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### RESEARCH ARTICLE

#### TRANSGRESSING EXPANSIVE BUSINESS MARGINS: THE CHALLENGES OF FILIPINO FRANCHISED BUSINESS MANAGERS IN QATAR, A PHENOMENOLOGY

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#### Abstract

**Background:** Many people started to ride the trend of creating a business. Agreeably, it is one of the best ways of earning profit; some business owners pushed the limits of entrepreneurship and expanded their businesses worldwide. This idea applies especially to Filipino immigrants living in Qatar who decided to stretch the reach of their business in a foreign land.

**Method:** This study used a qualitative research design to recognize the lived experiences of Filipino franchised business managers in Qatar. It intended to derive the participants' viewpoint about managing Filipino franchised businesses, associating it to the central question: "How do Filipino franchise managers overcome the challenges and demands of managing a Filipino franchised business in Qatar?"

**Findings:** Three themes emerged from the research: (1) Building foundation which consists of past experience, requirement compliance, and managerial competence; (2) Establishing interaction that encompasses employee appraising, brand recognizing, and social media marketing; and (3) Regulating time allocation which embodies work management, personal commitment, and policy adjustment.

**Conclusion:** With the number of Filipino franchised businesses in Qatar steadily increasing, the country has never felt more like home. Although it does not signify that these managers handle business operations easily since challenges are unavoidable. The findings illustrated that with; enough requirements, consistent communication, and proper time management, day-to-day tasks are manageable.

**Recommendation:** This paper suggested that future researchers consider employees of Filipino franchised businesses as the participants and capture their experiences being in the front lines of the company.

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#### Introduction:-

Filipino franchised businesses are currently residing in the host country Qatar and are continuously growing in every corner. As stated by Aghadi (2016), about 51% of the franchised businesses are mostly owned by Qatari nationals. This is specifically true for the Filipino franchised businesses that have been interviewed. Having a franchised

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business in Qatar is a risky undertaking, for it may bring great downfall when marketing strategies are not stabilized throughout the whole process of the company itself.

The present research then focused on those Filipino franchised businesses in Qatar. It covered their experience and lifestyle changes while working in a place far from their hometown and how they have adapted to the rules and regulations of the country. The study discussed whether they have managed the same type of work in the past; a Filipino franchise or Filipino-based business, or different. It answered how long they have trained for the position and what were the experiences needed to obtain the role they have now. As stated by Aghadi (2016), starting a business can be a huge risk taken by foreign franchisers since it is seen as a long, difficult, expensive, and time-consuming process. He also stated that Qatar focuses on businesses that are Limited Liability Company LLC or WLL and that most of these businesses are Qatar owned or must be Qatari owned businesses. The study mainly focused on enterprises that have been operating in Qatar for five years or more and have Filipinos as managers. The research study emphasized the question, "How do Filipino franchise managers overcome the challenges and demands of managing a Filipino franchised business in Qatar?" To find the strategies employed by Filipino managers to adapt to the host country, the sub-question "What are the common strategies of Filipino franchise managers in Qatar to run a successful Filipino franchised business?" was formulated. The study showed how they overcame the difficulties in working in that position, the strategies they have come up with to make the position less difficult, and the similar adjustments that were encountered by Filipino managers in Qatar.

The feedback of the participants revealed three themes, namely: building foundation, which focuses on the past experience, requirement compliance, and managerial competence of the interviewee; establishing interaction that emphasizes the employee appraising, brand recognizing, and their social media marketing; and regulating time allocation wherein their work management, personal commitment, and policy adjustments are the focal points.

### **Methods:-**

The required set of data gathered was achieved through conducting key informant interviews. Before gathering the needed information from the participants, questions related to the central question were formulated and used. The themes formed in the simulacrum were the product of the analyzed data that was gathered.

### **Research Design**

This study made use of a qualitative research design to exhibit and understand the lived experiences of Filipino managers working at Filipino franchised businesses here in Qatar. Bhandari (2020) explained that Qualitative research is a method used to gather text, video, or audio that does not contain numbers to better comprehend concepts, opinions, or experiences. It can be utilized to understand a certain subject or to develop fresh research ideas. Furthermore, a phenomenological approach was applied in the study. As stated by Neubauer, Witkop, and Varpio (2019), phenomenology is another term for describing the phenomenon utilizing exploring different sides of it, especially those that have experienced it. The participants were interviewed via Zoom Application under the agreement that their identity and personal information were to be confidential. An interview using twenty-five (25) developmental questions was conducted to collect data and information significant to the study. The researchers were able to record the notable events and understand the lived experiences of Filipino managers working at Filipino franchised businesses through a qualitative approach.

