

From Behavioral Intentions to Guaranteed Customer Satisfaction: A Phenomenological Study on the Employee Motivational Practices in the Fast Food Sector in the State of Qatar

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Abstract—Background: The seeming unrelenting growth of the fast-food chain industry has made it a staple in people's lives. In fact, the high demand for a quick and delicious meal gave birth to fast food restaurants all around the world. Work in the fast food, furthermore, is not as easy as it sounds. Careful assessments of customers and the employees' behavioral intentions must be taken into consideration. This research then dives into the world of Filipino migrant workers engaged in the fast-food chain to uncover their motivational practices as they provide quality services. It seeks to understand how they efficiently use different types of customer approach, overcome workplace struggles and daily hindrances, and adapt to the different behaviors and cultural diversities of customers in order to acquire effective customer service styles. **Method.** This research is qualitative in nature following the IMRAD format. It follows the phenomenological research design to better understand the lived experiences of migrant Filipino fast-food workers. The participants were purposely chosen following the criteria set. Data gathering procedure was done through interviews stemming from the central question: "How do Filipino Migrant Workers in Qatar engaged in a fast food chain provide quality services to customers?" Recurring themes were created to make the simulacrum. **Findings:** Based on the participants' verbalizations, guaranteed customer satisfaction is based on (1) Customer Service Efficiency which includes service experience and personal development; (2) Customer Centeredness that highlights Operational Analysis and Customer Satisfaction; and (3) Customer Retention that shows the importance of customer data and detail orientation. **Conclusion:** The study shows that Filipino migrant workers in the fast-food industry offer a rather unique experience. The phenomenological study captures their lived experiences; what they bring into the service table to satisfy diverse customers, both local and expatriates, in Qatar. The study shows how their knowledge, experiences, trainings, and attitudes assure guaranteed customer satisfaction. After all, the customer is at the heart of any business venture.

Index Terms—Customer Service Styles, Fast-food Chain Industry, Customers, Customer Satisfaction

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I. INTRODUCTION

Qatar has been continuously making a mark in the global arena. Since oil was first discovered in its soil, the heights it has reached have been stupendous. Indisputably, the small nation-state has been creating ripples of waves in the international market. The strength of its economy is certain to continue in the centuries to come despite the blockade imposed by other GCC countries in 2017 and the malevolent threat of the Covid-19 pandemic. Amidst the challenges, Qatar has been able to stand its ground, provide various solutions to help its people and the economy, and prove that it is worthy of its place in the world market as a successful progressive country. "So rarely that has a country of so few seemed to change so quickly over such a short period of time. Qatar's rise from an economically devastated backwater to the world's richest nation per capita in a matter of decades appears unprecedented (Fromherz, 2012, 1)."

With a strong economy and rich heritage, Qatar has been one of the top destinations of expatriates not only in the Middle East, but across the world. As the greener pastures of some countries pale in comparison to the golden deserts of Qatar, a mass exodus of people from all around the globe has been inevitable. In fact, the expatriates were able to outnumber the natives due to the fact that the country heavily relies on the external assistance that they are receiving from migrant laborers. One of these labor groups is the fast-growing Filipino community. Filipinos have contributed to the economy of Qatar by using their skills and professional ethics in different fields and industries. "Timbayan underlined the important contribution of more than 240,000 Filipinos in Qatar engaged in various sectors, being the fourth largest expatriate community in Qatar (Rivera, 2017)."

As hospitality is primordial to the Philippine culture, there is a plethora of Filipino overseas workers employed in the service industry, specifically in fast-food restaurants. While there is always the temptation to think of this line of work as a walk in the park, working in the fast food industry actually entails attentive assessment to provide quality service and customer satisfaction. Engaging in customer service is an arduous task as employees deal with different types of customers. Yet no matter how tedious this work may be, it can actually help the workers hone their skills given the fast-paced environment they are imbedded into.

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The study centers on the lived experiences of Filipino migrant workers engaged in the fast-food industry. It tries to extrapolate the unique service styles that Filipino workers have developed to adapt to a new working experience that Qatar provides. From behavioral intentions to guaranteed customer satisfaction, the study seeks to unravel how fast-food chains conduct motivational practices and effectively use the unique customer service styles in providing quality services when interacting with diverse customers.

Based on the verbal musings of the Filipino participants and the validation of related researches, the recipe into achieving guaranteed customer satisfaction will rely on these three main ingredients namely: (1) application of Customer Service Efficiency – the personal ethics and development of Filipino workers to achieve efficient customer service; (2) the continuous inculcation of Customer-Centeredness – which ensures that the center of a business' operations is their customers and; (3) Customer Retention - the process of pursuing customers to continue buying the products or services offered which is crucial for the company's sustainable growth.

The recipe in achieving guaranteed customer satisfaction is never perfect. There will always be forces that can prevent the business from achieving its goals. Perfection should not be the goal of every business per se, but continuous development. It should be noted that imperfection in a business does not represent failure. It only shows opportunities for a business and its employees to be able to come up with new and better ideas to satisfy their customers. Guaranteed customer satisfaction will not only satisfy the customers themselves but will also help the owners and their employees to understand the true essence of maintaining a business. The recipe involves the development of one's self, operating as a team, and being consistent in order to keep the loyalty of a large number of diverse customers.

II. METHOD

The method of gathering the required data was achieved through conducting key informant interviews. Questions that relate to the central question were developed and used to gather information from the participants. The set of gathered data was treated and analyzed to produce the recurring themes which are found in the simulacrum.

Research Design

This study utilizes a qualitative research design. As Crossman (2020) stated, "Qualitative research is defined as a type of social science research that gathers and works with non-numerical data that seeks to interpret meaning from the collected data that helps to understand life experiences by using a distinct method such as an in-depth interview and open-ended surveys." Moreover, the phenomenological method was used. Creswell (2013) argued that "the phenomenological method is a type of qualitative research that focuses on the lived experiences of an individual."

Hence, the study used this approach to better capture the worldview of the participants with regard to the phenomenon at hand.

Research Locus and Sample

This research was conducted at the Philippine School Doha (PSD), an educational institution located in Mesaimeer, Doha, Qatar (see Figures 1 and 2). The school was founded on October 3, 1992, under the auspices of the Philippine Embassy, to meet the educational needs of the children of the Filipino community in the State of Qatar. The participants for this study were selected following the criteria set: (1) Filipino expatriate; (2) currently working in the food service industry in Qatar; and (3) with three or more years of migrant work experience in the aforementioned country. Three of the identified participants were males and two were females. The criteria created were strictly observed so that their authentic worldviews would be captured and their lived experiences as workers in the fast-food industry will correctly be studied.



Figure 1 Map of Qatar (Google Images)



Figure 2 Philippine School Doha (Google Maps)

Data Collection and Ethical Consideration

Data collection started by creating a set of questionnaires that would enable the researches to study the lived experiences of the participants. The formulated set of questionnaires then were validated by teachers in the Senior High School Department. Once validated, a letter of consent was sent to the participants to invite them to partake in the study. Data gathering was primarily done through interviews.

The interview, with the aid of tools such as the robotfoto and the interview guide, made it possible for participants to share their experiences. By means of the robotfoto, the researchers were able to create the demographic sketch of the participants—the length of stay in Qatar, their occupation, and their educational attainment. The questions in the semi-structured interview were used to explore the worldview of the participants.

The researchers made sure that confidentiality and anonymity are observed during the interview. With the permission of the participants, a time and place for the interviews were scheduled. Proper orientation was also given to the participants to give them an overview of the interview process. Permission to record the accumulated data, through devices such as cellphone, recorder, and laptop, were also sought. Transcription of the oral responses, data treatment, interpretation, and analysis were meticulously observed as part of the qualitative research process.

Data Collection

The data needed were collected from the verbalization of feelings and worldviews of the participants. The research flow is observed by using the following steps in data analysis: (1) transcription of data; (2) Emic to Etic transcription; (3) Cool to Warm Analysis; (4) identifying and analyzing themes; (5) and the creation of the aforementioned simulacrum.

III. RESULTS

Working in a fast food restaurant is an excellent training ground for Filipinos who graduated from a business-related course. This kind of work experience can help them a lot since it involves dealing and facing customers in a fast-paced environment. While fast food restaurants are a common sight in the Philippines, there are still many Filipinos who opted to work in the fast-food industry outside the country. There might be varied reasons for this, but it has been a commonplace scenario to see Filipinos in the hospitality sector abroad. In fact, Filipinos are known across the world not only because of their dedication and hard work, but because of their persona which attracts others from varying walks of life.

Over the last few decades, there has been an exponential increase in the number of Overseas Filipino Workers (OFWs). The idea of providing a better quality of life not only for themselves, but for their families as well motivate them to try their luck overseas. Admittedly, the Middle East has become the top destination of Filipino workers. Qatar, in particular, has seen a surge in expatriates. Truth be told, they do not anymore seek the greener pasture of the West, but the fertile desert overflowing with milk and honey.

The present study extrapolates the lived experiences of Filipino workers in the fast food industry in Qatar. It gives an overview of how their customer service styles have improved through the multiple interactions they had with different nationalities. The goal of the study is to identify the Filipino

workers’ motivational practices to provide services that will result in guaranteed customer satisfaction. Through the verbal musings of the participants, and the verbalization of their ideas, three themes were created. These are (1) Customer Service Efficiency, which contains service experience, and personal development; (2) Customer-Centeredness, which comprises operational analysis, and customer satisfaction; and (3) Customer Retention, which includes customer data, and detail orientation.



Figure 3 Simulacrum
Factors that Affect Filipino Employees in the Fast Food Industry

Customer Service Efficiency

Efficiency at the workplace plays a vital role in the attainment of business and professional goals as well as the achievement of satisfactory overall performance of the company. It paves the way for the exploration of mechanisms that can help in managing customers’ needs and interests. When one is efficient, it is easier to prioritize tasks, avoid conflicts, and finish the designated work. Undoubtedly, efficiency can maximize the productivity of the workplace and minimize unnecessary problems that may arise.

Efficiency in service focuses on the extent to which customer effort is boosted and facilitated. The company must ensure its competence in delivering quality services to its customers in the most cost-effective manner possible while still ensuring its high quality of products and services offered.

Customer service efficiency is honed by various service experiences in the field which accounts for personal and professional development. With the participants’ years of service in the industry combined with hands-on experiences in the field, they have acquired the necessary skills to work efficiently in a fast-paced industry. Based on the verbalization of their experiences, customer service efficiency is divided into two categories: Service Experience and Personal Development.

