) and a literature gap (limited evidence on which PMI stressor domains, particularly social support, are most associated with satisfaction in this context).

As the backbone of this industry, food service employees must be satisfied with their jobs to deliver optimal service. These realities motivate the researchers to assess stress and job satisfaction levels among food service workers, aiming to identify the key sources and correlates of workplace pressures. Furthermore, this study will explore the coping strategies these employees employ. The findings may provide organizations with actionable insights to develop interventions that enhance job performance, improve job satisfaction, and mitigate workplace stress.

Grounded in the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), the study specifically aims to: (1) describe the demographic profile of food service workers; (2) determine their level of job satisfaction; (3) identify the most salient PMI stressor domains; (4) describe the coping strategies they employ; and (5) examine the association between perceived work stress and job satisfaction.

LITERATURE REVIEW

Work Stress

Workplace stress is a pervasive and multidimensional issue with significant implications for organizational efficiency and employee well-being, particularly in customer-oriented industries like food services. Employees in this sector must navigate conflicting demands from management, company policies, and customers, often resulting in emotional dissonance (O'Neill & Davis, 2011).

Unique stressors for food service workers include emotional labor, which requires maintaining positive interactions despite personal strain; conflicting demands, such as balancing customer expectations with organizational policies; and physical and psychological strain exacerbated by long hours, low wages, and irregular schedules.

Cumulatively, these stressors contribute to adverse health outcomes like fatigue, headaches, and cardiovascular issues, ultimately compromising service quality due to employee exhaustion (Kivimäki & Kawachi, 2015). The repercussions of such stress extend beyond individual health, affecting broader organizational performance and customer experiences.

In Bohol, where food is deeply intertwined with cultural identity and economic development, rapid tourism growth has intensified demands on the food service industry. This surge necessitates a skilled workforce to sustain service quality, yet employees in this sector face compounding challenges. Beyond systemic stressors like emotional labor and erratic schedules, workers report acute health issues, including respiratory problems and chronic physical discomfort, underscoring the urgency of improved workplace health strategies (Cano et al., 2025).

Moreover, prolonged exposure to job stress often leads to burnout, which severely undermines job satisfaction—a relationship well documented by the strong negative correlation between occupational stress and satisfaction levels, particularly when stressors involve role ambiguity or interpersonal tensions. Consequently, Campos and Campos (2024) found that such conditions markedly increase turnover intention among food service staff. Left unaddressed, these factors pose a dual threat: compromising workforce stability and potentially damaging Bohol's standing as a premier hospitality destination.

Job Satisfaction

Job satisfaction refers to how employees feel about their motivation, contentment, and fulfillment in their roles ([S. Sujatha & Balaji, 2020](#)). [Alrefaei \(2020\)](#) further defines it as the degree of happiness employees experience within their work environment. While multiple factors influence job satisfaction ([Beriales et al., 2017](#)), [Hechanova et al. \(2006\)](#) highlight psychological empowerment as a key factor with a positive correlation.

Additionally, [Macalinao \(2023\)](#) identifies supervisor relations, working conditions, and the nature of work as significant contributors to overall job satisfaction. Other determinants include task variety, autonomy, task identity, feedback, social interactions, and opportunities for friendship ([Jafté et al., 1995](#)). Moreover, work-life balance and work environment play crucial roles, with tailored incentives, flexible schedules, and expanded leave benefits enhancing satisfaction ([Parashar, 2024](#)).

Importantly, this multidimensional construct has practical consequences: [Nugal \(2025\)](#) found that job satisfaction significantly correlates with service quality, such that more satisfied employees tend to provide better service. Because Bohol's food service industry relies heavily on consumer interaction and human resources, understanding these factors is essential to optimizing job design and improving organizational outcomes.

Relationship between Work Stress and Job Satisfaction

The interplay between work stress and job satisfaction remains a critical area of research in organizational dynamics, as it directly informs strategies to improve workplace conditions and enhance employee retention. A substantial body of evidence indicates that higher work stress correlates with lower job satisfaction, while reduced stress leads to increased satisfaction ([Manaf, 2024](#)). Key stressors such as work overload, role ambiguity, and role conflict significantly contribute to job stress ([Rizwan et al., 2013](#)).

[Tentama et al. \(2019\)](#) further highlight that excessive workload exacerbates stress, thereby diminishing job satisfaction. These stressors affect not only immediate well-being but also employees' overall perceptions of their role, as persistent pressure and strain tend to erode satisfaction with working conditions. Consequently, prolonged job stress has been linked to increased turnover intentions ([Park et al., 2018](#)) and, through role conflict and burnout, to further deterioration of satisfaction ([Ko, 2023](#)).