The primary source of information was the responses of the interviewees. The questions asked in the interview are the developmental questions formulated by the researchers. The central question was created to assist the researchers in defining and focusing on specific aspects of the research issue, as well as to provide information on the types of data that should be collected, which led to the conceptualization of the specific questions. From the specific questions, one was chosen to focus on and act as the base in establishing the developmental questions.

### Research Locale and Sample



**Figure 1:-** Location of Philippine School Doha at Al Messila, Doha, Qatar taken from Google Maps.

This study was conducted in Philippine School Doha (PSD), a non-stock and nonprofit school in the State of Qatar founded in October 1992. Since its inception, the school has been serving the Filipino population with fundamental Philippine education governed by the Board of Trustees (Philippine School Doha, n.d). The school was the selected location to conduct the study for its convenience for the researchers and the research teacher who can aid and guide them.

The researchers chose six participants who are managers of Filipino franchised businesses in Qatar. The researchers based the selection of their participants on the following criteria.

1. They must be a Filipino manager of a Filipino franchised business, considering that the questions are tailored for managers and that they are the ones who overlook the business operations.
2. The business must be established for at least five years in the Philippines and at least five years in Qatar since time provides experience for the establishment to have a name and a place in the market.
3. The business must be in the retail or food industry since most franchised businesses here in Qatar are from said industries.

### Data Collection and Ethical Consideration

To begin the data collection, the researchers formulated the central, sub, and developmental questions that would allow them to study the lived experiences of the participants. Specified teachers in the Senior High School Department received validation letters to guarantee the validity of the formulated questions. After the formulated questions were approved, the researchers began to seek out participants suitable for the study. Once participants were found and a schedule was set, the interview commenced. The needed data for this study were gathered by utilizing the Zoom application to conduct the virtual interviews. The recordings collected from the Zoom interviews were used to perform the transcriptions and accomplish the dendrogram and simulacrum.

Before beginning, the researchers explained the interview flow to the participants, following research protocols as evidenced by securing consent from the participants before the interview proper. After the permission was granted, the latter was given the option to have their cameras on or off. Some were appreciative of the gesture and liked to turn off their camera. The researchers emphasized that the participants' identity and the company would be anonymous and for research purposes only.

### Data Analysis

The study is qualitative research. As a result, the impressions and verbalizations of the participants are the primary sources of evidence. The first step of the first stage of qualitative analysis is the completion of the emic and etic

transcriptions. All responses from the interview were collected and summarized in the Cool analysis. The responses were classified, and themes are shown in the dendrogram as part of the cool to warm study. Furthermore, the simulacrum was created from the various themes that arose from the responses. The second level of qualitative analysis was derived from similar literature and studies, which provided valuable suggestions for the researchers for bolstering the qualitative findings.

### Findings:-

This phenomenological study describes the lived experiences of Filipino franchised business managers in Qatar relative to the central question: “How do Filipino franchise managers overcome the challenges and demands of managing a Filipino franchised business in Qatar?” Franchising a business outside the motherland comes with complexities to the managers who oversee the business operation. Cooperating with the local government and keeping consistent communication with their employees are dealings in the business expected to be performed by the Filipino managers, all while juggling their time outside of work. The amount of responsibility and time management expected from managers can lead to time away from their personal life and commitments. Three themes emerged which summarize the solutions of the managers to these challenges.



Figure 2:- Simulacrum.

Figure 2 shows the simulacrum concentrating on the three major themes: Building foundation, Establishing interaction, and Regulating time allocation. The circular shape of the representation shows the continuous progress of the Filipino franchised business managers in their respective industries despite their ups and downs. The maroon and white colors in the land of the globe depict the flag of the current location of the participants, the State of Qatar. Maroon also represents the hardships the Filipino managers have experienced in their business. White, on the other hand, represents the positive outcome for overcoming those challenges.