On one hand, efficiency is strengthened by service experiences. The more years spent in the service, the more

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efficient the participants have become. Hence, learning from experience is crucial as they try to imbibe the characteristics that will enable them to serve the customers to the best of their abilities. As the participants mentioned,

“You will be interacting with the customers on a daily basis. Through experience, you will eventually pick up some of the service styles.” (P3)

“Once you are used to your work, you will be able to effectively pick up some of the styles. Through various experiences, one can apply the common service styles more efficiently.” (P1)

Learning from experience is one of the most fundamental and natural means of learning that is accessible to everyone. Hands-on experience helped the participants gain a better understanding of customer management. A good work experience can improve one's self in lots of aspects especially in terms of providing quality service. Thus, more people seek experience in order to apply their service with more efficiency. Familiarity with the work can also help in picking up the common customer service styles such as interacting and handling customers. As the participants shared,

“You learn the common customer service styles through experience and by getting used to daily tasks. These teach you the basic service styles and how to properly deliver tasks in order for you to last in your job.” (P3)

“I can manage and control my temper and anger better now. Before, I easily get mad when there are people shouting. But now, I am more mature because I have gained lots of knowledge and experience regarding the different customer service styles. I realized that I needed to control my feelings regarding rude customers who get mad easily.” (P2)

“As days pass by, you will get used to your work. The complaints and the suggestions of the customers will help you improve yourself in providing better customer service.” (P1)

Moreover, most participants pointed out that part of efficiency is the fact that their work is aligned with their passion. Service efficiency then becomes more natural as they love what they are doing. Consequently, employees who are passionate about their work are happier and more productive in the workplace. According to the participants, loving their own work has motivated them to become better in lots of aspects (i.e. terms of customer loyalty and management). They see their work as interesting and they seek ways to improve through various experiences. As what they have shared,

“I have always wanted to experience what it would be like to work in a fast-food industry in another country. Now that I am working as a service crew in Qatar, together with my seven-year experience in the Philippines as a shift supervisor, this work eventually became my passion.” (P4)

“First of all, I always wondered about the psychology pertaining to food, marketing and customers and how those

key factors relate to each other in order to have loyal customers that would keep going back to your restaurant.” (P5)

“First of all, I am fond of food and I believe that the fast food chain industry is an interesting sector that covers different aspects of business. Also, I need this experience because I want to try and open a food-related business such as a café restaurant or resto bar in the Philippines sometime in the future.” (P5)

When the employees are passionate about what they do, they become more motivated in their job or career. Evidently, salary will not only be the driving force to continue their work, but their passion and acceptance that what they do is already part of their life. Employees are willing to do everything even though they feel tired and stressed because they love what they do and find meaning in it. Enjoying their work is essential to have a meaningful work experience. As what they have shared,

“As I said, work is work and you should always focus on your work. Learn how to love your work not because you earn money, but because it is a part of your life.” (P4)

“Even if I am really tired and stressed, I need to do my job because this is my job and this is what I want.” (P1)

“When you are fatigued, sometimes you do not have that energy level and you get to the point where you just want to get things done. But for me, I usually drink coffee and my tiredness usually goes away. Moreover, being optimistic can help me cope up with all the stress and fatigue.” (P5)

“Just enjoy working. Enjoy working but not too much, enjoy while still following the standards of the job you are currently in.” (P2)

Part of service experience is having the working knowledge on the nuances of the job at hand. In this regard, the participants mentioned that it is important for them to have a technical understanding of the fundamental skills needed for their work for them to become fond of it. Having more experiences with the job enabled them to adjust, adapt, and put their best foot forward in terms of customer satisfaction. They have grown in the job and have mastered skills that may help them deal with untoward scenarios. As the participants mentioned,

“I remember when it was still my first time here, I easily got angry because of arrogant customers. But now, every time a new staff comes in, I always teach them to control themselves and not to be like me when it was my first time working. They just need to adjust and adapt to the environment they are in, since they chose this field to work in.” (P2)

“For me, I always remind myself that this is my work and that I need to adjust myself into this work. I also do not want to lose my job that is why there is always a need to adjust. I also go on with the mindset that the work here is just easy and

that it just gets hard because of some troublesome customers.” (P2)

On the other hand, service efficiency leads to personal development. As the participants mentioned, working at a fast food restaurant required them to work effectively with people they did not choose and might not even like. Dealing with customers and fellow workers requires a lot of patience. Working at a fast food restaurant helped the participants be more patient and composed in relating different kinds of people. As they gain more experience, the more they develop their personality and overall attitude.

“It is always a game of patience. You always have to be patient. It is the key to everything not only in this sector but in business in general. At the end of the day, you just have to be more understanding and try to put yourselves in the shoes of the customers so that you would know how the customer feels. Through this, you would understand where the customers are coming from, eventually leading to a solution.” (P5)

“We strictly need to follow the training we have gone through. Every customer, even the worst ones, has the right to receive the best service.” (P4)

The company’s most vital asset is its customers, so dealing with customers properly is a must. Without customers, the business cannot exist. Although the customer is always right, they may not always be easy to deal with. Learning how to deal with difficult customers is an important step as pointed out by the participants. Dealing with customers, especially with the rude ones, requires patience. It is important to listen because sometimes customers just need to know that the employees are listening. By lending a listening ear, the participants have shown that they care and that the customers’ concerns are valid. As the participants mentioned,

“You can use it not only at work but in life in general, I mean customer service follows the same structure as dealing with friends. It is how you relate and react to people and how you solve problems at the end of the day. Customer service is a reflection of life itself. What I learned from my work, I am able to apply in real life.” (P5)

“It is very important to put the customers’ needs first. Though, they sometimes test your patience, at the end of the day, they are the foundation of the business. You always need to remind yourself that mishaps are a part of your job and if there are no customers, there would be no salary.” (P1)

Customer service efficiency does not only enable the employees to work satisfactorily, but brings forth life lessons which transcend the four-walls of the fast food industry. It teaches valuable virtues that spur growth and maturity on the workers. The participants believed that they became more patient towards others, more prudent in expressing their thoughts and feelings, and gained a better control of their emotions and temper. The lessons that their job taught them enabled the participants to develop their character as they handle all sorts of situations and meet people from different walks of life. Even stress and complaining customers cannot hinder them from working efficiently. As they said,

“Stress may come, but we always need to stay positive and continue doing the job.” (P4)

“Stress always affects me in terms of how I perform and handle customers. At the end of the day, however, I need to maintain professionalism. Whatever problem I have, inside or outside the workplace, should be set aside when facing a customer. This is because a happy customer means a happy business. We can always train to manage stress and problems.” (P5)

“Just enjoy your work even if you are stressed and problematic. If you have personal problems, do not bring it at work because it will affect your job.” (P1)

“Control yourself and do not get carried away with the troublesome customers who might stress you out. It is your choice if you are going to stress yourself with these types of customers, so just do not choose to.” (P3)

“You cannot really avoid stress. Stress is always there, so do not let it bother you. Sometimes, stress pushes you beyond your boundaries and makes you into a stronger individual with a tougher mind set.” (P5)

Service efficiency enabled the participants to battle stress in the job. Part of personal development is being able to handle and fight stress, even if it seems unsurmountable at times. Every time the participants think about their weariness, they just fight it off with a smile. Even with troublesome customers, they choose to not indulge themselves too much with these people and just carry on giving their best. More so, they are able to apply lessons learned from their work to real life. They were able to create ways to divert problems in order to work efficiently despite the odds. As they have mentioned,

“It is important to maintain a certain degree of professionalism, especially in this industry, because you might encounter untoward incidences and complaints. The most important thing, however, is to be consistent with what you are doing.” (P1)

“Especially when there is a customer in front of me, I should not think about the tiredness I am feeling. Anyway, I can just let it all out when I am already home.” (P2)

“I just carried on my service with a smile.” (P3)

To summarize, customer service efficiency is further practiced and perfected through the overall performance of the employees. As service efficiency pertains to the efficient ways utilized by employees to provide quality-service, the sub-themes focused on their service experience which helped them better perform their work which leads to personal development. In a way, behind the scenes of every successful business is the employee who has imbibed the principles of service efficiency. As learning from experience has helped the participants become better in terms of providing the best quality-service, these experiences have also paved way for their boosted personal development as a well-rounded employee. Their efficiency in the workplace was indeed

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strengthened by various experiences, whether positive or negative, and also by their personal growth, whether fast-approaching or slow-going.

Customer-Centeredness

Customer-Centric businesses ensure that the center of their operations and goals are their customers. These businesses will always make sure that their customers will always have a positive experience, believing that they are the fundamental reason why companies are still up and running. They will always ensure that their company practices and standards are applied to maintain the respect, loyalty, and satisfaction of their clients.

Since the company's main focus is to maintain the satisfaction of every customer, the management must see to it that the employees should undergo proper training before putting them upfront. The absence of these training and seminars would prove fatal as if sending a soldier into battle without any weapon or armor, to begin with. Consequently, better training will always have the best results. Different types of tasks can be accomplished swiftly if the employees know what to do while trying to sustain and develop their skills in the process. In a nutshell, Customer-Centeredness revolves around the concept of Operational Analysis and Customer Satisfaction.

On one hand, operational analysis involves analyzing the different service methods of operation and examining the current performance of the business. There is a need to have daily checks in the performance and management of the business. According to the participants, knowing the operations of the business will lead to good management and service to the customers. Keeping track of the trends is also important to keep up with the current situations. Employees need to learn from various kinds of training to be able to adapt to the different types of customers more efficiently as they are the reasons for the business' operations.