In food service settings, [Silva et al. \(2021\)](#) observed that menu complexity increases burnout and food safety violations among workers, negatively affecting satisfaction. This sector is particularly susceptible given its fast-paced environment, physical demands, and emotional labor requirements ([Campos & Campos, 2024](#)), suggesting that satisfaction depends not only on pay or benefits but also on employees' ability to manage stress and maintain well-being.

To mitigate these issues, interventions such as fostering supportive work environments, ensuring fair compensation, and implementing skill-based job placement have proven effective ([Azahwa & Paryontri, 2023](#)). Nevertheless, continuous assessment of work stress and job satisfaction remains essential, as the relationship is mediated by workplace conditions including workload, customer demands, equipment reliability, and scheduling, alongside the level of support and empowerment employees receive.

Coping Mechanism

Coping mechanisms refer to the strategies and resources individuals use to manage stress and adapt to challenges ([Corcaci, 2025](#)). These internal and behavioral tools help individuals navigate difficulties, handle pressure, and adjust to change, with research showing their significant impact on personal, academic, and professional domains ([Rohmah et al., 2024](#)). In the Philippines,

food service workers operate in environments characterized by high demands, fast-paced routines, and intense emotional labor (Ereño et al., 2017).

Consequently, a growing body of research has examined how stress affects job satisfaction in restaurants, fast-food outlets, and quick-service settings. It also examines the coping strategies employees use to mitigate daily pressure. Across the literature, a consistent pattern emerges: higher work stress correlates with lower job satisfaction, while coping resources such as religious coping, problem-solving, and social support help workers manage stress more effectively.

In an organizational context, coping strategies play a crucial role in mitigating employees' stress and sustaining long-term mental health. The food industry, in particular, faces unique stressors due to its fast-paced, high-pressure environment, prompting workers to adopt diverse coping approaches. These include problem-focused strategies (directly addressing the stressors), emotion-focused strategies (regulating emotional responses), and social support-seeking behavior (Kivak, 2024). Tuliao (2025) found that religious coping and problem-solving helped cruise line food service workers manage high stress levels, while Castor et al. (2025) highlighted cognitive coping—focusing on solutions and remaining calm—as particularly effective in quick service restaurant settings.

Beyond individual coping, workplace social support has been identified as a critical buffer in the stress-satisfaction relationship. Consistent with Cohen and Wills' (1985) stress-buffering hypothesis, perceived social support from coworkers and supervisors can attenuate the negative effect of workplace stressors. Ducharme and Martin (2000) show the dual role of coworkers' support—enhancing satisfaction when present but exacerbating stress when absent — underscoring the importance of consistent, reliable workplace relationships.

Overall, the literature confirms that stress and job satisfaction are closely intertwined in food service work, with stressful job conditions tending to lower satisfaction. However, coping strategies and workplace support can significantly soften this effect. However, despite this robust evidence, limited research has examined how these dynamics operate in the Philippine food service—particularly in the local context—suggesting a need for context-sensitive investigations that account for local cultural, economic, and organizational factors.

Supporting Theory

Lazarus and Folkman's (1984) Transactional Model of Stress and Coping provides the theoretical foundation for this study, emphasizing that stress emerges from the dynamic interaction between individuals and their environment rather than from external events alone (Kivak, 2024). At the core of this model lies the cognitive appraisal process, where workers initially evaluate job demands through primary appraisal (judging whether situations are threatening or challenging based on resource availability), followed by secondary appraisal (assessing coping capabilities and selecting strategies like problem-solving or avoidance), with ongoing reappraisal potentially altering these initial perceptions.

The model's distinction between problem-focused coping (directly addressing stressors) and emotion-focused coping (managing distress) proves particularly relevant for Bohol's food service sector, where tourism-driven pressures and cultural factors create unique workplace stressors. Importantly, the PMI measures perceived pressure sources – the stressor inputs to primary appraisal – rather than the stress response itself. This distinction is critical: low PMI scores may reflect low perceived pressure rather than an absence of objective stressors. In this study, coping is conceptualized as a correlate (potential moderator) consistent with the cross-sectional design, rather than a tested mediator.

Hypotheses

H1: Perceived work stress is negatively associated with job satisfaction among food service workers in Bohol.

A substantial body of evidence indicates that higher work stress correlates with lower job satisfaction, while reduced stress leads to increased satisfaction ([Manaf, 2024](#)). Key stressors such as work overload, role ambiguity, and role conflict significantly contribute to job stress ([Rizwan et al., 2013](#)). [Tentama et al. \(2019\)](#) further highlight that excessive workload exacerbates stress, thereby diminishing job satisfaction.