The main and sub-themes were put into different sections with different colors; the colors of these sections represent differently. The colors of the theme Building foundation, purple and pink, represent the importance of having a wealth of knowledge. For Establishing interaction, orange symbolizes the adventure of finding new employees and partners which is a requirement for having a different nationality in a different country. Lastly, the blue section of the theme Regulating time allocation means intelligence. Having dedication and regulations requires Filipino managers to be competent in this aspect.

### Building Foundation

Laying the groundwork is essential in every business to have a basis for developing it. A plant, for instance, starts with a seed and is watered and nurtured. It grows and grows until the seedling sprouts leaves and flowers. Soon, it bears fruit that can be harvested, and its seeds can be sown again. The same can be said for franchising a business and managing one. Behind every successful franchise lies a stable foundation. There are steps to be taken before establishing such.

**A. Past Experience**

Companies often look for experience when hiring employees. It assures the employer that the candidate is familiar with and understands the environment they will be working. One confirmatory answer states, "They are more interested in your experience than your education. The more experience you have on the field the better." (R2)

When asked if it was their first time managing a business, the majority of the participants said it was not. A statement affirms this saying, "It was not my first time managing a business. Back in the Philippines, I managed my own business located in a mall in their province, Bulacan where I had a lot of loyal customers who frequently visited the shop." (R1) This claim is backed up by two further responses:

"Three actually, first was an Australian gourmet restaurant, the second was a franchise of a high-end sorbet that was in France, lastly, this one which is the one I'm handling right now. (R3)"

"No, but it is the first time I handled a big store" (R4)

A response, however, differed from the others. Instead, they took on an identical leadership role claiming, "This is my first time handling a business. A few years back, I was the team leader and, just recently, they promoted me to my current position." (R6)

Ultimately, having an experience similar to a managerial role in previous jobs helped in their current ones. Because the managers worked in a familiar setting, the business is in the hands of someone who has encountered similar situations.

**B. Requirement Compliance**

Being on foreign soil, these Filipino franchised businesses will need to face a critical step before operating; acquiring permission from the ministry to do so. Requirement compliance, in this context, refers to the attending of legal obligations before running the business. The verbalizations of the Filipino managers uncovered the difficulty of gaining licenses and approval of documents from the government to put up their franchised business. One response narrated an instance stating "There will be a lot of problems concerning the needed business documents. First, a license will be needed to establish a business in Qatar. It took me around two weeks before receiving it. The part that I found the most difficult is that I was not allowed to operate the business until they obtained the proper license from the Baladiya. We had to pay the rent for the shop ahead of time so that the Baladiya would be able to inspect the shop properly and give their approval to start. It took us three months before we were allowed to operate the shop and I had to pay the rent for that time without profit from the business since it wasn't approved yet. I also expressed my disbelief because the rent in Qatar is high, and I had to pay twenty thousand riyals per month even though it was only a small shop located in an area where it won't be easily spotted by people." (R1)

Other responses affirmed the complication of the processes that needed to be done.

"It was hard for me to attest to the Ministry of Foreign Affairs. But when I complied, I took everything step-by-step, and the process just kept on progressing as time passed by." (R3)

"It's common to have some difficulty processing the papers, especially because this is a Filipino brand." Of course, we have a lot of documents for the PRO to organize, even our sponsors. They helped us bring and organize everything so as to not find any difficulty." (R5)

Reflecting on the disclosures of the participants, attesting to the government prove to be a challenge to these businesses. Nevertheless, they managed to overcome them through time and support.

**C. Managerial Competence**

One of the most crucial parts of having a franchised business is managing it. Some interviewed managers presented their capabilities, while others got the position through promotion. They shared how they got the position as manager, ranging from the process, documents needed, and appropriate requirements as revealed by the following statements:

"I started off as a normal staff member, worked at the cashier, became the supervisor, and then the manager." (R4)

"Somehow, the company noticed some of my abilities. They probably saw something and that is probably why they promoted me to my current position." (R6)

"Having a bachelor's degree and at least four years of experience is critical since businesses are increasingly requiring it." At the end of the day, you will be given a target, once you reach your target, eventually, they will commend you on that. So, I think that's the bottom line, you have to comply with their requirements otherwise you won't be able to have your desired position." (R3)

Aside from the technical demands needed for the managerial position, their work character and values were also considered.