"We are able to satisfy the customers because we have training on how to handle customers and complaints. Our vision and mission are also being followed and applied when we interact with the different types of customers." (P4)

"For our customer service, we do table visits and table touches. We interact with the customers regarding the food and their experience here at the fast food restaurant." (P4)

Some fast-food restaurants are very strict when it comes to the operations or standards of their services especially that they are handling food. During times when certain employees commit mistakes and a customer files a complaint, they would immediately take action for it; especially when it is proven that it is the mistake of the employee. As the participants mentioned,

"When a customer files a complaint, we are required to give the customer compensation. For example, we give them a complimentary dessert or a sandwich. Sometimes, they ask

for a free bucket and we are required to give it to them since we have to follow the policy." (P1)

"If there is a customer that did not get what they want, they will complain directly to the office and then there will be a consequence for us the next day." (P1)

"All you need to do is do the right thing and that is to do your work properly. You should always give what the customers want so that you will not have struggles in handling arrogant customers." (P3)

Operational analysis also banks on the capacity of employees to cope up with stress and pressure though proper training and mentoring. Proper training, combined with dedication, helped them become more efficient despite setbacks. Moreover, being mentored by senior co-workers and managers can ease the burden of handling difficult customers. These mentors guided them back when they were neophytes in the field and have shown them grace under pressure; professionalism at its finest. As the participants mentioned,

"When it was just my first time working here, my co-worker taught me how to use the different facilities. Since she was the one managing, she is always checking on me." (P3)

"We have been well-trained when it comes to handling customers. The customer service styles that we have learned also improves our self-development and communication skills." (P4)

"The customer service styles that were learned during training should mirror the standards of the company and are made as a basis on how to handle customers properly." (P2)

"It is a blessing to work with senior co-workers. You can always ask them for advice when confronted with a new situation since they have been in the same situation before. This would lead to solutions." (P5)

"The crew members I worked with, especially the senior ones, helped me acquire the common customer service styles." (P4)

Customer complaints may also be a key factor that may cause stress, but as stressful as it is, work is work. One needs to uphold his/her professionalism and go on with providing quality service to every customer. As the participants mentioned,

"Customer complaint is one key factor and another is shift handling. These may sometimes cause stress but we always have to go on with our work." (P4)

"For my personal experience, when I am about to argue with the customers, I turn back and go to the office of the manager. Because that is the standard, you cannot argue with the customers." (P1)

“Sometimes when I cannot take it anymore, I ask my manager for a break even just for five minutes. I only go to the office and I sit there for five to ten minutes and the manager understands because I am usually in the drive thru and there is more pressure there.” (P1)

“Customers can be irritating at times, but I have always stood my ground, stayed humble, and avoided talking back to alleviate their anger.” (P3)

“I struggled with troublesome customers such as those who vent out their anger in the restaurant due to their own personal problems. Such people easily get mad even from the simplest and minor mistakes when serving them. I refrain myself from getting irritated and I try my best to calm them down.” (P2)

Consistency and experience are the key factors in maintaining a pool of repeating customers. To be consistent, the participants shared that they need to continue offering the most effective customer service style possible to all customers, regardless of who they are and where they are from; without falter or excuse. Moreover, the experience taught them what to do and not to do in terms of customer service. New employees, therefore, are indoctrinated to imbibe this customer-first attitude. As the participants mentioned,

“As days pass by, you will get used to the work and all its factors. The complaints and the suggestions of the customers will help you improve yourself in providing a better customer service.” (P1)

“Of course you learn these through experience and by getting used to daily tasks. These teach you the basic service styles and how to properly deliver tasks in order for you to last in your job.” (P3)

“They teach us how to handle complaints and how to improve so that if the customer will come back, there would be no complaints next time.” (P1)

Part of operation analysis is mitigating flaws and losses. No business, however, is perfect; mistakes may be inescapable. These flaws may be the direct consequence of the discrepancy between the company’s goals and the attitude of employees, both personal and collective. Moreover, mismanagement, deadlines, heavy workload, time constraint, and abuse of authority may also be at fault. Private concerns such as lack of benefits or low salary may also be haphazard. As the participants mentioned,

“I want to move to another job because our company is too meticulous and the company’s statements differ from mine. There are also co-workers who act and talk like a boss and there are many stressful customers. Moreover, the salary here is low.” (P2)

“Our boss always complains about work and then there are also rude customers complaining. Sometimes, multiple problems pile up together.” (P2)

“Sometimes my manager scolds me whenever I do not do my job correctly. There are also some customers that might be angry at me, and I cannot do anything about it since the customer is always right.” (P3)

“There are flaws in the management style of the company. It is too strict with my salary and there is a shortage of staff.” (P3)

“There is too much pressure at the drive-thru, which is the area where I am assigned. This is because there is a limit to the time we are supposed to take the orders of the customers. For example, sometimes I take the order after 2 minutes and 30 seconds. However, sometimes the food is not ready after taking the order. So what I do is I ask the customer to wait in the parking lot until their food is ready.” (P1)

It should be noted, however, that just because the company is experiencing problems does not mean that it will eventually go to the drains. These flaws may not be entirely bad, for they represent opportunities for critical reflection. Admittedly, weaknesses in the company’s structure may be addressed and solutions will be realized. As the participants shared,

“The first weeks of the blockade affected us hard. We had problems with the supply. It was very stressful, but my team has found ways to still give the customers the same level of service. It is definitely hard to focus on something under intense pressure, but it makes you innovative and creative in finding new solutions. At the end of the day, you always have to find a solution to every problem.” (P5)

“I try to be an organized person as much as possible so that I can do things effectively and efficiently. Managing your time properly allows you to do more in less time.” (P5)

“If there is time-constraint, I always make sure to do my work quickly but properly. If there are no customers, I always find time to rest so that I can relieve my stress. Every time I go home from the restaurant, I will call my family immediately even for a little while because they are also one of my stress relievers.” (P3)

“We can manage our time through shifts. The management listens to our suggestions. Usually, our work consists of paper work and handling customers. We only experience fatigue in peak hours, but we are able to manage and adapt to it.” (P4)

“Finish your work on time so that you will not fall behind, especially during peak hours.” (P2)

Continuous operational analysis can lead to customer satisfaction which has an important role in developing a customer-centric business. Satisfaction is measured in how products and services meet the expectation of the customers. According to the participants, satisfying customers means always giving the best customer service. At the very moment that the customers enter the doors of the restaurant and dine, the restaurant should already make the impression that the restaurant is worth their money and time. Every customer has the right to be given the best service that they deserve even if

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these customers can be presumptuous at times. The participants have always displayed a proper attitude in delivering service to leave a lasting impression on the customers. Overall, the crew should have effective service styles to earn the trust and loyalty of their customers, and when the customers are satisfied, the crew becomes motivated as well into giving the best services to the customers. As they have mentioned,

“In a fast food restaurant, the goal is to be able to make an impression that the restaurant is of high-quality. So by using some common customer service styles, we would achieve this.” (P4)

“We always give importance to satisfying the customers even if it is way above the standard that we need to provide. We give them whatever they want for them to be satisfied.” (P1)

“The customers’ smiles inspire me.” (P4)

“When there are people who thank us and are satisfied with our service, I am more motivated to give the best service I can offer. Seeing customers smiling and appreciating our work is enough for me.” (P2)

“If we were to apply the common customer service styles, then we might be able to satisfy and win customers back.” (P4)

“Customers can be irritating at times, but I have always stood my ground, stayed humble, and avoided talking back.” (P3)

Customer satisfaction is dependent on many things. While the restaurants’ products need to meet, even go beyond, expectations, this is not the be-all and end-all of things. Other factors need to be considered such as proper sanitation, tidiness, good personal hygiene, the safety of both customers and workers, and proper way of handling products. As the participants mentioned,

“In terms of handling customers, you always have to be able to satisfy customers through your service, and these include cleanliness, proper attitude, and how you deliver the food.” (P3)

“Most customers want satisfaction, so we always try our best to deliver quality service that would be able to satisfy the customers’ expectations.” (P1)

“The number one key factor is the customer complaints or requests. For example, our bucket of chicken is standard with having wings but there are customers who prefer it with no wings. It is hard to accommodate requests such as this because the wings would be of waste and we cannot throw it. But we are still doing our best in order to handle the situation.” (P1)

Values and professional ethics should also be applied in customer service; especially when communicating with the

customers. Treating the customers in the same manner as to how the participants wanted to be treated is primordial. Having a polite attitude can also satisfy customers. It is crucial, therefore, to be consistent in welcoming customers with the warmest of smiles, entertain their questions and needs, listen and watch the language used around customers, and give them the respect that they deserve. Quality service is a must in handling customers and serving them respectfully and helpfully adds icing to the cake.

There is a need to always prioritize customer satisfaction. Even if the customer is impolite, good service should still be given. It is of utmost important not to focus on the attitude of the customer, but the belief that the customers’ needs remain the priority. As the participants mentioned,

“It is important to treat customers right because if I am a customer, I would also want to be treated nicely. I should always treat my customers the way I want to be treated.” (P2)

“All customers have the right to be given the best service that they deserve even if they are sometimes rude. Customer service should not be discriminatory.” (P5)

Customer satisfaction also involves listening to customer suggestions and complaints. There might be a silver lining when their perspectives are heard and considered. Customer feedback becomes necessary to ensure that the best service possible will be given. Listening to all the customers’ responses, the company and its employees will be able to improve and better cater to the people. The support system offered by the company help in creating a positive environment for both the company’s staff and its customers. These pieces of feedback can also be seen in a positive light and can be used as a guide to improve employee performance and be able to boost the company’s name.

“We should always keep in mind the customers’ complaints and always listen to those carefully. Apologize and always find ways to satisfy the customers. We thank the customers for bringing up the customer complaints because without those, we would not be able to fix our services.” (P4)

“It is all a matter of turning the negative situation into a positive one. When you get feedback, this will give you a hint with regard to areas of customer service that need to be improved. Through this, you may be able to cope with client demands and needs.” (P5)

“Sometimes when there are too many orders, my colleagues help me and we help each other. Sometimes, we change position; I take the cashier and the other one will take the drive thru.” (P1)

“My co-workers make jokes to relieve some stress and we try to create a positive environment.” (P4)

“My co-workers push me to work and strive harder. They also strive to make me happy while working.” (P2)

“There are things that we need to do in the state of fatigue. I try to be friendly with my co-workers while trying hard to win the trust of customers.” (P4)

In order for the business to succeed, the business should give the customers the best experience by providing good service and applying a good working attitude. Customer-Centeredness, hence, is pivotal in the overall wellbeing of the company. It involves Operational Analysis and Customer Satisfaction. With these factors, a business will improve and will attract customers. Knowing the operations of the business, the presence of trainings and seminars, and the enforcement of certain company policies will lead to happy, satisfied, and loyal customers. At the end of the day, businesses exist to satisfy customers.

Customer Retention

Customer retention, in the context of the study, is the ability to encourage customers to continue buying the products or services offered. It is a process which is crucial for the company's sustainable growth. It refers to a company's ability to turn customers into repeat buyers and prevent them from switching to another competitor.

The crux of the matter is this: What are the strategies that companies use to retain customers and encourage new ones? Based on the verbalizations of the participants, customer retention is best expressed by using customer data and giving attention to detail.

Customer retention creates a lasting relationship between company and consumer. To them, the restaurant is not just another store; they trust that the services provided are commensurate to the money they paid. This not only increases the customers' lifetime value, but it also increases the revenue. Creating this kind of relationship, though, uses different strategies and techniques.