In food service settings, [Silva et al. \(2021\)](#) observed that menu complexity increases burnout and food safety violations among workers, negatively affecting satisfaction. Given the fast-paced environment and emotional labor requirements of the food service sector ([Campos & Campos, 2024](#)), higher perceived work stress is expected to be associated with lower job satisfaction among food service workers in Bohol.

H2: Socially oriented coping strategies are positively associated with job satisfaction.

Coping mechanisms refer to the strategies and resources individuals use to manage stress and adapt to challenges ([Corcaci, 2025](#)). Across the literature, a consistent pattern emerges: coping resources such as religiosity, problem-solving, and social support help workers manage stress more effectively. [Castor et al. \(2025\)](#) highlighted cognitive coping—focusing on solutions and staying calm—as particularly effective in quick-service restaurant settings.

Consistent with [Cohen and Wills's \(1985\)](#) stress-buffering hypothesis, perceived social support from coworkers and supervisors can attenuate the negative effect of workplace stressors. [Ducharme and Martin \(2000\)](#) demonstrate the dual role of coworkers' support—enhancing satisfaction when present but exacerbating stress when absent. In the Philippines context, where collectivist cultural orientation is prevalent, socially oriented coping strategies are expected to be positively associated with job satisfaction.

RQ3: What are the most salient PMI stressor domains among food service workers, and is lack of workplace social support the most prominent pressure source?

Grounded in [Ducharme and Martin's \(2000\)](#) dual-role coworker support model, which suggests that the absence of social support does not merely represent a missing resource but actively amplifies occupational distress, and [Gray et al.'s \(2019\)](#) confirmation that unmet social support expectations in customer-facing service environments constitute a critical job stressor, it is anticipated that lack of workplace social support will emerge as the most salient pressure domain as measured by the Pressure Management Indicator (PMI). Given the tourism-intensive nature of Bohol's food service industry and its high-demand, emotionally labor-intensive work environment, this descriptive question seeks to determine whether social support deficits outweigh other PMI domains such as workload, recognition, or organizational climate in this context.

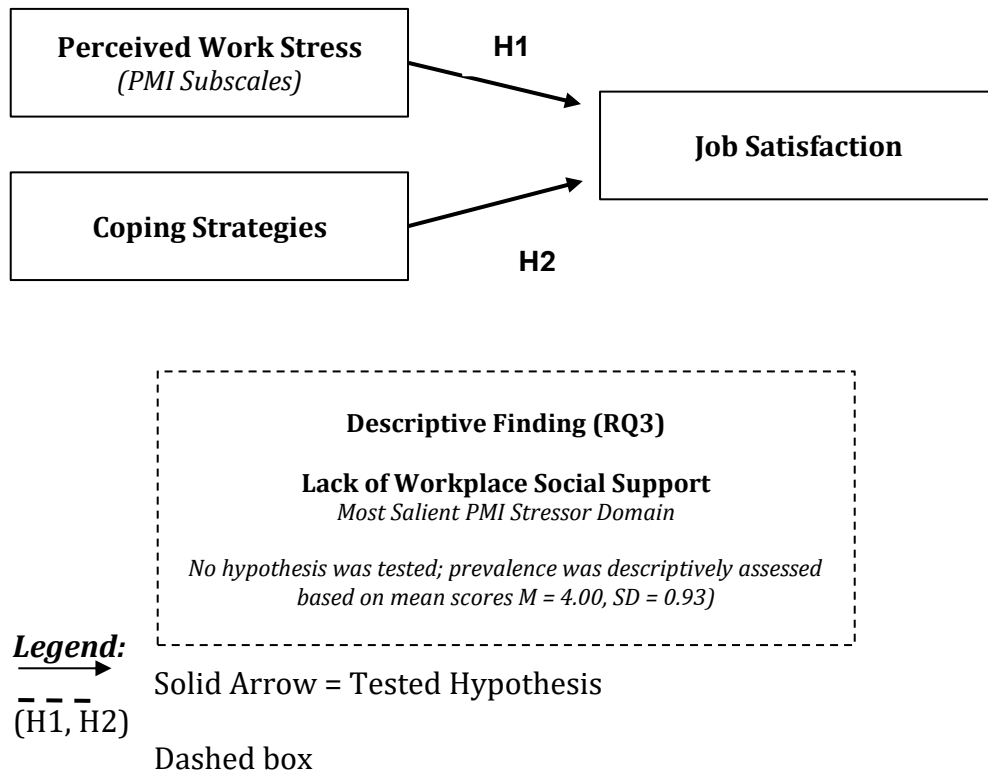


Figure 1. Framework of the Study

Figure 1 presents the study's conceptual framework, illustrating the relationships and key variables examined among food service workers in Bohol. The framework focuses primarily on the association between perceived work stress and job satisfaction. Coping strategies are included as an important variable grounded in the Transactional Model of Stress and Coping and are examined to describe the strategies workers use to manage workplace pressures. In this study, coping strategies are treated as a correlational, descriptive variable rather than a formally tested mediator or causal predictor of work stress.