"To manage a brand, you must be determined. That's probably the basis, it's for the owner to tell that he/she is capable or manages the business well." (R3)

"You have to be attentive and friendly. You also have to not only understand yourself but also your staff." (R4)

"You must be honest to yourself and stay strong because there will be many challenges along the road." There are a lot of hindrances, and it will really stress you out. You just have to be strong to overcome these challenges and think positive all the time because even though there are a lot of stormy days, your determination will get you through." (R6)

### **Establishing Interaction**

Humans are social creatures by nature. To survive, people need human interaction. Communication is a fundamental requirement vital for a business to progress smoothly. It creates solidarity and trust in one another. Managers need to have a constant connection, whether it is with their employees, their superiors, or the market. Openly addressing problems and having discussions in the business is significant in building relations.

### **A. Employee Apprising**

Managers always work with a team of employees, making consistent communication necessary between them. The succeeding responses support this statement:

"You have to communicate with your team and check your products regularly because they will be served to customers. Meetings with the team members are important because you have to remind them of their responsibilities and give them advice on how to do a task properly. We also have to be consistent with our service because the customers will always notice the difference." (R6)

"Consistent communication with the visual and advertising department and the main company is a must. I have to discuss how the brand and its products should be launched and which items should be highlighted according to a particular style or trend each month." (R1)

A particular statement specified how their team established a solid communication system, articulating "Of course, before we start the shift, we have a briefing. You talk to the staff in charge, in charge of the store, in the kitchen, you let them know what needs to be done and what is needed to be continuous and be improved. Once in a while, we have a monthly staff meeting so that everyone has the opportunity to raise some issues. It's sometimes also important to complement their good work because it's more on the part of motivating them, you call their attention if there's something that needs improvement on some certain areas. In terms of the kitchen, you have to check the par levels inside; I have designated a head chef who does the calibration, checking of all food that needs to be served. We do management training. We have a one-by-one, side-by-side briefing huddle with the staff to focus them on some certain areas and not to miss anything, this occurs 2-3 times a month." (R3)

Setting up a regular meeting schedule to advise them on the positions they are assigned and encouraging them are some matters that the managers address before working.

**B. Brand Recognizing**

Filipino brands are slowly getting recognized worldwide, and Qatar is not an exception. The discourses of the interviewees unveiled that they have chosen to work for that specific franchise due to its respectable reputation back in the Philippines.

“They started bringing in all Filipino brands in Qatar. Not only Filipinos but also other nationalities love to go to the Philippines. They already know our brand. That said, it is not difficult for us to introduce our brand to other nationalities.” (R5).

“I chose this company because it already had a notoriety in the Philippines.” (R2)

“I chose to work for this business to help the owner promote the Filipino brand to other nationalities since we Filipinos are already familiar with the brand.” (R4)

When it comes to franchising these Philippine local brands, the Filipino managers expressed diverse thoughts. Some have said that the world of franchising is somewhat easy. While some contrast as shown by the subsequent responses:

“The world of franchising is simple to understand because the brands that may appeal to potential franchisees have already established themselves in the market. They already have followers that trust and love their brand, which makes it easier than creating a new brand that is to be introduced to the public or to a new market.” (R1)

“My expectation of the world of franchising is that it is not simple. You have to comply with a lot of requirements and get a lot of approvals, but still, it’s good to work with it because it’s a Filipino brand. More people will know more about Filipino businesses and appreciate Filipino coffee.” (R6)

Whether the participants find franchising simple or not, all of them conveyed their desire to show the Filipino culture to different market groups through franchising. They have chosen to work under their respective franchised business thanks to its already established influence in their home country.

**C. Social Media Marketing**

It is no surprise that social media has taken over every aspect of life. Businesses adopt social media to reach people locally and even around the globe, making it the most favorable and efficient method when it comes to advertising. One response confirms this, adding “We use social media. This is important as it also spreads and reaches outside of Doha.” (R5) Three other statements acknowledge this articulation:

“We have a social media account, and we also have posters.” (R4)

“We use social media since it is the most effective channel for promotion in this digital era. We used to do fliers but then we stopped it because social media was faster and cheaper than doing the fliers.” (R2)

“It is imperative to be on social media these days. Social media has a large impact on us, especially now. We should adapt to the new normal, which is online.” (R5)

Although all participants agree that social media is the most effective approach to promote the business, some still use traditional ways to promote their business.