In view of this, to have existing customers to continue buying a company's products and services and have new customers enter as well, a company has to gather necessary information about them; hence, customer data. These important pieces of information include the customers' personal, behavioral, demographic, and attitudinal information. These will aid industries to better understand, communicate, and engage with them. These will also ensure the improvement of customer experience and business strategies over time. Combining this technique with the ability to pay close attention to details, employees of the company, and the company itself, will be able to adjust and produce better results, thus, will have customers wanting to come back and enjoy the products and services offered.

As the participants gained more experience in the industry, they gradually learned more about the customers, how to attract new ones, and retain those existing. As a result, they also acquired techniques and strategies that will aid them while on the job. However, this will not come easy as not every strategy will apply to every customer due to plurality in terms of context and personalities. As the participants mentioned,

“I think that the major struggle is trying to adapt to the different demographics of each customer as the styles are not applied in general. Culture is also one of the major factors as you need to be careful when interacting with the different customers.” (P5)

“Here in Qatar, there are different languages and culture. Some nationalities request things that are not available but we just do our best to give them what they want so that there would be no complaints.” (P1)

There are many methods on how employees acquire these techniques to aid them in the work field. Living in the age of technology, information about anything comes easy with just a click of a finger. However, the best method to obtain information and knowledge is through first-hand experiences. As the participants shared,

“Since we live in a digital age, we can learn a lot by just watching videos on YouTube and searching in Google. But again, I learned a lot from talking to the clients as well as to customers and at the same time by talking to peers or co-workers. Knowledge is gained through interacting with different people. The more you interact then the more information you would gather.” (P5)

“It is important to learn in the job. Although I can search the internet, nothing beats experience.” (P2)

“I learn from the feedback that comes from my supervisor, co-workers, and customers.” (P5)

At the same time, one must be able to work efficiently and pay close attention to even the smallest of details to provide the best service and product, with little to no error, to the varying demographics that all customers bring to the table. This is essential as it lessens the possibility of having defects and issues. This also aids employees in noticing what the demographic desires basing from their preferences and from the gathered data. As a result, customers will be greatly satisfied with what the workers and the industry have to offer and would want to come back for more. As the participants addressed,

“Since food is directly related to psychology, I focus on marketing and being able to relate to the customers. From different processes and operations of the Food Industry, these aspects have enabled me to connect the different factors relating to the customers' demand, preferences, and differences between each demographic factors.” (P5)

“Yes, because it is able to create repeating customers and you are able to create new friends along the business.” (P4)

“Always remember that they are your customers, so you should learn how to control yourself, because without them, the business will never prosper. It is just a give and take relationship, provide them with good service and they will have a good relationship with you.” (P3)

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"We always treat the customers as family members and we make sure that when they enter the store, they would feel welcomed." (P4)

With this in mind, customer retention includes the employees being able to adjust accordingly to each consumer and provide them with the best quality service and customer experience. This helps the former have a better understanding of the latter and cater to them suitably. This gains the trust and loyalty of the consumer and, as a result, will make them regular customers or repeat buyers. As the participants have stated,

"From what I have observed, I need to be very friendly and approachable when interacting with the customers. I also have to keep in mind that I need to give my best performance and service in order to attract and persuade some customers in buying more." (P2)

"Giving recommendations and showing off my expertise towards the food that I am serving so that customers would develop their trust in me. These service styles can gain loyal customers that would keep coming back to the restaurant. But at the end of the day, I think that the most important thing is to be friendly in a normal perspective and not in a sale-centered way. I need to be honest and truthful as well in order to gain the trust and loyalty of customers." (P5)

"When it comes to giving my service, I do not treat them just as customers that will come and go. I always try to befriend them in order to make a good impression." (P2)

In addition to this, employees who have a positive approach when dealing with customers can greatly affect the customer's mood and experience. By noticing the minor details in the customers' attitude and disposition, the employee can act accordingly. This also lessens the possibility of complaints. Treating customers as more than just that and making them feel welcomed will improve their overall experience with the company and will make them come back for more. As stated by the participants,

"We always treat the customers as family members and we make sure that when they enter the store, they would feel welcomed." (P4)

"From the moment the customers enter the door of the restaurant, you will be able to know their attitude immediately; especially if they are your regular customers. You should already know their names, how to provide service to them, and what kind of bread they usually order to give them the best experience. Apply this always and you will be able to build a strong relationship with them." (P3)

"If I do my job well, the customer will like me, and will always look for me every time they return to the restaurant since I have given them a good service. The positive effect there is that I was able to build a strong relationship with my customers which encouraged them to come back." (P3)

Customer retention is crucial insofar as the company's sustainability is concerned. A certain kind of attitude, topped up with work experience, will enable the workers to serve the customers to the best of their abilities. The usage of consumer demographic will be of help to tailor-fit the customer style to be used for the varying customers served. More so, attention to details and knowing what the customers need even before they ask for it will create a desire in them to come back.

In a nutshell, the verbalizations of the participants revealed three main themes. These themes have helped in the understanding of the phenomenon at hand. (1) Customer Service-Efficiency pertains to the overall performance of a business especially on how its employees manage and handle their work productively. (2) Customer-centeredness discusses focuses on making every customer the center of the business' philosophy. And (3) Customer retention emphasizes the need to create a pool of repeating customers.

IV. DISCUSSION AND ANALYSIS

The present study centers on employee motivational practices vis-à-vis customer styles. The goal is to capture the participants' worldview; an insider's perspective with regard to how these employees in the fast-food industry serve customers and employ strategies to satisfy customers' needs. Motivation is the buzzword that externally and internally drives employees to create a long and lasting impression on the customers, not only for retention purposes, but as the foundation of the duty they have sworn to uphold. Siddiqui (2016) mentioned that they are "forces that can trigger the persistence of an employee or an individual until the desired goal is achieved. It is a base of central importance to employee behavior, such as loyalty, good citizenship and good performance at a very high standard and the highest quality levels that has to be achieved."

Employee motivation lays the groundwork for successful businesses. Recent changes in the society, however, are forcing employers and businesses to create newer and fresher methods to deliver quality service to customers. After all, the end goal now is not only to serve the customers. Although this has always been the end in mind, it is now achieved by placing emphasis on the employees: what they do, how they are feeling, and how they can serve better. For instance, a study by Gberville (2008) has identified "effective methods of retention strategies for the motivation and retention of competent workforce for organizational performance and these include: humane treatment of staff through words of encouragement; organizational policies and practice that view members of staff as friends and partners in progress; policies on staff recognition and promotion". This goes without saying that the better the employees are treated holistically, the better the quality of work is to be expected.

Business success is not only measured by net income or the number of customers that continue to patronize a certain product. In a way, the level of employee engagement and the intensity of their professional motivation would somehow alter the landscape and would determine the heights a company can reach. With employees who are skillfully

enthusiastic, a certain company can and will surely produce a highly productive human resource which can indeed spur growth in the company. "Employees who are actively engaged in their work and committed to their organizations give companies a vital competitive edge which in turn also include their higher productivity and lower employee turnover (Vance, 2006)."

The present study caters to Overseas Filipino Workers' (OFWs) motivational practices. Although venturing outside an individuals' home state to work overseas is an arduous task, it can certainly catalyze personal and professional growth. Just like studying another language can give an individual a different perspective apart from his or her cultural worldview, so is also working abroad to experience a new way of life. Admittedly, being in a new environment can help an individual gain new experiences that sometimes cannot be found in one's own native land. Furthermore, "working overseas has also attracted a tremendous amount of individuals not only because they want experience but also the benefits that they will be able to acquire (Kueasakul, 2014)."

Based on the verbalizations of the participants, three themes were created: (Customer Service Efficiency); (2) Customer-Centeredness; and (3) Customer Retention. These themes will now be critically discussed through primary and secondary sources.

Customer Service Efficiency

"Service efficiency is the capacity of a business to deliver products or services to its customers in the most productive and efficient way possible while still being able to guarantee high-quality products and services (Perez, G. & et al., 2019)." In a way, it is the key to a successful business as it explores ways to deal with different types of customers. When services are given efficiently, the customers' needs and interests are attended to. More than satisfying the customers' needs, however, it is also primordial that they experience the best service that the business can offer to create repeating customers and to establish the business' reputation and credibility. This ensures that the business will thrive especially in this era of competition under the free market scheme.

Lucas (2015) describes customer service as the "ability of employees to knowledgeable, capably, and enthusiastically deliver products and services to their customers in such a way that it is able to satisfy the identified and unidentified needs and wants of customers, and such would ultimately result in creating a pool of repeat customers." Service providers must be equipped with the necessary customer service skills needed to attain maximum efficiency. This is evident in the participants' service styles which have been honed through one's personal development and work experience.

Having strong work ethics is one of the key factors in achieving efficiency and improving one's personal and professional development. Reeves (1999) highlights that "employees equipped with good work ethics are motivated to work harder and to do a good job." It is therefore important

that employers focus on creating a business culture that reinforces a strong work ethics. Exerting minimum effort and therefore producing low-quality outputs are inexcusable in any business venture, much more in the service industry. Strong work ethics is strengthened by the employees' motivational practices and also by how their company hones them to do better. It is not enough that employees are motivated per se, but their company should provide them reasons to stay motivated. In a way, companies should be able to motivate their employees. As a result, employees should be able to uphold the company's motto of excellence through hard work and quality service provided for every customer. The participants' intrinsic motivation might have helped them, but this is just one side of the same coin. Intrinsic motivation is never enough unless the work culture strengthens it. It could be surmised therefore that their employers must have given them plenty of reasons to stay in the company and do their best.

Work ethics, further improved by maturity, is a must for every employee that has been working for a while in this type of industry. Since most of the participants interviewed have been in the service industry for quite some time, it can be surmised that they have matured in their work. They have imbibed ways to handle different kinds of customers. They have already understood different customer management styles insofar as they have learned from experience. Whether it is a customer that is difficult to put up with or a kind and pleasing one; service providers should be able to deal with them professionally. Emerson & Grim (1998) mentions that "an experienced customer service worker must be well-aware and knowledgeable of the strategic ways on how to gain the customers' loyalty. Highly skilled workers with impressive strategic plans and excellent attitude are advantageous to the company.

Furthermore, a running concept in service efficiency is passion. Most of the participants agreed that serving people is their passion. Experienced employees who are passionate in their work are undeniably happier and more productive with their work. A study by the Ken Blanchard Companies found out that "employee work passion was a key factor in creating customer devotion and organizational vitality (Zigarmi, D. et al., 2011)." When employees are ignited by passion, they can create repeat customers who are invested in the company because of the way quality services are rendered. Moreover, employees who are dedicated to their work are able to meet the desired performance and expectations of the company and therefore being able to attain organizational vitality.