RESEARCH METHOD

This study employs a quantitative, cross-sectional, descriptive-correlational survey design. Findings reflect associations among variables rather than causal effects, consistent with the limitations of the cross-sectional design. The research was conducted in the province's southern region, focusing on six strategically selected restaurants (Genaro's Grill Main, Kusina Genaro's, Artizan Café, Crecencia Café, Kaynams Restaurants, and C'wall Resto Bar), all located near major tourist attractions such as the Chocolate Hills, Loboc River, and the Tarsier Conservation Area.

Participants and Sampling

Sampling was conducted at two levels. At the site level, six restaurants were purposively selected based on proximity to major tourism corridors, diversity of service type (dine-in, café, bar), and willingness to participate. At the employee level, complete enumeration (census within sites) was applied – all 50 available and consenting employees were enrolled. Generalizability is limited to similar food service establishments in southern Bohol. Sample size justification: $N = 50$ represents the full accessible population (pragmatic census rationale). Post-hoc power analysis indicated adequate power ($1 - \beta \geq .80$) for detecting medium-to-large effects ($p \geq .35$) at $\alpha = .05$.

Instruments

The Pressure Management Indicator (PMI; Williams & Cooper, 1998) was used as the primary instrument. It assesses: (1) Perceived Pressure Sources – seven subscales: Workload (8 items), Relationships (6 items), Recognition (6 items), Organizational Climate (7 items), Managerial Role (5 items), Work-Home Balance (6 items), Daily Hassles (5 items); scored on a 5-point Likert scale (1 = Never a source to 5 = Constant and major source). (2) Coping Strategies – 17 items (1 = Never used by me to 5 = Very frequently used by me). (3) Job Satisfaction = 9 items. A bilingual OB/IO professional reviewed the Filipino translation; no revisions were required.

Procedure

After institutional ethical approval, the researchers obtained written consent from restaurant managers. Eligible employees were briefed on the study's voluntary nature and confidentiality. Each participant provided informed consent. Paper-based questionnaires were administered in Filipino and English during non-peak hours (10- 15 minutes to complete). Completed forms were collected immediately. Data were screened for missing values (none exceeded 5% per item). PMI subscale scores were computed per the Williams and Cooper (1998) scoring manual. Data were analyzed using SPSS v26. The study adhered to the Data Privacy Act of the Philippines (RA 10173).

Data Analysis

Simple percentages and frequencies were used for demographic profiling. Weighted means (M) and standard deviations (SD) were computed for all PMI subscales and items. Normality was assessed using the Shapiro-Wilk test. Because composite scores were non-normal, Spearman's rho (ρ) was used as the primary inferential statistic to examine the stress-satisfaction association ($\alpha = .05$), replacing the Wilcoxon Signed-Rank test. Effect size was computed as $r = Z/\sqrt{N}$.

The research adhered strictly to ethical protocols, ensuring voluntary participation, confidentiality, and respondents' right to withdraw.

FINDINGS AND DISCUSSION

The study first examined respondents' demographic profile. As presented in Table 1, all fifty (50) participants met the sampling criteria, with males representing 60% (30) and females 40% (20) of the sample.

Table 1. Demographic Profile of Food Service Workers (N = 50)

Variable	Categories	n	%	Notes
Gender	Male	30	60	-
	Female	20	40	-
Age Band	18-25 years	28	56	Majority in early adulthood
	26-35 years	15	30	-
	36-45 years	5	10	-
	46 and above years	2	4	-
Position / Role	Service Crew / Waiter	22	44	-
	Kitchen Staff / Cook	16	32	-

	Cashier / Counter	7	14	-
	Supervisor / Manager	5	10	-
Employment Status	Full-time	35	70	-
	Part-time	15	30	-
Tenure	Less than 1 year	14	28	High entry-level context
	1-3 years	24	48	-
	4-6 years	9	18	-
	7 years and above	3	6	-
Typical Weekly Hours	Less than 40 hours	15	30	Part-time/flexible
	40-48 hours	28	56	-
	More than 48 hours	7	14	-
Shift Type	Morning (6 AM – 2 PM)	18	36	-
	Afternoon (2 PM – 10 PM)	20	40	-
	Evening/Closing (10 PM – 6 AM)	12	24	Work-home balance risk