“We advertise through social media apps, word of mouth, campaigns, offers, and promotions. Right now, what I’m trying to do is radio advertising, certain writers or blogs which feature you in newspapers. In the present time, it’s more on social media.” (R3)

“We have tried advertising in the local newspaper and the radio. We also put up some banners so more people will know about us.” (R6)



### **Regulating Time Allocation**

Time management is a valuable aspect for managers. Having a higher position means greater responsibilities, which can sometimes lead them to be working exceeding their scheduled number of hours. Knowing how to portion their time could benefit their welfare. The adjustment periods for new or changing policies could add to their difficulty handling the business.

#### **A. Work Management**

The collective verbalizations of the Filipino franchised business managers revealed that they divide and balance their time efficiently and that they work according to their given schedule.

"I try not to carry work home because it may not be beneficial if I solely concentrate on my work. You need to balance it, and even on my rest day, it's reserved for my kids and my family, so of course, as a manager, there are some certain decisions that you have to take into consideration. I don't really focus my mind on all things, there are things that cause problems, which is normally part of it, but at the end of the day, it's how you cope, manage and do well in the situations. Balancing and then dividing your equal time in your personal life and at work should be considered." (R3)

"I had to sacrifice initially because I had to make sure that everything went smoothly with the business. Once it's running, a proper schedule must be created to be able to balance work and family time." (R1)

Although, having a leading position in the business often results in extending their work hours. These are sometimes out of their control. One participant asserted, "I need to attend meetings, at home even. I just have to think positive and refrain from thinking of it as a burden. You just have to accept that it is part of the job." (R6)

Most of the participants spend eight or more hours (more than 50%) of their time dedicated to working during the weekdays. On the weekends, they allot their time for their time as averred by the succeeding articulations:

"70 percent of my time would be for work. The rest would be for my private life." (R2)

"Work and business take up 70 percent of my time" (R6)

"The time devoted to managing the business is eight hours and the rest of the time is devoted to my family. On weekdays, my time is mostly spent on work, while on weekends, that time is allotted for my family." (R1)

"Usually, it's 12 hours for me here, sometimes more. It boils down to you; you would be the one suffering if you don't do your work on time. Half in terms of percentage because I work 14 hours a day, 12-14 hours, and then the rest is personal. You will sleep, rest, watch, it's always like that when I come home from work." (R3)

Despite the workload and responsibilities expected of them, they still manage to put a barrier between their work and personal time.

#### **B. Personal Commitment**

Even the busiest managers have personal commitments outside the workplace, but it is not all the time that they get to attend to these matters. When asked whether the franchised business affected their personal life, their feedback varied. The majority of the Filipino managers admitted that it affected little to most of their life. Albeit the rest did not experience such.

"No, (the business did not affect my personal life) because I manage my time, when I'm off work, I maximize the time with my family, and boyfriend." (R2)

"Working might be easy at times, but you also have to respond quickly to any challenges; the only concern is time. Time is important because there are times when you are resting, or you need time for your family. This is not just for the little businesses. I believe that these days, time is harsh Especially for us Filipinos because they tell us to work overtime. We cannot decline that. It does affect our life, but we can manage." (R5)



"It's affecting my personal life a little because I have to spend the majority of my time operating the business." It affects my family time the most and they experience hardships at the beginning, but due to the support from my family, I was able to succeed in franchising the brand." (R1)

On the topic of family, it was the highest commitment and leading inspiration of nearly all the interviewees to work harder to maintain their managerial role in their respective franchised businesses. A manager supports this assertion confirming, "Family was the one that inspired me because I wanted to accomplish something that my family will be proud of and be able to give them a good life. To do that, the business must be successful." (R1) Two other responses justified this remark:

"As the breadwinner of the family, they serve as my inspiration for this work I am having." (R2)

"Answering "who", first would be my kids and family, because I wouldn't be much stronger if not for them, second would be my mentors who helped and supported me all throughout the process and who believed in my skills." (R3)

For others, their inspiration was the people in their company such as their superiors and employees.