While work ethics and maturity are important as what the participants have shared, the service industry is not devoid of certain challenges. Among these challenges, experiencing stress is one of the problems they try to overcome on a daily basis. In fact, stress could be considered part of the job description. "Stress happens when the pressure goes beyond the perceived ability to cope. In numerous jobs, there is constantly a high pressure to perform well; and such under pressure employees may start working overtime. And in difficult scenarios, their holidays may also be used to achieve work targets (Palmer, S., & Cooper, G., 2007)." Nonetheless, they know how to manage and cope up with the stress as they

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chose to work in this fast-paced industry. They prepare themselves into battle and equip themselves with the necessary skills to be able to perform well in providing quality-service to all types of customers. Their love for work; their passion for work outweighs any stress the job may incur.

Customer service is delivered by frontline employees in a fast-paced workplace; therefore, the ones providing service should be well-experienced with their work. In fact, lethargic employees have no place in the fast food industry. It becomes a must then that tenured employees lead the charge. Gronroos (2000) "emphasized that customer service has played a very vital role in every business, hence it is important to focus on skills that are further honed through various experiences in order for them to provide services more efficiently." It can be said that the participants are able to manage stress, give the best service to customers, and translate their motivational practices to service style through the experiences they had incurred throughout the years. These experiences did not only equip them with the necessary knowledge and skills, these also allowed them to imbibe the work culture and philosophy of the company. Being immersed in handling different types of situations have prepare them for what is coming. At the end of the day, the skills we learn are best learned when there are avenues for exposure and practice.

Ahmed and Rafiq (2002) also "focused on employee satisfaction and as employees deliver service to customers, experienced employees can deliver better satisfaction to a customer." Therefore, an employees' experience in the workplace indeed hones one's capabilities to deliver quality services more efficiently to every customer. The more experience they gain, the more they can cope up with their work in competent ways. Service efficiency is thus further improved by experiences incurred in the performance of the work. As the participants gain experiences with the work they do, they become better at what they are doing.

With today's fast-paced and growing economy, employees should be equipped with the technical know-hows of their work. As customers become strategic, employees should become strategic as well. Mouawad & Kleiner (1996) highlights the importance of "requiring more skills for their employees such as telephone assistance, persuasive marketing skills, maintaining customer satisfaction, and practical use of modern technology)." It should be noted that these skills are not only gained through training, but through experience. Employees should be experienced when it comes to such technicalities and practices in the workplace in order to retain its customers and maintain its competitiveness in the market.

It can be said that soft and hard skills are important as customers become more varied these days. Through their work experience, they have learned these necessary abilities as they interact with all sorts of customers. It is tempting to think that the service industry is not complex to comprehend. This is all easier said than done, for serving people requires a great deal of experience and training. Years of stay in the service industry, therefore, have made the participants quite adept with their work. Combining this work experience with

a strong work ethics can enable them to reach their highest potential.

There is also a clear-cut relationship between employee performance and work experience. Most of the participants cited that all the years of stay in the company helped them perform better. After all, real work experience provides an indispensable strategic and structural tool to amplify employee strength and nullify areas of improvement. "To survive and succeed in the fast-changing competitive environment, companies need to organize, develop and manage their human resources effectively (Afroz, 2018, 111)." Hence, longevity in the workplace is vital insofar as it promotes learning and facilitates the transition to maturity and growth.

"Overall, efficiency entails various proficiencies and strategies needed to fulfill the key goal of providing quality products and service to consumers in the most efficient and timely manner. The business must choose the best of its workforce, technology, and operations in order to achieve maximum efficiency." (Perez, G. & et al., 2019). More importantly, giving employees a chance to grow and experience different kinds of trainings and development will make them one of the greatest assets of the company as they are able to give satisfaction to each and every customer efficiently.

"In the process of attaining organizational development for service efficiency and productivity, employees have gone through many struggles in the workplace just to maintain their health and improve their personal development." (Lindström & Bringsén, 2018). Practicing service efficiency has definitely led to personal development. The values and lessons gained through work became the same values and lessons used in real life. Through the various chances provided by the participants' work to develop themselves, they are able to integrate their work ethics productively not just in the workplace but also in real life scenarios. "It is easy to lose sight of the values of how social work shouldn't only be applied toward clients but also to colleagues; these values include respect, attitude, positivity, and maturity (George, 1993)."

By dealing with different types of customers, the participants are able to understand the value of patience, tolerance, and respect. Moreover, they learned to be selfless; to consider the customers' needs before their own. The professional development sessions and trainings that the participants have had formed a genuine concern towards customers and a commitment to respond to their needs appropriately and without perturb. The workplace should also be a place that values individual differences and accommodates people of different contexts. As Johnson, Park & Bartlett (2018) argued "companies should provide the desired workplace, training, and developmental activities for the employees to lift their individual performance and for the workers to develop strategic ways on how to handle different situation." The skills they learned and the virtues they practice at work are applied to the participants' personal life.

It could be surmised, therefore, that professional development spurred personal development.

In a nutshell, Customer Service Efficiency is characterized by Service Experience and Personal Development. Efficiency, therefore, is built around the work experiences of the employees combined with intrinsic and extrinsic motivations they have. Moreover, it cites ways to overcome problems encountered at work and strengthens employee motivation and satisfaction. At the same time, efficiency enabled the participants to imbibe values and live lessons they can apply in real life.

Customer-Centeredness

In most business organizations, being customer-centric is a crucial culture that needed to be followed and maintained. The problems that the organization is facing in relation to its services is being solved by putting the customers' needs and wants at the center. Colla (2019) further explains that "companies that get customer-centricity right live and breathe customer experience - so much so that it pervades the worker experience as well. In order for these companies to maintain a customer-centric culture, their behaviors and practices have the need to be reinforced overtime through performance, development through experiences, appreciation, and recognition." In a way, making customers the be-all and end-all of things may sustain the company against the odds. Having a customer-centric culture will translate a clear message to the customers that they are being valued by the companies who provide services for them. The company should also address employees' needs to make sure that the team will operate in a way that both employees and employers speak the same language. In this way, the customers will most likely feel listened to and taken care of, resulting them to return the good service with their loyalty and trust. After all, the end goal remains the same: to satisfy customers' needs and wants.

Part of customer-centeredness is operational analysis. Generally speaking, the process refers to the meticulous way of looking at every company part and understanding how each part affects the overall performance and direction of the venture. Given the fact that the businesses exist for the customers, it is pivotal that they be given the best product and service possible. The operational structure of a business is accordant with the business' plan adopted and supported by the corporate. So to manage the business, the analysis will study each layer or part within the structure of the company. These structures will be examined and continuously checked up on to maintain the function of the organization. Conducting business operations' analysis requires carefully looking at the way the company is organized and the way goods and services are produced. Zalud (2012) highlights that "within these applications, the analysis will address every aspect of the operation, beginning with the ordering of the materials needed for the production stage of the company, all the way through the management and supervision functions, and on to the productivity and layout of the assembly floor." The crux of the matter is: What are the operational analysis strategies, as highlighted by the participants, to be

implemented to ensure that customers are given prime importance?

Operational analysis gives primary importance to training and mentoring. The participants have all agreed that trainings that were given helped them and being mentored by senior workers enabled them to imbibe the work culture. Human capital enhancement should be seen as instrumental in reaching the end in mind. In order for a business to thrive, proper training of the company's employees is extremely required. Darrah (1995) further emphasized that "workplace training programs may serve various purposes and be subject to varied assessments, but as crucial instrumental activities, they are means by which the transfer of efficient skills and knowledge is achieved." Undoubtedly, these enable employees to be an expert in their craft and to imbibe the dos and don'ts of their business's operations. Through various trainings and proper mentoring, employees are indeed able to translate what they learned into better quality services. Overall, it is an instrumental activity that hones employees and motivate them to be better.

At the same time, operational analysis includes compensation and benefits. It has been clearly established that good benefits and a competitive salary account for employee satisfaction. Although most of the participants mentioned that their work is their passion, compensation and benefits should never be taken for granted. Basically, one crucial aspect of operational analysis benefits and compensation given to the workers. Not only do these assure quality service, they also show that the company looks after the employees' well-being. Unsurprisingly, better compensation translates into better services. With a great compensation, employees are motivated to put the best foot forward in keeping with the company's goals and minimum standards of quality assurance. This directly proportional relationship should promote business owners to give to the workers what is due to them. Leonard (2019) reiterates that "properly compensating employees shows you value them as workers and as human beings. When people feel valued, they feel better about coming in to work. Overall company morale increases and people are motivated to come to work and do a good job. Additionally, when employees know there are bonuses or commissions, they are increasingly motivated to deliver grander results. Bonus and commission compensation plans become a focal point for success (Leonard, 2019)."

Problem solving also plays a crucial role in operational analysis. The participants are keen in explaining that problems in the company should be readily addressed. The goal is to reduce the occurrence of problems, especially conflicts that arise between management and staff or company and customer. Company managers must ensure that proper actions are done to mitigate these untoward incidences. They have to be courageous enough to tackle them head-on before circumstances spiral into something worse. "These leaders have to be resilient in their quest to make and sustain momentum for the organization and other people they serve (Longenecker & Fink, 2012)."

"Customer satisfaction studies have shown that 50 percent of the time, customers who have a problem or complaint are

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not likely to tell the company about it. Even when a customer does complain, one out of every two will not be thoroughly satisfied with the company's efforts to solve the problem (Seidman, 2001).” In the Fast Food Industry, it is undoubtedly important to have a friendly relationship with customers as this is the basis for a business’ profit. The industry itself revolves around satisfying customers by providing adequate products and services in order to build trust and loyalty. Customer complaints would be the number one reason for the business to further improve both the business and customer relationship. Although there are many factors to include in the growth of a fast food company, one would always have to account customer satisfaction as it is an intrinsic part of the business. It is imperative that these types of firms focus on the significance of keeping customer satisfaction at the maximum, Thus, QSRs (Quick Service Restaurants) must communicate with customers to deliver friendly and efficient services 100% of the time.

Moreover, operational analysis involves meeting the minimum standards of service the job entails. Professionalism and consistency then are a must. On one hand, services provided and products given should be unswerving in terms of quality and magnitude. By being consistent, businesses will develop a working culture that is at par with the vision set. A dependable and reliable service would always earn the trust of customers. Customers will also have high expectations especially if the company has been running for years already. Sometimes a small amount of inconsistency can lead to a massive negative impact to the company’s image. Liu, Wang & Wu (2014) explains that “most of the customers would always love to have a peace of mind when they are being provided service and will not accept any unpleasant surprises. Consistency implies achieving sameness, uniformity, and fairness within the delivery or execution of all the service attributes, regardless of the amount of time, the location, and whatever occasion may it be.”