The sample was predominantly young adults aged 18-25 (56%), employed full-time (70%) with 1-3 years of tenure (48%), primarily in service crew and kitchen staff roles. These demographic characteristics are relevant contextual descriptors: part-time workers may experience different stressor salience due to reduced organizational embeddedness; evening-shift workers face heightened work-home balance pressures; and younger, shorter-tenured workers may have less established social support networks at work – all of which intersect with the PMI domains examined.

Job satisfaction, as defined by [Alrefaei \(2020\)](#), varies among employees but generally reflects an employee's overall contentment with their position. Table 2 presents the measurement items used to assess job satisfaction in this study.

Table 2. Level of Job Satisfaction among Food Service Workers (N = 50)

Level of Job Satisfaction	Mean	SD	Interpretation
I often have too much to do in too little time.	4.00	0.87	Agree
My job improves my quality of life.	4.20	0.74	Agree
Reorganization strains staff for little or no benefit.	3.68	0.91	Disagree
I enjoy my work.	4.56	0.62	Agree
I worry about my job's future.	4.70	0.55	Agree
I am strongly committed to the organization I work for.	4.00	0.88	Agree

Too much change occurs within my organization.	4.18	0.79	Agree
I have a great deal of control over my work.	4.12	0.83	Agree
The people I work for find it easier to blame than to praise.	4.00	0.90	Agree
My job is more enjoyable than it used to be.	4.38	0.71	Agree
The people I work with frequently discuss changing their jobs.	4.00	0.86	Agree
I feel comfortable asking my co-workers for their help.	4.00	0.85	Agree
Unrealistic deadlines for completing work are a regular occurrence.	4.00	0.89	Agree
The work I do is appreciated.	4.20	0.77	Agree
There is a general lack of stability within the organization.	4.00	0.88	Agree
The head of the organization usually tells me when I have done a good job.	4.26	0.73	Agree
I get little support from my co-workers.	4.12	0.80	Agree
The head of the organization does not understand what I actually do.	3.46	0.96	Disagree
People offer to help me without being asked.	4.28	0.72	Agree
I often feel undervalued.	4.06	0.84	Agree
It is easy to get help from my colleagues.	3.78	0.93	Disagree
Composite Mean	4.04	0.81	Agree
I only get told how I am doing when things go wrong.	3.04	1.02	Some Dissatisfaction
Communication and the way information flows around your organization.	4.66	0.58	Some Satisfaction
The degree to which you feel motivated by your job.	4.74	0.55	Some Satisfaction
The style of supervision that your superiors use.	4.78	0.53	Some Satisfaction
The way changes and innovations are implemented.	4.60	0.63	Some Satisfaction
The kind of work or tasks you are required to perform.	4.72	0.56	Some Satisfaction
The degree to which you feel that you can personally develop or grow in your job.	4.36	0.70	Some Satisfaction
How conflicts are resolved in your organization.	4.10	0.82	Some Satisfaction

The psychological 'feel' or climate that dominates your organization.	3.70	0.95	Some Dissatisfaction
Composite Mean	4.30	0.71	Some Satisfaction
Overall Mean	4.17	0.74	Some Satisfaction

The results indicate that participants generally reported overall job satisfaction, supported by an overall mean of 4.17 (SD = 0.74, "Some Satisfaction").

The highest-rated satisfaction items related to supervisory style (M = 4.78), motivation (M = 4.74), and the nature of work (M = 4.72). Notably, the item "I only get told how I am doing when things go wrong" received the lowest satisfaction rating (M = 3.04, "Some Dissatisfaction"), suggesting feedback quality as an area of concern. These findings imply an organizational culture characterized by mutual understanding (Hodges, 2019), effective communication, and positive subordinate-manager relationships (Lopp, 2016).

Table 3. Reliability Statistics for PMI Subscales (N=50)

PMI Subscale	No. of Items	Cronbach's α	Interpretation
Workload	8	.78	Acceptable
Relationship	6	.81	Good
Recognition	6	.76	Acceptable
Organizational Climate	7	.82	Good
Managerial Role	5	.77	Acceptable
Work-Home balance	6	.80	Good
Daily Hassles	5	.74	Acceptable
Coping Strategies	17	.83	Good
Job Satisfaction	9	.79	Acceptable
Overall PMI Scale	-	.86	Good

All PMI subscales showed acceptable to good internal consistency ($\alpha = .74-.86$), meeting the $\alpha \geq .70$ threshold recommended by Nunnally and Bernstein (1994). The overall PMI scale yielded $\alpha = .86$, consistent with prior validation (Williams & Cooper, 1998). Alshammari et al. (2023) emphasize that work pressure and stress can adversely affect both employees and organizations. As shown in Table 4, this study evaluated various stress dimensions among food service workers.