"My staff (inspired me to work harder) because I want them to learn from me so that someday they can be store managers themselves." (R4)

"My superiors are the ones who inspire me because I want to be like them and also have a higher position like them. While in your current job, you must learn and have experience to show your skills and capabilities to other companies that you might apply to in the future." (R6)

### **C. Policy Adjustment**

The adjustment of the policies given by the owner to each manager differs mainly due to changes. Whether in regulations or circumstances. A participant shared that the current situation contributed to the difficulty in adjusting, stating "It took a while because, for example, they're going to give you a certain target sale that is very impossible to reach. Focusing on the main reason for adjustment right now which is the pandemic is one of the reasons as well. The compliance that each and every one of us have in terms of the strict rules and policy circulations of the ministry." (R3)

Another response also found it challenging to be accustomed to the new rules implemented by both the company and the government.

"We have to adapt once in a while because sometimes there are new rules being imposed by the company and the government. Of course, it should be hand in hand with the government. We have to follow the government rules as well as the company rules. The rules are a must." (R5)

Some of the participants specified that it took three months for them to adapt to the rules and policies of the franchised business.

"It took three months to conform to the owner's rules and policies." (R1)

"It took me three months to adjust from everything." (R4)

Adjusting to new rules and policies for the managers took a long time that some have spent as long as three months adjusting. Other managers have to readjust now and then due to changes in policies.

### **Discussion:-**

#### **Building Foundation**

Building foundation is the stepping stone or the reason as to why the participants took their chosen path in the business field. With this in mind, building foundation is more like a base of a building where a building relies on its foundation to stand still and be able to carry off more weight than its own. This category has three sub-themes which are past experiences, requirement compliances, and managerial competencies.

Past experiences are the reasons and similarities to their workplace and personal life. Mustapha et al. (2020) Model checking, patterns, semantic, formal, ontology, goal-based requirements analysis, and network analysis are some of the methodologies used in business process compliance to requirements in the management. In connection to this, the participants had their experience spoken throughout the interview and explained how it carved them into going to the business light instead of the other paths that were given for them to venture.

Regulatory compliance refers to a company's adherence to all state, federal, and international laws and regulations. Specific requirements may vary depending on the sector and type of business. As stated by Vinod, (2019) In Doha, Qatar you are required to have a minimum authorized share capital of two hundred thousand riyals (QR200,000), two shareholders, and a maximum of 30 shareholders. Forty-nine percent (49%) of the company is for foreign investors, while the remaining fifty-one (51%) is held by one or more Qatari partners.

Managerial competencies explain the experience of the participants and how they decided to go to the managerial state they are in. This theme expresses the struggles and sacrifices made for the participants to become what they are today. Czaja (2019) stated that managerial competencies are the motivations, behavior, and skills that are required for a profession, and include talents like communication, problem-solving, customer focus, and the capacity to work with other people. Accordingly, this theme explains that the participants tend to lean on their experience and reason as to why they chose to take the risks in taking the managerial position in their companies.

### **Establishing Interaction**

Establishing Interaction means associating with others to form a connection. The participants believed that Employee Appraising, Brand Recognition, and Social Media Marketing are all equally important for a business to function and operate properly.

Employee Appraising is an important factor in a business to cope with the challenges the employees face in their workplace. According to the responses, consistent communication plays a vital role in a business for it to operate effectively. Even though external communication remains the main focus in organizations, more and more organizations realize the importance of internal communication for increased organizational performance (Golser-Wamser, 2005). The participants emphasized the importance of communication in a team to have a proper understanding of their responsibilities and achieve a harmonious working relationship with each other. Rochon (2014) stated that teamwork is a factor that helps the improvement and success of employee performance in a workplace. In a business, teamwork between employees is the main source of support that keeps the business standing.

Brand recognition is the ability of the public to recognize and identify a certain brand based on visual indicators. To know the position and importance of a brand in the minds of target consumers, managers must understand how well the consumer is aware of the brand (Khurram et al., 2018). The participants expressed their desire to promote the Filipino culture to other nationalities through franchising and boosting their business. The individuals that answered that survey stated that since the business they work for is an existing brand, it already gained some popularity, it is just a matter of effective advertising to a target market. According to Gustafon and Chabot (2007), Brand Awareness can play a major role in a customer's purchasing decisions. The more aware consumers are, the more likely they are to buy from your business.