Admittedly, customers vary. They come from diverse contexts and have varied customer personalities. They have different nationalities, ages, levels of experience, or other interests that makes them unique. Being consistent amidst customer differences is a sign of a business that knows how to adapt and maintain their standards in order to satisfy the needs of their customers. Consistency should not only be done during the time of the service but should be continued as the years go by. “Companies should provide the identical service, the identical way, with reliable ones that consistently follow procedures which will be planned, tracked, and improved (Hyken, 2015).”

Evidently when it comes to operational analysis, professionalism should also be embodied. From the companies’ policies or code of conducts down to the serving of the customers up-front, it is crucial to master the basics and abide by efficiently to every duty. According to Young (2004), “experience has displayed that companies increase professionalism by taking a leadership role through the making of ethical business practices and company standards.” Indeed, professionalism is imbibed when the operations of the company are maintained and examined properly.

Professionalism also encourages organization. Employees should be able to know the nature of their job and the responsibilities it entails. Organizing things can reduce stress level and complications would be avoided. A crucial part of being organized is also the consistency and management of the leaders’ and employees’ time. Time can be challenging to manage sometimes, therefore, learning how to manage it and being able to balance everything is a good indicator of a developing business. “Organizing things in an orderly and a systematic manner can also be an element of surviving in the work area. Organization can help keep the mindset of the company’s team to be positive and consistent in service by being free from stress, pressure, and tension. It also improves their psychological state, and free from depression (Cincinnati, Ohio, 2013).”

“The fast food industry is one of the most rapidly growing businesses in the world, fast food restaurants are popular among people because of its convenience and is less inefficient (Hyken, 2015).” Because of the popularity of fast food restaurants amongst families and especially to kids, companies are obliged to always find ways to satisfy their customers. Companies under the fast food industry had been doing their best in order to sustain their popularity and maintain the standards that they have set through further development. A developing company with continuous operational analysis can result in customer satisfaction which is the main goal of the company’s leadership and employees.

At the heart of a customer-centered approach to business is customer satisfaction. Unquestionably, it is key to a successful business. It is the common goal that binds all businesses together. It is reached when customer expectations are reached without spending too much. It has value for money, so to speak. As Hak Chun & Nyam-Ochir (2020) explains “price can influence the degree of satisfaction among customers, if the price is high, customers anticipate high quality products or services.”

Customer satisfaction affects customer loyalty. Fast food restaurants always aspire to continue to make enhancements in total quality of service, so that customer satisfaction can be preserved. This in turn will have an effect on customer satisfaction and escalate customer loyalty. Being capable of creating customer loyalty is also necessary to have a good relationship between the customers with the restaurant. “The quality of service has consequential effect on customer loyalty, and customer satisfaction consequently effect customer loyalty (Binsar, Feliks, & Panjaitan, 2014).”

The linkage between quality and customer satisfaction garnered people’s attention in literature. In different kinds of restaurants, lots of previous studies have been accomplished for the purpose of scrutinizing the impact of service quality on customer satisfaction. However, little attention was given to the relationship between the total quality of restaurants and customer satisfaction. Investigating the factors that affect the service quality of the fast-food restaurants and studying the relationship between customer experience and total quality can lead to the further development of the company’s

operations which can result to customer satisfaction. “There are three main dimensions to measure the total quality of restaurants: Service quality, food quality and atmospheric quality. Maintaining these qualities is also a key factor to keep the loyalty and trust of every customer (Almohaimmed, 2017).”

Customer satisfaction is also achieved through establishing a clear line of communication with the customers. It is primordial then that proper communication is established. Listening to customers is of essence, so that the companies can further improve their services. The ability to communicate properly is also very essential in the workplace. It is commonly known that working in a fast food restaurant requires fast paced service and skills, which includes a good flow of communication. Communication is crucial in the workplace especially in the fast-paced food chain as it allows employees to be more productive and operate efficiently in organized ways. It enables employees to work more smoothly and build relationships of commitment within the company.

The subject of consumer satisfaction may be regarded nowadays as too common, but the fact is that customer judgement continues to be more and more essential for businesses and corporate success. Interfering with the purchasing behavior and affecting consumer choice, there are several factors and these include cultural, social, family, economic, and psychological variables. “Abraham Maslow, an American psychologist, also sought to understand the behavior of individuals and was able to hierarchize their needs in order to know which ones would be the most important for the human being (Pinto, Riberio, Alves, & Veloso, 2018).” In business, the concept of being contented with the service being provided can be considered as the most important factor for the customers’ decision to either stay loyal and true to the company or to let go and look for a better one. Customers will always seek for the good service that best suits their needs and will find themselves satisfied. In connection to customer satisfaction, knowing the customers’ preferences will always help a company understand and provide services that can guaranty their place in the hearts and minds of the customers.

Businesses are obliged to satisfy and meet consumer needs and expectations. “The key to having a successful business is knowing the customers’ need. There are four customer needs that every business should think about, price, quality, options, and convenience (Hamwi, 2017).” Customers want a fair price for purchasing a product, balancing it with the quality of the product. To make the customer happy and fulfilled, having good quality service or products is key. The companies should always make sure that the price should reflect the quality of the product, customers would never purchase something that is not worth what they are paying for. Having a variety of products that the customer can choose from is very important also to reach different customers with different likings and taste. Lastly is convenience, being accessible and less hassle for customers can help the business attract more and gain more customers.

In order for businesses to provide customer satisfaction, they also need to listen to the demands and comments of

every customer. There are also times that customers will not be able to give their feedback to the management, either because they are afraid or they really just do not want to. Because of this, companies should also try to analyze themselves if they had a bad service with any of the customers. It is also very common for customers to spread new especially when it is about criticizing an establishment. This is the reason why companies must ensure that customers are satisfied as they leave the fast food restaurant to avoid these kinds of issues. “Research reveals only a fraction of customers complains to businesses directly when they receive bad service, giving companies little chance to deal with problems directly. Most consumers around the globe simply withdraw their support and criticize the establishment to anyone who'll listen (Sohaba, 2018).”

Hence, fast food companies should learn and develop different methods as well on how are they able to gather the feedbacks of the customers. One example on how these companies will be able to gather feedbacks is by using surveys that can easily be accessed by customers. Since technology is prevalent in today’s society, companies should utilize it to gather feedbacks. There are even fast food restaurants that are already starting to do this. Customers will be able to access the survey through their phones and will have a free ice cream if they will be able to finish the survey. This way, customers will be motivated to answer the survey and will still continue to be satisfied at the end and will leave the restaurant happily. “In order to enhance the competitiveness service industry, a system is needed which collects and analyzes the customer feedback information by diverse methods (Song & Kang, 2014).”

Customer feed backing is indeed an important tool for customer satisfaction as it is vital to the decision making of a company especially when coming up with improvements and changes to the different services. Customer feedbacks also gives insights as to what a business lacks or what its weaknesses are; giving opportunities to firms to cope up with their short comings. Getting a grasp on how customers perceive services is overall an essential tool in providing better satisfaction.

In summary, Customer-Centeredness are categorized into two subthemes which are Operational Analysis and Customer Satisfaction. Thereupon, being customer-centric in a business is based on how the business manages its operations. Serious analyzation of operations by proper training, mitigation of complaints, and meeting the standards will surely set the business up to success. Undoubtedly, if the company will also continue to be consistent with its operations by also unceasingly prioritizing the customers’ needs and feedbacks, customer satisfaction will be achieved.

Customer Retention

Customer retention is defined as “the future propensity of a customer to stay with the service provider (Al-Tit, 2015).” The participants duly-noted the importance of forming repeating customers to the overall business venture. In a way, loyal customers will increase the lifetime value of the company. This theme is further categorized into two

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subthemes: Customer Data and Detail Orientation. To have repeating customers, a business needs to gather the essential data in order to know how their chosen demographic works, thinks, and acts. This ensures a mutual relationship between the two parties and helps employees of the business gain the trust and loyalty of their chosen demographic. Moreover, a thriving business is meticulous in terms of attention to details. Employees should be trained to notice even the most minute of details and adjust appropriately.

Ahmad and Buttle (2002) describe customer retention as having “been acknowledged as a key objective of relationship marketing, primarily because of its potential in delivering superior relationship economics.” With the lack of new customers due to the market’s saturation, retaining of a business’ usual customers has become more important than ever. The economy changes, however, and so does the needs and expectations of the customers. Being able to correspondingly adapt to the changes that occur within the economy is a significant advantage for one’s business to combat the relentless competition in the business industry.

Sabbeh (2018) states in his study that “Customer Relationship Management systems are used to enable organizations to acquire new customers, establish a continuous relationship with them and increase customer retention for profitability.” Businesses are given advantageous resources such as social media platforms to gather and analyze the personal and behavioral data of their customers, which in turn, can give them a competitive edge within the growing competition of the business industry. With the collected demographic data at hand, organizations can then create business strategies to better serve and provide to the needs and wants of the people. This also aids them to better understand how a customer works and predict what actions they will take in business interaction.

Customer demographic plays a pivotal role in every business organization in order for them to better cater to the masses. This is further proven as Rajagopal (2011) stipulates that “classification and patterns extraction from customer data is very important for business support and decision making.” Every company within the industry does not wish to obtain any losses. As such, by utilizing the emerging trends and patterns within the community, one can identify the benefits and risks and use these to one’s advantage to better improve customer service and satisfaction. By understanding who they are providing for through the use of customer demographic, this offers companies relevant and personalized information that assists them to recognize their customers’ preferences and anticipate any of their upcoming needs.

With the age of technology continuing to progress, businesses have gained another outlet to advertise their brand as well as effectively and efficiently gather customer demographic. This is further supported as Keaveney and Parthasarathy (2001) expressed in their study that “with a quarter of a billion Internet users worldwide and estimates of more than one-half billion people online by the year 2003, growth in the online services industry has been exponential.”

With technology available, distribution of surveys and polls for evaluation of one’s business has become easier and more cost-efficient. This gives the organization an insight on what to do to better cater to the community. Thus, providing customers not only with excellent service in-person, but as well as online gives them all the more reason to continue purchasing from the company’s brand and remain as a loyal customer of its products and services.

To add on, the age of technology has also prompted a means for businesses to provide convenience to its customers and to remain competitive within the business industry. This is further demonstrated as Ameme (2015) stated in their study that “in an attempt to improve the quality of service delivery and customer experience, some banks in Ghana have deployed internet banking services to their customers, to enable them perform basic financial transactions such as balance enquiry and funds transfer.” Adjusting to what better fits the needs and convenience of the masses greatly shows to the people that one is willing to change to better serve the demographic. Sequentially, this gains the latter’s trust and loyalty and have them continue to use the company’s services.