Table 4. Level of Perceived Work Pressure by PMI Domain (N = 50)

Sources of Pressure	Mean	SD	Descriptive Interpretation
Workload	3.02	0.84	Generally not a source
Relationship	3.23	0.79	Generally not a source
Recognition	3.25	0.81	Generally not a source
Organizational Climate	3.47	0.86	Generally not a source
Managerial Role	3.02	0.83	Generally not a source
Homework balance	3.26	0.88	Generally not a source
Daily Hassles	3.58	0.91	Generally not a source
-Lack of Social Support	4.00	0.93	Generally not a source

*at Work**

Overall Mean	3.26	0.85	Generally not a source
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Note: *Lack of Social Support at Work item nested within the Daily Hassles subscale; reported separately due to theoretical salience.

Surprisingly, most factors were not perceived as significant stressors, evidenced by the overall mean score of 3.26 (SD = 0.85, “Generally not a source”).

However, one notable exception emerged: the item “Lack of social support from people's work” under daily hassles had a mean of 4.00 (SD = 0.93), indicating it is a considerable stressor. These findings corroborate [Ducharme and Martin's \(2000\)](#) dual-role coworker support model, which posits that the absence of social support does not merely represent a missing resource but actively amplifies occupational distress.

[Gray et al. \(2019\)](#) further substantiate this observation, identifying insufficient workplace social support as a critical job stressor in customer-facing service environments. Moreover, data on respondents' coping mechanisms suggest a shared tendency to rely on balancing strategies, particularly by sharing concerns with others or talking with friends.

Table 5. Level of Coping Strategy Use Among Food Service Workers (N =50)

Coping Strategy	Mean	SD	Interpretation
1. Resort to hobbies and pastimes.	3.24	0.88	On balance, not used by me
2. Try to deal with the situation objectively in an unemotional way.	3.52	0.84	On balance, not used by me
3. Effective time management.	4.12	0.77	On balance, used by me
4. Talk to understanding friends.	4.32	0.71	On balance, used by me
5. Plan ahead.	3.74	0.83	On balance, used by me
6. Expand interests and activities outside work.	3.58	0.86	On balance, not used by me
7. Use selective attention (concentrating on specific problems)	3.48	0.89	On balance, not used by me
8. Set priorities and deal with problems accordingly.	3.52	0.87	On balance, not used by me
9. Try to ‘stand aside’ and think through the situation.	3.92	0.80	On balance, used by me
10. Seek as much social support as possible.	3.50	0.88	On balance, not used by me
11. Do not let things get to me.	3.52	0.86	On balance, not used by me
12. Keep calm under pressure.	3.44	0.90	On balance, not used by me
13. Keep home and work separate.	3.66	0.84	On balance, not used by me
14. Find time to relax.	3.98	0.79	On balance, used by me
15. Enjoy life outside of work.	4.06	0.76	On balance, used by me
16. Try to reduce my workload.	3.86	0.81	On balance, used by me
17. Share my concerns with other people.	4.48	0.65	On balance, used by me
Overall Mean	3.76	0.82	On balance, used by me

Sharing concerns with others emerged as the most frequently used coping strategy (M = 4.48, SD = 0.65). This reliance on interpersonal coping aligns with the finding that social support is the most salient pressure domain and with the Transactional Model ([Lazarus & Folkman, 1984](#)), in which secondary appraisal drives coping strategy selection based on available resources. Previous

literature suggests that stress can negatively influence job satisfaction ([Baquero, Delgado, Escortell, & Sapena, 2019](#)). However, as shown in Table 6, the current study found no significant relationship between job satisfaction and perceived stress.

Table 6. Spearman's Rho Correlations: Perceived Work Stress and Job Satisfaction (N = 50)

Significant Relationship	Spearman's ρ	p-value	Effect Size r	95% CI	Decision
Perceived Stress x Job Satisfaction	-.18	.202	.18 (small)	(-.44, .10)	Failed to reject H_0 ; No significant association

We failed to reject the null hypothesis (H_1): no statistically significant association was found between perceived work stress and job satisfaction ($\rho = -.18$, $p = .202$, effect size $r = .18$ [small], 95% CI $[-.44, .10]$). Interpret the findings as reflecting the absence of a detectable association in this sample, not as confirming no relationship in the broader population.