Social Media Marketing is the use of different platforms on the internet to promote a brand or a product. The participants stated that the use of social media is the most effective method to make their business known to the public and gain more customers. The advent of new technologies such as social media has permeated many homes and changed the way customers look for information to inform them of their purchase decisions. (Simerpreet, 2016). According to "The Global State of Digital 2021" report, the state of Qatar has ranked first globally in terms of internet adoption among the population with a percentage of 99% in January 2020. It is important to note that social media has a large impact on the performance of a business due to its influence on the public.

### **Regulating Time Allocation**

Organizations that use effective time management are more likely to deliver their products and services on time every time. When it comes to combining the needs of the team with the demands of their employer, managers have one of the most important jobs. According to the responders, they work according to a set schedule, yet the majority of their time is spent on the business.

A work management system helps managers and employers gain insight into the workforce and improve productivity. It aids in the planning of work, the management of employee time, the control of labor costs, and the improvement of efficiency. A good job management system streamlines operations, reduces paperwork, and eliminates time-consuming tasks by allowing staff to concentrate on their work. Management is a discipline. Once mastered it will help navigate the external shifts in the business environment and those internal to the organization. (Magretta, 2002).

An individual's commitment to a cause, attitude, or conviction is referred to as personal commitment. Cultural values, views, and ideas are not always reflected in personal devotion. According to U.S. sociologist Michael P. Johnson's three-part model of marital commitment, which is based on a desire to keep a commitment because it is satisfying, pleasant, or personally rewarding. Since it is based on the individual's wishes and is perceived as voluntary, it is regarded as the strongest sort of commitment. As a result, the participants' most important obligation outside of work was their family. The second group is their colleagues. Employee commitment can be a powerful tool for boosting an organization's performance. It is described as organizational and task dedication, and it is linked to personal, occupational, and institutional traits. Commitment is tightly linked to colleagues and management style, and it might be viewed as a valuable asset of the growth mindset. (Nijhof et al. 1998)

Policy adjustment is the act of making a change or the revision made by the government. The amount of time it takes for a person to adapt to living with the laws and regulations in the department of business. As per the participants, one and four took three months to acclimatize to Qatar's regulations and policies.

Policy standards and objectives: effective implementation depends on the nature of policy to be carried out and the specific factors contributing to the realization or non-realisation of policy objectives, which vary across policy types. (Cerna, 2013) According to the responses, managers and employees under businesses must occasionally adjust to new rules set by the corporation.

### **Conclusion:-**

Having a successful Filipino franchised business outside its home country is a difficult task to face. Foreign commerce is not welcomed in Qatar, the host country unless the enterprise is sponsored by a Qatari national. With this strenuous task, the participants went through numerous trials and errors as they ran the business.

Building foundation means the steppingstone of the participant. Under this is the experience that came from the participant's previous work experience. Requirement compliance, as stated by the participants, before they can fully open and operate the business, they have to receive permission from the ministry. Managerial competence is where their skills and capabilities were taken into consideration to land the managerial position.

Establishing interaction explains that building a bond through associating with others is a key to managing franchised businesses beyond the known territory. Employee apprising is the participant having to establish their leadership skills with their employees to work as one. Brand recognition is expanding the business so that other nationalities will appreciate the Filipino culture. Social media marketing says that the participants took time to learn new trends in this digital age and adapted the consumer's daily routine in their work field.

Regulating time allocation, having a higher position means that a significant number of responsibilities is appointed, which usually leads to being needed in the workplace outside of their schedule. Effective time management increases the productivity of the business. Work management is dividing and balancing their time efficiently to run the business. They also have personal commitments outside the company. Almost all participants have said that their work has not affected their personal lives that much. In terms of family, this is the main inspiration for the participants to maintain their managerial role and work harder. The participants struggled with the policy adjustment since policies given by the owner sometimes change. Whether in regulations or circumstances.

This study aims to help students as well as those who are planning to undergo the franchising field. Through interviewing the participants, the researchers uncovered the experiences and difficulties these managers encountered and how they handled them. Those who aspire to embark on this journey would be aware of the hindrances and when faced with may overcome them.

This paper also recommends future researchers to have employees of Filipino franchise businesses as the set of participants and to capture their experiences in the front lines.

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