In addition to that, interpersonal skills play another crucial factor that influences the retention and loyalty of a customer towards a brand especially in today’s business environment. “The interaction between frontline employees and customers creates an impression of what is to come in the service experience (Dagger, Dahaner, & et al., 2013).” When customers enter a business, especially new ones, they are usually cheerfully greeted by any of the employees. This gives the customers a positive perception of the business and what it has to offer to them and the experience that they will have. With well-trained employees capable of adjusting to any task and situation in front of them, they become a vital asset towards the company and its growth in the long-run.

However, not everyone is well-versed in communicating with other people. For that reason, organizations have implemented training programs and seminars to better improve and develop one’s interpersonal skills for them to better communicate and serve the customers. According to Daff (2013), “students experienced initial apprehension and concern when practicing their interpersonal skills. However, as time elapsed, confidence grew, class dynamics changed, and significant improvements in students’ communication and attitudes were evident.” With what is instilled into the employees and staff through the programs and seminars will greatly benefit them over time as it gives them a boost in confidence and a significant and positive change in their attitude as well as in how they communicate with others. Not only that, but they will also be a reliable worker for the organization as a whole. With these skills applied on the job, employees can learn to quickly adjust and satisfy the customers, leaving a positive impression on the latter towards the business and giving the latter an excellent service and experience.

The interpersonal skills an employee has does not only mean they are able to interact with the customers effectively,

but it also includes being able to get along with co-workers within the business. Beenen and Pichler (2016) propose that interpersonal skills “include five core skills that sequentially build upon one another: managing-self, communicating, supporting, motivating and managing conflict.” With these five core skills practiced and mastered by the participants, a smooth and harmonious workflow is achieved, leaving the customers satisfied and impressed with the service given. However, if there is discord among the employees, the tasks at hand and what needs to be done will not be accomplished. This also creates a sense of tension in the air, making the customers feel uncomfortable. In essence, balancing the five core skills under interpersonal skills can greatly benefit the business organization and create a steady and smooth workflow.

There are times when jobs do not require one to have interpersonal skills. However, this hinders the growth of one’s self and the success of his/her business. These skills are not only useful within the workspace, but they are essential in one’s everyday life. Nelson (2013) states that “it takes more than technical skills to achieve success in a project, program or any career.” Due to the increasing competition within the business industry, organizations were put into a tight spot and started developing specific skills in order to survive and stay relevant within the market. The demands and needs of the customers also grew exponentially and, therefore, being able to adjust and accommodate the unique cultures and backgrounds of each are pivotal factors that serve as a great advantage for a business.

“Interpersonal communication is a skill that is crucial to successful leaders (Brownell, 1992, Scudder and Guinan, 1989 as cited by Lolli, 2013).” A business group will not be able to function effectively if the leader of the group is inept for the position. As a result, he/she becomes a liability to the business and to the workers; The same works the other way around. By gaining and strengthening skills such as teamwork, responsibility, dependability, empathy, and communication, one will be able to successfully and effectively lead an organization. This also ensures that one will be able to survive in the business world and the cut throat competition within it. Accompanied by these vital skills, employee performance will drastically improve and, in turn, customer satisfaction and excellent customer service will be met higher than expected.

Experiences obtained through work, whether it be good or bad, can serve as a learning curve for one’s development as a person and as an employee to the company. For an employee to improve his/her performance, how he/she takes in and reflects on the experiences all depends on his/her mindset. Gabrielsson and Politis (2012) propose that “a learning mind- set that favors exploration is the strongest predictor of the generation of new business ideas.” By analyzing the situations one has experienced throughout his/her years in the work field, he/she can create ideas and come up with effective solutions that alleviate the problems that arise within a business. Employees that are capable of contributing towards the success of an organization are vital.

With newcomers joining the labor market, inexperience can be detrimental to a company if no prior actions are taken. Being new to the work force, however, can also be seen as a potential asset as the newcomers can relate more to the rising trends in the community. To add on, they can share innovative business ideas and suggestions that can benefit the business and attract new customers in the process. Be that as it may, for them to cultivate these skills and become a reliable and lasting employee, necessary procedures are to be implemented. According to Bauer and Erdogan (2011) “newcomer adjustment is associated with important employee and organizational outcomes such as satisfaction, commitment, turnover, and performance.” Protocols are implemented within an organization in order to train the trainees and have them gain insights on how the workplace operates. Actively learning from this, they can then adjust accordingly in due time becoming an important member of the organization. With these knowledge and experiences instilled into them, employee performance and customer experience will considerably improve for the better.

Having veteran employees assist the newer ones can not only improve employee performance, but it can also improve the relationship between the two parties business-wise. “Work ability in older employees increases not with the number of years worked but with the enhancement of cognitive ability (Chung, Park, & et al., 2015).” Having worked longer than the trainees, veteran employees can pass on the knowledge, wisdom, and experiences they have gained throughout their years in the work force onto the former and have their performance substantially improve to better cater to the customers as well as improve relationships within the company.

Customer experiences and employee work experience go hand-in-hand as according to Temkin Group’s study (2016) on Employee Engagement Benchmark, “companies that excel at customer experience have one-and-a-half times as many engaged employees as customer experience laggards do (as cited by Yohn, 2016).” Through incorporating what one learns on the job and understanding the disposition of a customer at first glance, workers will be able to come up with solutions to any possible inquiries that may arise when handling the customers. This also aids them in finding the most efficient and effective methods to achieve tasks, customer satisfaction, and business development.

Work experience does not only mean how the employee does his/her daily duties on the job, but it also refers to the things that go behind the scenes. According to Plaskoff (2017) “An organization must understand each employee more deeply and co-design experiences with them that demonstrate care.” By having employees become more involved with the changes that is happening within the company, fresh ideas and solutions can be generated that will improve the performance and work experience of the employees as well as substantially improve their service and demeanor towards the customers. This also aids the workers to better handle the diverse customers the moment they come through the business’ doors.

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Part of customer retention is giving utmost attention to details. Being a detail-oriented person means one pays a great deal of responsiveness to details when given a task. As stated by Doolen (2020), detail-oriented people are “thorough, accurate, organized, and productive. They seek to understand both the cause and effect of a situation.” Detail-orientedness is vital within a business as it ensures that an employee makes the minimalist of errors and guarantees that their outputs are of the best-quality and condition. However, this skill is not only helpful when delivering physical outputs, but it is also beneficial in interpersonal interactions with others. Possessing this skill gives one the competence of picking up on the social cues and body language of the person they are interacting with, be in verbal or non-verbal. Employees with this kind of ability are also able to manage their time wisely and offer maximum productivity in the workspace and get the job done in a timely manner. Lastly, a detail-oriented person stays consistent with their details and is committed in his/her ways of getting tasks done. They are an integral part of a team and make sure to provide something that will aid in the growth of a business.

Brennan, Turnbull, and Wilson (2003) state that “competitive success in business- to- business markets often depends upon the ability of the firm to adapt specifically to the needs of a single customer organization.” For a business to advance and stay relevant in the competition and business sector, one must be willing to acclimate to better accommodate its demographic as well as to satisfy the latter’s expectations and needs towards the business. Conclusively, being able to satisfy these factors will ensure their trust and loyalty, and make them a regular customer for your brand.

Another determinant that pushes organizations to adapt their business styles and strategies are the potential threats it faces. Saebi, Lien, and Foss (2017) argue that “past strategic orientation of a firm creates path dependencies that influence the propensity of the firm to adapt its business model.” With a sample of 1196 Norwegian companies, they came to the conclusion that businesses are more likely to tailor their business strategies using the conditions recognized under threats rather than opportunities. Not only that, adapting to better suit the market development was more favorable for the business in the long haul. Additionally, businesses adapt to due to external changes such as the rising trends and socioeconomic status of the community.

Adaptability in the workplace is one of the most important assets, especially if new employees are involved as they are a source of fresh ideas, perspectives and connections. This can benefit the organization in the industry to become more innovative and ambitious. Being able to adapt to any situation is crucial within an organization’s success. The worker’s adaptability, goal-striving, and proactive natures are crucial in the sustainability of careers. “Career sustainability requires adaptive behavior that is balanced; it should be aimed at establishing or restoring the balance between the goals, interests, values and expectations of the organization and those of the employee (Van Dam, Bipp, & Van Ruyseveldt, 2015).” Integrating these behaviors into one’s daily life and in the workspace, the employees will be able to adapt properly

as well as produce quality outputs to better cater to the customers to give a wonderful and memorable experience within the business. Following this, the trust and loyalty of the customers have been gained, and a mutual relationship between the employee and customer is secured. All in all, this becomes a deciding factor in the growth of the organization.

Another underlying factor that affects a business is the well-being of the workers. The mood and presence the worker gives off can affect the overall experience of the customers within the restaurant. Optimism is defined as “an individual difference variable that reflects the extent to which people hold generalized favorable expectancies for their future (Carver, Scheier, & Segerstrom, 2010).” It has also been noted that with higher levels of optimism, the better the engagement and disposition of the employee. The performance of the employee will have also substantially improved. The same can be said for those who have higher pessimistic levels. To ensure that the employees are in top shape, it is advised that those in-charge check up on the former’s well-being to alleviate the situation and/or quickly solve the problem.

The sudden change in one’s way of doing things and his/her environment can change the state of optimism employees have and affect his/her performance on the job. The change in dynamic environment has caused banks to seek out to separate themselves in order to build a sustainable competitive advantage (Jensen, Luthans, Lebsack, S., & Lebsack, R., 2007). This shift in work performance greatly affected employees that were accustomed to the traditional ways of customer service and the processing the customers’ transactions. The study then conducted a survey, consisting of 90 bank employees, to determine whether the current state of optimism within the sample affected the overall performance outputs. Results indicated that there was a notable positive relationship between the two variables. This can also be applied to other business industries and employees.

To better improve the state of the employees so that they could provide quality outcomes, communication and mutual relationships in the workspace are essential especially towards new trainees. In accordance with Green Jr., Medlin, and Whitten’s study (2004), “managers may improve individual and organizational performance by raising levels of employee optimism and that levels of optimism may be raised through development of an optimism subculture and implementation of a goal setting process.” By having a common goal among the workers and staff, this can greatly motivate the others. The positivity they express on themselves can then reflect in their work performance and, consequently, provide excellent customer service and customer experience to the receivers.