Interpreting the Null Association: Possible Explanations

The absence of a statistically significant association may reflect several factors: (1) Restricted variance – PMI domain means clustered in the mid-range ($M = 3.02$ - 3.58), attenuating detectable correlations; (2) Sample size/power – $N = 50$ provides adequate power for large but not small effects ($\rho < .35$); (3) PMI measurement scope – the PMI assesses perceived pressure sources rather than the stress response, potentially decoupling pressure from satisfaction; (4) Timing/seasonality – data were collected outside Bohol's peak tourist season, likely underrepresenting acute stress variability; (5) Organizational features – the selected restaurants may have supportive management structures that buffer the stress-satisfaction relationship.

CONCLUSIONS

RQ1: Demographic Profile of Food Service Workers

Most respondents were male (60%), in the 18-25 age bracket (56%), employed full-time (70%), had 1-3 years of tenure (48%), and were primarily assigned as service crew or kitchen staff. Most worked the afternoon shift (40%) and logged 40-48 hours per week (56%). These findings reflect the typical profile of entry-level food service workers in southern Bohol, where the tourism-driven restaurant industry relies heavily on a young, predominantly male, frontline workforce.

The prevalence of younger workers with relatively short tenure suggests that high turnover and early-career vulnerability may be structural features of this labor market, consistent with patterns observed in other Philippine food service studies ([Macalinao, 2023](#)). The demographic profile contextualizes the social dynamics identified in subsequent analyses: younger and shorter-tenured workers are generally less embedded in workplace social networks, making them particularly susceptible to the social support pressures identified by the PMI.

RQ2: Level of Job Satisfaction

Respondents reported an overall level of "Some Satisfaction" with their job ($M = 4.17$, $SD = 0.74$). Satisfaction was highest with the supervisory style ($M = 4.78$), degree of job motivation ($M = 4.74$), and the nature of work tasks ($M = 4.72$), reflecting favorable appraisals of intrinsic work dimensions. This aligns with Herzberg's two-factor theory, wherein motivators such as task significance and supervisory quality are primary drivers of satisfaction ([Macalinao, 2023](#)), and with [Hechanova et al.'s \(2006\)](#) finding that psychological empowerment positively correlates with satisfaction among Filipino service workers.

However, the lowest-rated item – “I only get told how I am doing when things go wrong” ($M = 3.04$, $SD = 1.02$, “Some Dissatisfaction”) – signals a critical gap in constructive feedback practices. This pattern echoes [Jafé et al.’s \(1995\)](#) argument that feedback and recognition are the foundation of job satisfaction: when feedback is withheld or delivered only punitively, it erodes the relational quality of supervision even in otherwise satisfying work environments. Addressing this feedback gap is therefore a high-priority practical implication of this study.

RQ3: Perceived Sources of Pressure

Across all seven PMI stressor domains, the overall pressure mean was 3.26 ($SD = 0.85$), falling in the “Generally is not a source” range. This indicated that at the time of data collection, food service workers in southern Bohol did not perceive their occupational environment as acutely stressful across standard PMI dimensions such as workload, managerial role, or organizational climate.

Within the Transactional Model ([Lazarus & Folkman, 1984](#)), this suggests that primary appraisal processes were relatively benign for most demand categories, possibly reflecting seasonal underloading outside the tourist season or adaptive normalization of chronic stressors. However, a critical exception emerged: lack of workplace social support, an item nested within the Daily Hassles subscale, received a considerably higher rating ($M = 4.00$, $SD = 0.93$) – the only domain reaching the “Considerable source of pressure” threshold.

This finding corroborates [Ducharme and Martin’s \(2000\)](#) dual-role coworker support model: the absence of social support does not merely represent a missing resource; it actively amplifies occupational distress. [Gray et al. \(2019\)](#) further confirm that unmet social support expectations in customer-facing service environments constitute a critical job stressor. Thus, consistent with RQ3’s descriptive expectation, lack of workplace social support emerged as the most salient pressure domain among this population. This contextually distinctive finding has direct implications for both theory and practice.

RQ4: Coping Strategies Employed

The overall mean coping strategy use was 3.76 ($SD = 0.82$, “On balance used by me”), indicating moderate to active engagement with stress management. The most frequently employed strategy was sharing concerns with other people ($M = 4.48$, $SD = 0.65$), followed by talking to understanding friends ($M = 4.32$, $SD = 0.71$), effective time management ($M = 4.12$, $SD = 0.77$), and enjoying life outside of work ($M = 4.06$, $SD = 0.76$).