Motivation is another leading factor towards optimism as this is what drives people to keep on achieving their goals in life. It helps one to activate the necessary and positive behaviors to achieve the latter. In connection with this, Medlin and Green Jr. (2009) suggested that “goal setting is hypothesized as positively impacting employee engagement, employee engagement as positively impacting workplace

optimism, and workplace optimism as positively impacting individual performance.” With the right steps taken, setting practical and achievable goals for one’s self can lead to a sustainable career in the near future. The positivity that is taken from this can be portrayed in one’s performance. The higher the level of optimism one is experiencing, the greater his/her performance outcome is.

Excellent customer service correlates with being detail-oriented as it is one of the main essential factors that aid in the growth of a business. Paternoster (2008) defines customer service as “the synergy created when an airport’s ability to exceed its customers’ needs and expectations consistently matches its customers’ perception that their needs and expectations are well met.” Taking a strategic and holistic approach to customer service will undoubtedly improve customer experience and satisfaction as well as increase the revenue of a company. By incorporating the skills obtained through being detail-oriented, such as noticing subtle social cues, one can quickly come up with a plan to avoid any problems that may arise.

As stated previously, with the rise of technology, companies have opted to use social medias as a way to expand their business. A study done by Guo, Fan, and Zhang states that “a higher number of social media channels used for customer service is associated with a higher reputation score for a firm.” Being capable of providing customer service online and in-person gives customers the impression that the business greatly cares about the latter and wishes to give the best experience they can offer.

The reason why excellent customer service is a must in every organization is to avoid any customer complaints and issues. This is why training and protocols, especially concerning new employees, have become mandatory and essential in most jobs, nowadays. Employees that lack a sense of responsibility, preparedness and management will only create unnecessary setbacks and drama for the company. This is further supported by a study done by Nearchou (2019) that states “staffing your teams with trustworthy employees is critical to customer service.” To prevent these issues from happening, having a thought-out business strategy, hiring motivated staff, and valuing the feedback of every customer are some of the ways a business can develop and grow for the better.

To sum it all, customer retention is divided into two parts: customer data and detail-orientedness. Retention, thus, revolves around the data and information gathered on the demographic in conjunction with how they apply this into their given tasks to achieve customer satisfaction and excellent customer experience. Furthermore, it also shows how one can avoid and/or alleviate unnecessary issues and setbacks within the company by taking note of the most minute details and creating solutions and adjusting accordingly. Lastly, this also gives the employees practical skills that can be used in their day-to-day lives.

V. CONCLUSION

The customers are at the heart of any business. As such, no business can thrive if customer satisfaction is not achieved.

“In the face of growing competition, scarce resources, and more demanding customers, business leaders are striving to increase profitability by becoming more customer-centric (Bonacchi & Perego, 2011, 253).” When the customers’ needs and wants are prioritized, customer retention is achieved. “Companies should develop the necessary skills and competencies to learn about, from, and for the customer, to transfer this knowledge into applicable business model development intelligence to better satisfy their customers’ needs and preferences, and to successfully implement their business model developments (Wirtz & Daiser, 2018, 37).”

Apart from the customer, it is also pivotal to explore the role of employees in the overall business performance. “Employees’ job involvement plays a vital role in every organization (Omar, Ahmad, & Mustaffa, 2019, 1).” As the employees become highly engaged, customer satisfaction and business success are within reach. The present phenomenological study then highlighted the behavioral intentions of the participants and their level of engagement as they translate these intentions to guaranteed customer satisfaction.

Filipinos are known throughout the world for their hospitality. It becomes logical therefore that most Filipino migrant workers are found in the hospitality sector; restaurants and hotels. The present study then extrapolated the live experiences of the participants as they work in the fast-food industry in the Middle East. The goal is to capture their worldview; to narrate the service styles acquired and utilized to satisfy the multiplicity of customers found in the melting pot that is Qatar. Based on the verbalizations of the participants, 3 themes were created which encapsulated their unique experiences being fast-food workers abroad. These are: (1) Customer Service Efficiency which accentuated their service experiences in the field and lessons learned that led to personal development; (2) Customer-centeredness that reflected customer satisfaction as the end goal of any business venture and operational analysis that showed how the employees manage daily work operation; and (3) Customer Retention which mirrored the use of customer data to attract and create repeating customers and detail-orientation; the ability to notice even the minute of details.

Given the foregoing results and discussion, it is pivotal then business owners pay attention not only on the customers. While it is true that customers are the alpha and omega of any business endeavor, the employees should never be just an afterthought. “An organization’s success is becoming increasingly dependent on the knowledge, skills, and abilities of its employees (Manna, 2008, 1).” Therefore, their behavioral intentions must be highlighted, their salary and benefits must be fair and competitive, and their personal and professional development must be provided insofar as they are the primary agents of customer satisfaction. It goes without saying that satisfying the employees is directly proportional to satisfying the customers per se. In the absence of this, the company would surely fail. The lived experiences of the participants showed that guaranteed customer satisfaction involved numerous factors which should be considered for any business to flourish amidst the vacillating experiences the world has to offer.

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Philippine School Doha since 2017. He also enjoys setting up computers and programming. In his pastime, he loves listening to music, watching YouTube, playing basketball, and working out. As a Senior High School student, he aims to enjoy the most of the experience to expand his knowledge about being a business person.



Aaliya E. Jumrani is currently a Senior High School student in Philippine School Doha, studying in the Accountancy, Business, and Management Strand. In April 2021, she will graduate from the Senior High School Department. She was awarded a bronze award during the 4th Convocation Ceremony and was awarded as a topnotcher in English

BIOGRAPHICAL SKETCH



Ryan Gabriel L. Daza is currently a Senior High School student in Philippine School Doha, studying in the Accountancy, Business, and Management strand. In April 2021, he will graduate in the Senior High School department. He is part of the Varsity team which only selects the best players to play for the school. He plans to study at De La Salle University to become a Student Athlete someday and when he graduates, he plans to be an athlete that is also a businessman. He is known for his talent in playing sports and was awarded multiple awards for his skills in sports in Volleyball and Basketball such as being part of the Mythical 6 in Volleyball in this year's Intramurals 2019-2020, he was also part of the Mythical 5, PTA basketball Mythical 5 S.Y 2018-2019 and Mythical 5 basketball intramurals S.Y 2018-2019. He previously studied at Philippine International School Qatar for 4 years and started continuing his studies at Philippine School Doha for 2 years until now. In his pastime, he enjoys training for basketball and volleyball. He is active in participating at his TLE specialization which is Civil Technology.



Yuan Chester E. Iñigo is currently a Senior High School student in Philippine School Doha, studying in the Accountancy, Business, and Management strand. In April 2021, he will graduate in the Senior High School department. After graduating, he plans to take College in Georgia with a course of Cyber Security. He wants to take Cyber Security as his course because he is well knowledgeable in computers. In order to achieve this, he plans on doing well in subjects related to the field, and as a result, he is constantly a topnotcher in ICT in MAPUA last 2018 and also best in Computer subject when he was in 9th Grade. One of the highlights of each semester in the Senior High School department is the Celebration of Learning (COL), in which he is active in participating. He also spent 2 years taking Computer Systems Servicing as his TLE specialization and 1 year in Computer Club in Mapua. He has been studying in



Ian Louie M. Ocampo is currently a Senior High School student in Philippine School Doha, studying in the Accountancy, Business, and Management strand. In April 2021, he will graduate in the Senior High School department. He was part of the School's Dance Troupe during 2017 and enjoyed performing. After graduating he plans to take College in Canada with a course of Aeronautical Engineering. He wants to take Aeronautical Engineering because he was inspired by his grandfather, he was inspired because of the stories his grandfather told it, fascinated him and was very intrigued on the mechanics of different aircrafts. In order to achieve this, he plans on taking programs that is related to his course, and he plans on taking subjects that he did not take when he was an ABM student.



Cyrah Jael F. Puray is currently studying as a Senior High School student in Philippine School Doha. She is under the strand of Accountancy, Business and Management also known as ABM. In April 2021, he will graduate in the Senior High School department. She is a hard-working student determined

to persevere for the future ahead of her. She is all set to share her knowledge gained from the various remarkable experiences given by Philippine School Doha. To serve as proof of her efforts, she has garnered numerous awards and accomplishments from both her academic and extracurricular activities in school. During her Junior Year, she was a consistent honor student. She graduated from Junior High School with flying colors as a Silver Awardee. With that, she was also awarded with a Citation in Journalism (Arts and Graphics). Alongside her academic achievements, her skills and expertise in research have also been continuously developed since she started during 4th grade. From Science Investigatory Projects to Qualitative and Quantitative Research and finally, the IMRAD format. Outside academics, she has also experienced being the Chief Graphics Editor and Art Editor of the Link, the official newspaper publication of Philippine School Doha. Fully trusted by her classmates, she has also experienced being the treasurer of her class for the S.Y. 2019-2020 and the secretary of her class for the S.Y. 2020-2021. Futuristically speaking, she is an aspiring accountant who aims to present her expertise in her chosen field of work.

performing. After graduating he plans to take College in College of North Atlantic Qatar with a course of Paramedics. He wants to take Paramedicine because he loves to work as a team, and he has the ability to navigate challenging situations. In order to achieve this, he plans on taking programs that is related to his course, and he plans on taking subjects that he did not take when he was an ABM student.



Phil Onil U. Santos is currently studying as a Senior High School student in Philippine School Doha, under the Accountancy, Business and Management strand. Mr. Santos is a competitive student who is ready to share his knowledge gained from the exceptional experience given by Philippine School Doha. In April 2021, he will graduate in the Senior High

School department. He is also an academic achiever. Mr. Santos recently received a Bronze Award in the 1st Semester and the 2nd Semester of 11th grade in the Laureola Awarding Ceremony. Cooking has always been his passion, ever since he was a child, he was already fond of the beauty and diversity of the culinary world. His determination to cook may also be the reason why he was able to receive the Excellence award in Food Technology. Mr. Santos was also raised in a business oriented family which inspired him to choose the Accountancy, Business and Management strand when he entered the Senior High School Department. He also decided that he wants to take the Business Administration Course when he is in college already. During the Celebration of Learning (COL) Food Expo, he is the head of his group which proves his capabilities as a leader. Mr. Santos is not a 'sporty' type, but fortunately, with his partner Mr. Magtaka representing the Red Tamaraws during the Intramurals, they won as champions and both were able to receive Gold Medals.



Ryu Hendrick P. Tomas is currently a Senior High School student in Philippine School Doha, studying in the Accountancy, Business, and Management strand. In April 2021, he will graduate in the Senior High School department. He is part of the School's Dance Troupe since 2017 and enjoys