This socially oriented coping profile is directly consistent with the social support stressor finding. When respondents perceive a lack of support at work (RQ3), they respond by actively seeking social connection as their primary coping strategy. This interpersonal compensation mechanism aligns with the secondary appraisal process in the Transaction Model ([Lazarus & Folkman, 1984](#)).

This finding also aligns with [Castor et al.’s \(2025\)](#) identification of social and cognitive coping as effective strategies among Philippine restaurant workers. Importantly, the dominance of social coping among this population – above problem-focused or avoidance-based strategies – reflects a collectivist cultural orientation in which interpersonal disclosure and communal processing of stress are normative adaptive behaviors ([Ereño et al., 2017](#)). This cultural embeddedness of socially oriented coping has implications for workplace stress interventions: programs that leverage group-based, peer-support formats are likely to be more culturally resonant and effective than individualized or clinically oriented approaches.

RQ5: Association Between Perceived Work Stress and Job Satisfaction

No statistically significant association was found between perceived work stress and job satisfaction ($\rho = -.18$, $p = .202$, $r = .18$, 95% CI $[-.44, .10]$); H1 was not supported. Interpret this null finding with caution; it does not confirm that no relationship exists. Several methodological factors likely attenuated the detectable association: (1) restricted variance in stress scores, with most domains clustering in the mid-range ($M = 3.02$ - 3.58), limits the statistical range available for correlation; (2) $N = 50$ provides adequate power for large but not small-to-medium effects; (3) data collection outside peak tourist season may have underrepresented the stress levels that characterize high-demand period; and (4) the PMI measures perceived pressure sources rather than experienced stressed response, creating a conceptual distance between the predictor and outcome variables.

Theoretically, the null association may also reflect effective buffering by the socially oriented coping strategies respondents predominantly employ. If workers manage stress through social coping, the stress-satisfaction pathway may be disrupted before satisfaction is affected (Cohen & Wills, 1985). This interpretation, while speculative given the cross-sectional design, is consistent with the pattern of findings across RQ3 and RQ4 and offers a theoretically grounded explanation for the absence of a direct association.

Recommendation*Theoretical Implications*

Within the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), these findings suggest that perceived pressures in this tourism-intensive food service context may cluster around social support rather than workload – a pattern not consistently reported in prior food service stress literature. The prominence of socially oriented coping suggests that secondary appraisal systematically identifies interpersonal resources as the primary adaptive strategy. The non-significant stress-satisfaction association may reflect restricted stress variance, operating as a threshold effect activated only under higher-demand conditions.

Practical Implications

Quick Wins (0-3 months): Implement daily pre-shift team huddles to foster peer communication; introduce peer recognition programs to address feedback quality gaps; pilot a buddy system pairing new employees with experienced mentors.

Capability Building (3-6 months): Conduct supervisor training in empathetic leadership and constructive feedback, targeting the feedback gap ($M = 3.04$); deliver stress management workshops aligned with respondents' socially oriented coping preference.

System-Level (6-12 months): Introduce quarterly employee pulse surveys to monitor social support levels; engage LGU and Tourism Council partnerships to embed workers' well-being into sectoral planning.

Following the assessment of job satisfaction and perceived stress among food service workers in Bohol, the study recommends fostering a supportive work environment, strengthening peer collaboration, and implementing targeted interventions to address gaps in social support. These measures could further strengthen food service workers' resilience, support their well-being, and sustain service quality in the province's thriving tourism-driven hospitality sector.

LIMITATION & FURTHER RESEARCH

The study acknowledges several limitations that influence the interpretation of its findings. (1) The small, purposively selected sample ($N = 50$) limits generalizability to similar southern Bohol food service establishments only. (2) The cross-sectional design prevents causal inference. (3) Self-

reported PMI data introduce potential social desirability and recall biases. (4) $N = 50$ limits statistical power for detecting small-to-medium effects ($\rho < .35$). (5) Data were collected outside Bohol's peak tourist season, potentially underrepresenting stress levels during high-demand periods.

To address these gaps, future research should: (1) Employ longitudinal designs tracking stress-satisfaction dynamics across tourist seasons to examine whether the null association strengthens during peak periods; (2) Use larger, probability-sampled studies spanning all Bohol food service establishments; (3) Include objective stress indicators (e.g., absenteeism records, physiological markers) alongside self-report; (4) Conduct moderation analysis testing supervisor support as a buffer; (5) Use qualitative methods to explore cultural mechanisms underlying social support's dual role as both stressor and coping resource.

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